APPENDICES

Appendix 1 A

AGREEMENT BETWEEN THE TATA IRON AND STEEL COMPANY LTD, AND THE TATA WORKERS’ UNION

Jamshedpur, January 8, 1956

1. THIS AGREEMENT dated the 8th of January 1956, between THE TATA IRON AND STEEL COMPANY LIMITED Jamshedpur (hereinafter referred to as “the company”) and the TATA WORKERS’ UNION (hereinafter referred to as “the union”).

I. Preamble
2. The purpose of the Agreement is to establish and maintain orderly and cordial relations between the Company and the Union so as to promote the interests of the employees covered by this Agreement and the efficient operation of the Company’s business. The parties realise the importance and need of maintaining such good and cooperative management-labour relations for the effective and timely implementation of the schemes of modernisation and expansion programmes involving a capital expenditure of about Rs. 110 crores.

II. Mutual Security
3. To further the objectives of the increased goodwill and cooperation, the Company and the Union give each to the other the following assurances for their mutual security.

4. The Company undertakes as hereinafter stated.

5. The Company will continue to recognise the Tata Workers’ Union as the sole bargaining agent of the employees at Jamshedpur in the Union sphere. In the case of Supervisory Unit in the Union in the same manner and subject to the same conditions as heretofore*.

*Supervisory unit was merged with workers’ unit in 2012
The Company agrees, in principle, to a Union membership security system and the collection of Union subscriptions through the payroll in respect of employees other than supervisory staff. The Company will be prepared to join the Union in approaching the Central or State Governments for any alteration that might be required in the law in order to permit the bringing into effect of the maintenance of the membership and “check-off” provisions referred to above.

6. The Company will continue to give all reasonable facilities to the office-bearers of the Union to carry out their duties in the best interests of the employees so however that nothing is done which is detrimental to the normal effective operation of the company’s business.

7. The Company will continue to give all reasonable facilities to the elected group representative of the employees on behalf of the union in the different departments and sections of the Company to attend the Union Committee meetings, general meetings and conferences and generally to discharge their duties as representatives of their respective groups provided, however, the time spent on such work does not interfere with their normal duty as employees.

8. The Company will continue to give facilities to the Union representative on the joint Committees to attend the Committee meetings during their working hours and to pay them their due wages for the time so spent.

9. The Company including its officers and representatives at all levels is bound by the provisions of this agreement.

10. The Union undertaking on behalf of itself and each of its members as hereafter stated.

11. The Union continue to recognise the right of the Company to take disciplinary action, according to the provisions of the Standing Orders against such employees as indulge in unauthorised activities. However, an issue of fact of such nature may be subject to the grievance procedure.

12. The Union recognises that there are functions, powers and authorities belonging solely to the Company prominent among which, but by no means wholly inclusive,
are the rights of introducing new or improved methods or equipment, deciding the number and location of plants, the nature of equipment or machinery, the products to be manufactured, the methods and/or progresses of manufacturing, the scheduling of production, the method of the training employees, the designing and engineering of products and the control of raw materials, provided that where the employees’ interests are adversely affected, the Union is consulted before the Company takes decision and the Union reserves the right to represent their cases to the management.

13. Subject to the provisions of this Agreement, the Union recognises the right of the Company:

i. To hire, transfer, promote or discipline employees, provided that, in hiring a person, ordinarily the normal procedure in that behalf will be followed and provided further that no one is transferred, discharged or disciplined without a reasonable cause and without going through the normal procedure. The reasonableness of the cause, however, may be subject to the prescribed grievance procedure;

ii. To fix the number of men required for the normal operation of a section of department provided that in the case of the existing sections and departments of the Union are consulted before the Company takes a decision;

iii. To make or change such rules and regulations regarding employees as the company may deem necessary and proper, provided that such rules or changes in the rules are fair and reasonable and are made after consultation with the union; and

iv. To eliminate, change or consolidate jobs, sections, departments or divisions. Provided that when the employees’ interests are adversely affected the Union is consulted before the Company takes a decision and provided further that where jobs are consolidated and a reduced number of employees are asked to increase their individual efforts in order to perform substantially the same amount of work formerly done by a large number of employees and without any fair compensation in the form of incentives bonus or in any other form, the Union reserves the right to represent their cases to the Management.
14. The Union, including its officers and representatives at all levels, is bound by provisions of this Agreement.

III. Closer Association of Employees with Management
15. The Company appreciates the view that an increasing measure of association of Works employees with the Management in the working of the industry is desirable they would help:

   a) In promoting increased productivity for the general benefit of the enterprise, the employees and the country,
   b) In giving employees a better understanding of their role and importance in the working of the industry and in the process of production, and
   c) In satisfying the urge for self-expression; and the Company and the Union agree to discuss and devise at an early date ways and means of progressively achieving that objective at appropriate levels and by gradual stages.

The manner and method by which employees would be represented in the process of such association will be among the matters to be so discussed.

IV. Productivity
16. The Union, its officers and its representatives agree to give their full support and cooperation to the Company in the matter of securing improvement in labour productivity. The parties agree on the need to establish a standard force in each of the existing departments and declare that such standard force shall be fixed by the Company for securing improvement in labour productivity after consultation with the Union.

17. The Company assures the Union that:
   i. There will be no retrenchment of existing employees;
   ii. Those employees required for jobs other than those in which they are at present employed will, wherever necessary, be trained for other jobs; and
   iii. The present average earnings of employees transferred or under training will be guaranteed to them.
18. The Union agrees that the fixation of the number of men required for the normal operation of each existing section or department as referred to in the Clause 13 (ii) shall be carried out and completed within a period of one year, from the date of this Agreement. If there is any disagreement regarding such number, then the matter shall be referred to arbitration by independent experts to the mutually agreed upon by the Company and the Union and failing agreement to be appointed by the Government of India. The Decision of such experts shall be binding on the Company and the Union.

19. The Company will be entitled, where there are more men in a section of department than the number fixed under Clauses 13 (ii) and 18, to leave vacancies unfilled and also to transfer surplus men in one department to fill up essential vacancies in other departments or for employment on new plant as provided in the Standing Orders.

20. In view of the schemes of modernisation and expansion programmes referred to in the preamble and requiring men for manning the new sections and departments and in view of the provision in Clause 19 regarding vacancies unfilled and transfer of surplus men after the fixation of the standard force of the existing sections or departments, the Company agrees that vacancies occurring hereafter will be filled, except with the occurrence of the Union, till such time as the standard force is fixed under Clauses 13 (ii) and 18.

V. Job Description, Job Evaluation and Wage structure

21. The Company and the Union agree that a programme of job evaluation should be undertaken in order to determine the value of each job and eliminate inequities in order subsequently to simplify the existing structure of wages and other payments to employees and place it on a rational basis.

It is further agreed that a Joint Committee consisting of an equal number of representatives of the Company and of the Union shall be appointed with an independent expert as Chairman for the work of Job evaluation. The parties agree that the Joint Committee shall consist of suitably qualified representatives of the Company and the Union. The parties agree that the classification of jobs embodied in the report of this Joint Committee shall be accepted by the both parties as forming the future
structure of wages and other emoluments. Thereafter the parties shall negotiate the rates of the future structure of wages and emoluments.

VI. Revision of Wages and Gratuity

22. As the review of the wage structure as mentioned hereinbefore is likely to take time and the Union has requested an immediate increase in the wages of the lower paid employees and ministerial staff and also the revision of such employees on an “ad hoc” basis and to increase gratuity payments as mentioned below:

A. To all employees of the Company (including temporary employees and Company’s employees on construction work) in Jamshedpur drawing:
   a) Basic wages up to Rs. 3 per day for daily-rated employees;
   b) Basic wages up to Rs. 75 per month for monthly-rated employees;
   c) Basic salaries up to Rs. 140 per month for clerical staff, including the typists;

   a flat “ad hoc” additional payment (by way of special allowance not to rank as part of substantive pay for any purpose) of annas two per day for category: (a) and Rs. 3-4-0 per month for categories; (b) and (c) as from 1st January, 1956; a further flat “ad hoc” additional payment (by way of special allowance not to rank as part of substantive pay for any purpose) of annas two per day for category (a) and Rs. 3-4-0 per month for categories (b) and (c) as from 1st January, 1956.

   and

   a further flat “ad hoc” additional payment (by way of special allowance not to rank as part of substantive pay for any purpose) of annas two per day for category (a) and Rs. 3-4-0 per month for categories (b) and (c) as from the 1st January, 1957.

Marginal relief will be granted to employees drawing more than Rs. 3 per day in the case of daily-rated employees, Rs. 75 per month in the case of monthly-rated employees and Rs. 140 per month in case of clerical staff.

B. For the purposes of the gratuity rules, in the case of all employees in Jamshedpur and no others, drawing basic salary or wages not exceeding Rs. 500 per month in the case of monthly-rated employees, the dearness allowance (but not the emergency bonus of food rebate or other allowances) shall be added to the basic salaries and wages for computing gratuity payments.
23. Subject to the provisions of Clause 22, the Company and the Union agree that there should be no further demands for increase in wages of the emoluments (including gratuities) of employees until the coming into operation of the provisions of Clause 24. No further application to the Permanent Joint Rates Committee shall be made or entertained unless there is change in the job content.

VII. Revision of Wages and Separation of Works and Town

24. (a) After the completion of the expansion of the Company’s plant and of the job evaluation programme mentioned in Clause 21, the Company and the Union agree to negotiate revised wages and emoluments separately for:
   i. Workers in the plant;
   ii. Subject to the provisions of Clause 5; supervisory staff in the plant (within the sphere of the Supervisory unit of the Union); and
   iii. Town and other employees outside the Works.

(b) The Company declares that in such negotiations it will be prepared to offer, in recognition of the increased labour productivity and the larger profits resulting from the plant expansion programme, an appreciable upward revision in the wages and emoluments of the Work employees.

(c) The Company also records its considered view that as a result of past efforts to maintain parity of earning between jobs in the Works and those outside the Works, the emoluments paid for the latter jobs have increased disproportionately and are substantially higher than those earned in other places in India and that, therefore, the larger profits resulting from the increased labour productivity in the Works to an upward revision but that their cases shall be considered on their own merits.

* Town division and outside work was outsourced through forming 100 per cent subsidiary company JUSCO in 2004

VIII. Construction of Quarters

25. (i) The Company agrees to undertake to construct 300 one-room quarters and 1700 two-room quarters by 31st March, 1959, subject to the satisfactory conclusion of the land acquisition proceedings now pending. It is agreed that some of these quarters
may temporarily allocated to the construction staff recruited form outside Jamshedpur by the Consulting Engineers in connection with the two million ton expansion project;

(ii) The Company agrees to extend the indoor accommodation of the Main Hospital.

IX. Promotions

26. It is the established policy of the Company that when vacancies occur, it shall fill them by internal promotion, wherever possible, rather than by outside recruitment, so as to ensure a maximum of opportunity for employees with demonstrated ability.

27. Promotions to non-supervisory posts shall be made on the basis of seniority provided the individual concerned is competent for the higher post. In order to ascertain his competence, his past performance will be taken into account.

28. No person will be promoted to a post for which a trade test has been prescribed unless he has passed the trade test.

29. Promotions to supervisory posts, which shall commence with the post of Assistant Foreman or its equivalent, will be made on the basis of merit from among those who possess the prescribed qualification and/or experience. A detailed procedure for promotion from the ranks of workmen to supervisory posts will be formulated by the Company in consultation with the union.

30. Promotion to temporary posts will be governed in accordance with the existing rules which have been agreed upon by the Company and the Union.

X. Grievance Procedure

31. The Company and the Union agree that the objective of a good grievance procedure is the settlement of a grievance in the shortest possible time at the lowest possible step.

32. It is agreed that a grievance procedure formulated in consultation with the Union shall be introduced in all departments and shall be strictly followed, subject to such modifications as may be agreed upon by the Company and the Union.

33. In departments where the grievance procedure is for any reason not introduced, an employee having any complaint or grievance shall first discuss the matter with his
foreman. In the event a satisfactory settlement cannot be arrived at, it will be referred to the departmental head. The employee can at his option be assisted or represented by the Union representative in the department.

If the problem is still not satisfactory adjusted, it may be referred to the appropriate Joint Committee and then to the Central Works Committee, if necessary, in accordance with the prescribed procedure.

XI. Works Committees
34. The Company and the Union agree to examine the working of the Works Committees with a view to improve the same. The Company will formulate proposals in this connection, which will be discussed with the Union and implemented with such modifications as may be agreed to by the Company and the Union.

XII. Discipline
35. The Union agrees to cooperate with the Company in maintaining discipline and avoiding waste of time by the employees.

36. The Company and the Union agree that while on the one hand any disciplinary action taken by the Company should be fair and just and not arbitrary, on the other hand, no action should be taken by the Union which short-circuits the established procedure. In particular, (a) the Union will not ask the Company to suspend action in individual cases pending a prior discussion with its representatives, and (b) the Company and the Union will cooperate in ensuring that differences are discussed and settled at the appropriate level. Intervention at the top Union and Management levels should take place only in exceptional cases.

XIII Duration of Agreement
37. The Company and the Union agree that this agreement is adequate to the purpose set out in the preamble and that any attempt on the part of the Company or the Union to bypass any of the provisions of the Agreement shall be considered as a violation of the Agreement.

38. This Agreement shall remain in effect in the first instance for a period of three years. It may be amended at any time by mutual consent. Its provisions shall conform with the Central or State laws, but the avoidance of any clause for the reasons of
illegally shall not affect the balance of this Agreement which shall remain in full force and effect.

<table>
<thead>
<tr>
<th>On behalf of the Tata Iron and Steel Company, limited</th>
<th>On behalf of the Tata Workers’ Union</th>
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<tbody>
<tr>
<td>(Sd) J. R. D. Tata Chairman</td>
<td>(Sd) M. John President</td>
</tr>
<tr>
<td>(Sd) J. J. Ghandy Director-in-Charge</td>
<td>(Sd) V. G. Gopal General Secretary</td>
</tr>
</tbody>
</table>

Source: Tata Workers’ Union
SUPPLEMENTAL AGREEMENT BETWEEN THE TATA IRON AND STEEL COMPANY LTD, AND THE TATA WORKERS’ UNION

Jamshedpur, August 4, 1956

For the closer Association of Employees with the Management Pursuant to Clauses 15 of the Agreement Dated 8th January, 1956, Between the Tata Iron and Steel Company Limited and The Tata workers’ Union

1. In pursuance of Clause 15 of the Agreement between the Tata Iron and Steel Company, Limited and the Tata Workers’ Union dated 8th January, 1956, the Supplemental Agreement shall come into force on a date to be agreed between the parties, but not later than the 1st October, 1956, and shall be coterminous with the principal Agreement.

Preamble

2. As stated in Clause 15 of the principal Agreement “the Company appreciates the view that an increasing measure of association of Works employees with Management in the working of the industry is desirable and would help: (a) in promoting increased productivity for the general benefit of the enterprise, employees and country; (b) in giving employees a better understanding of their role and importance in the working of the industry and in the process of production; (c) in satisfying the urge of self-expression.

3. All matters connected with collective bargaining or falling within the Union relations shall be specifically excluded from the scheme embodied in this Agreement.

Organisation

4. The following Joint Committees are already in existence:

At Departmental level—

Advisory Development and Production Committees.
At Works level---

1. Plant Works Committees
2. Non-factory Employees’ Works Committee
3. Central Works Committee
4. Special Central Works Committee
5. Permanent Joint Rates Committee
6. High-Level Rates Committee
7. Job Evaluation Committee
8. Trade Test Specification Committee
9. Minimum Qualification Committee
10. House Allotment Committee
11. Medical Fitness Committee
12. Central Canteen Managing Committee
13. Safety Appliances Committee
14. Suggestion Box Committee

There are also the following committees consisting at present of the Management representatives only:

1. Welfare Committee
2. General Safety Committee
3. Workmen’s Benefit Fund Board of Trustees

It is agreed that the following changes be made:

i. The Advisory Development and Production Committees at Departmental level will be replaced by Joint Departmental Council which with enlarged functions, will be set up in all departments in accordance with Clause 6 of the Supplement Agreement.

ii. In accordance with Clause 3 of this Agreement, the following Joint Committees, which are concerned with collective bargaining of fall within the sphere of Union relations, will be excluded from this scheme:

a) Plant Works Committees
b) Non-factory Employees’ Works Committee
c) Central Works Committee
d) Special Central Works Committee  
e) Permanent Joint Rates Committee  
f) High-Level Rates Committee  
g) Job Evaluation Committee  
h) Trade Test Specification Committee  
i) Minimum Qualification Committee  
j) House Allotment Committee  
k) Medical Fitness Committee  

iii. The following Committees will hereafter be re-constituted as Joint Committees: 

a) Welfare Committee  
b) General Safety Committee  
c) Workmen’s Benefit Fund Board of Trustees  

Subject to the provisions of any law for the time being in force, the Company will endeavour to secure representation for employees on the Board of Trustees of Workmen’s Benefit Fund equal in number to that of the Company, excluding the Chairman, who is and shall be a nominee of the Company.

iv. The following Committees will be placed under the supervision and control of the Joint Works Council set up under Clause of this Supplemental Agreement:

a) Central Canteen Managing Committee  
b) Suggestion Box Committee  
c) Welfare Committee (presently not in existence)  
d) General Safety Committee (merged with DICs)  
e) Safety Appliances Committee (merged with Safety Standard Sub Committee)  

5. Joint Departmental Councils, a Joint Works Council, a Joint Town Council and A Joint Consultative Council of Management shall be set up as hereinafter described.

6. The Company and the Union agree that whereas, in the first instance, the representatives of the employees within the Union spheres shall be nominated by the
Union, the employees within the sphere of the Supervisory Unit of the Union being fairly represented therein, steps shall be taken gradually to introduce the principle of election by secret ballot.

**Joint Departmental Council**

1. There shall be a Joint Departmental Council in each department of the Works. Such Council shall, depending on the size of the department, consist of two to ten representatives of the Management and equal number of representatives of Works employees, including a fair representation of the employees within the sphere of the Supervisory Unit of the Union. The representatives of Management shall be nominated by Management and those of employees by the Union from among the employees of the Company. The Chairman shall be designated by Management from among its representatives and the Vice-Chairman by the Union from among the representatives of employees on the Council*. The Council shall normally hold its meetings once a month**. The term of the office of the members shall be two years except that half of the original members of the Council shall retire at the end of the first year.

8. The functions of such Councils shall be as follows:

1. To study operation results and current and long term departmental production problems.

2. To advise on steps necessary at departmental level to promote and rationalise production, improve method, lay out and processes; improve productivity and discipline; eliminate waste, effect economies with a view to lowering cost; eliminate defective work and improve the quality of products; improve the upkeep and care of machinery, tools and instruments; promote the efficient use of safety precautions and devices; promote employees’ welfare and activities like sports/picnics; encourage suggestions, improve working conditions and better functioning of the department.

*The Chairmanship and Vice-chairmanship of the council is alternatively held by the Management and Employees’ representative for a year each

** Now the councils hold two meetings in a month
3. To implement the recommendations or decisions of Joint Consultative Council of Management or Joint Works Council, approved by the Management.

4. To refer, where necessary, any matter to Joint Works Council for their consideration or advice.

**Joint Works Council**

9. There shall be Joint Works Council consisting of twelve (now thirteen) representatives of Management and an equal number of representatives of employees. The representatives of Management shall be nominated by Management. The representatives of employees, including a fair representation of employees within the sphere of the Supervisory Unit of the Union*, shall be nominated by the Union from among the employees of the Company. The Chairman shall be designated by Management from among its representatives and the Vice-Chairman by the Union from among the representatives of the employees on the Council. The Council shall hold its meetings normally once a month. The term of the office of the members shall be two years except that half of the original members of the Council shall retire at the end of the first year.

10. The functions of the Joint Works Council shall be as follows:

   a) To study operational results and current and long-term production problems of the Works as a whole.

   b) To advise on steps necessary at departmental level to promote and rationalise production, improve method, lay out and processes; improve productivity and discipline; eliminate waste, effect economies with a view to lowering cost; eliminate defective work and improve the quality of products; improve the upkeep and care of machinery, tools and instruments; promote the efficient use of safety precautions and devices; promote employees’ welfare and activities like sports/picnics; encourage suggestions, improve working conditions and better functioning of the Works as a whole.

*merged in workers’ unit in 2012

**the Chairmanship and Vice-Chairmanship of the Council is alternatively held by the Management and Employees’ representative for a year each
c) To plan and supervise the work of following Committees within the framework of duly approved budgets and Company rules and procedures:

i. Central Canteen Managing Committee
ii. Welfare Committee (presently not in existence)
iii. General Safety Committee
iv. Safety Appliances Committee
v. Suggestion Box Committee

d) To follow up the implementation through the appropriate Joint Department Council of its recommendations or decisions approved by the Management.

e) To refer any matter to Joint Consultative Council of Management for their consideration or advice.

f) To advise on any matter referred to it by the Joint Department Council or by the Joint Consultative Council of Management or by Management.

11. The General Safety Committee, which at present consist of twelve Management Representative, shall be reconstituted to provide for eight Management representatives, including the Chairman, and four representatives of employees.

12. The composition of the present Welfare Committee*, which consists of nine Management representatives, shall be altered to provide for five representatives of Management, including the chairman, and five representatives of employees.

13. The composition of the Central Canteen Managing Committee and the Suggestion Box Committee shall remain the same as at present.

14. The representative of Management, including the Chairman, of the Central Canteen Managing Committee, the Welfare Committee, the General Safety Committee, the Safety Appliances Committee and the Suggestion Box Committee shall be nominated by Management and those of the employees by the Union.

15. The General Safety Committee, the Central Canteen Managing Committee and the Welfare Committee thus reconstituted and the Safety Appliances Committee and the Suggestion Box Committee shall function as Sub-Committees of the Joint Works Council.
Joint Town Council (presently not in existence)

16. There shall be a Joint Town Council consisting of six representatives of Management and six representatives of employees. The representatives of Management shall be nominated by Management. The representative of employees including a fair representation of employees within the sphere of the Supervisors’ & Technician’s Unit of the Union shall be nominated by the Union from among the employees of the Company in Town, Medical and Health Departments, including the Education Department, except that one of such representative may be an officer of the Union who is not employee of the Company. The Chairman shall be designated by Management from among its representatives and the Vice-Chairman by the Union from among the representatives of the employees on the council. The Council shall normally hold its meeting once a month. The term of office of the members shall be two years except that half of the original members of the Council shall retire at the end of the first year.

17. The functions of the Joint Town Council shall be as follows:

a) To advise on steps necessary to promote, rationalise and improve output and methods of work, reduce costs, improve quality, effect economies, reduce waste and ensure improved working conditions and better functioning of the organisation as a whole.

b) To advise on social welfare activities in the Town within the framework of duly approved budgets and Company rules and procedures.

c) To follow up the implementation of its recommendations or decisions approved by Management.

d) To refer any matter to the Joint Consultative Council of Management for their consideration and advice.

Joint Consultative Council of Management

18. There shall be a Joint Consultative Council of Management consisting of eight representatives of Management* and an equal number of representatives of employees, in addition to a Chairman. The representative of the Company and the Chairman shall be nominated by the Company. ** The representatives of employees including a fair representation of employees within the sphere of the Supervisors’ & Technician’ Unit
of the Union, shall be nominated by the Union from among the employees of the Company, except that not more than two of such representatives may be officers of the Union who are not employees of the Company. The Council shall normally meet once a quarter at Jamshedpur or Bombay. The term of office of the members shall be two years except that half of the original members of the Council shall retire at the end of the first year.

19. The functions of the Joint Consultative Council of Management shall be as follows:

a) To advise Management on all matters concerning the working of the industry in the fields of productions and of welfare.

b) To advise Management in regard to economic and financial matters placed by Management before the Council, provided that the Council may discuss questions dealing with general economic and financial matters concerning the Company which do not deal with questions affecting the relations of the Company with its shareholders or managerial staff or concerning taxes or other matters of a confidential nature.

c) To consider and advise on any matter referred to it by the Joint Works Council or the Joint Town Council.

d) To follow up the implementation through the Joint Works Council or the Joint Town Council of any recommendation made by them and approved by the Company.

*Presently it consists of 11 representatives of Management and equal number of representative of employees including Chairman and Co-Chairman of the Council

**Presently there is a Chairman and Co-Chairman of JCCM which rotates every year between Management and Union representatives
General

20. In order to enable the aforesaid Joint Consultative Council of Management, the Joint Works Council, the Joint Town Council and the Joint Departmental Councils, to exercise their functions effectively, the Management will make available to them relevant information, data and statistics, including such financial information as may be necessary for the proper understanding of any matter under consideration. The Company will be free to withhold information or data of a confidential nature, the disclosure of which would, in the Management’s opinion, be detrimental to the interests of the organisation.

21. In order to ensure the effective functioning of the aforesaid Joint Councils, Management shall set up an appropriate Central Secretariat and shall bear the expenses of such secretariat.

22. The parties agree that in the event legislation is enacted providing for employees’ association with the Management of the companies, the provisions of this Supplemental Agreement shall continue with or without modification only as may be agreed upon between the parties.

On behalf of the Tata Iron and Steel Company, limited  
(Sd) J. R. D. Tata  
Chairman  
(Sd) J. J. Ghandy  
Director- in Charge

On behalf of the Tata Workers’ Union  
(Sd) M. John  
President  
(Sd) V. G. Gopal  
General Secretary

Source: Tata Workers’ Union
Fig. A Production Process in Tata Steel
## Appendix Tables

### Table A: Parliament elections of Jamshedpur

<table>
<thead>
<tr>
<th>Year</th>
<th>Candidates</th>
<th>Party</th>
<th>% or votes</th>
<th>Trade union leader/worker</th>
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<tbody>
<tr>
<td>1952</td>
<td>Bhajahari Mahato, Chaitan Majhi, Michel John</td>
<td>Lok Sevak Sangh, Lok Sevak Sangh, INC</td>
<td>16, 16, 12.22</td>
<td>Leader</td>
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<td>1957</td>
<td>M. K. Ghosh, Erick Dacoste</td>
<td>INC, Jharkhand Party</td>
<td>35.48, 29.51</td>
<td>Leader</td>
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<td>1962</td>
<td>Udaikar Mishra, N C Mukherjee</td>
<td>CPI, INC</td>
<td>42.9, 31.63</td>
<td>Leader</td>
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<td>1967</td>
<td>S C Prasad, U Mishra, Maneck Homi, N Guha</td>
<td>INC, CPI, Independent, CPM</td>
<td>37.18, 17.06, 16.49, 11.35</td>
<td>Leader</td>
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<td>1971</td>
<td>Sardar Sawarn Singh, Kedar Das, R K agrawal, Satnarain Singh, M. Krisna Akhauri</td>
<td>INC, CPI, BKD, BJS, Independent</td>
<td>27.53, 27.41, 17.13, 7.31</td>
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<td>1977</td>
<td>Rudra Pratap Sarangi, V G Gopal, Kedar Das</td>
<td>Bihar lok Dal, INC, CPI</td>
<td>50.16, 25.83, 12.64</td>
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<td>1980</td>
<td>R P Sarangi, V G Gopal, Tika Ram Manjhi</td>
<td>Janta Party, INC, CPI</td>
<td>29.24, 25.91, 24.36</td>
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<td>1984</td>
<td>Gopeshwar, T R Manjhi, R P Saranghi, Shailendra Mahato</td>
<td>INC, CPI, BJP, JMM</td>
<td>45.73, 30.36, 10.45, 5.24</td>
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<td>1989</td>
<td>Shailendra Mahato, Chandan Bagchi, R P Sarangi, T K Majhi</td>
<td>JMM, INC, BJP, CPI</td>
<td>27.12, 25.40, 22.97, 22.02</td>
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<td>1991</td>
<td>Shailendra Mahato, A.P. Singh, Chandan Bagachi, Suraj Singh Besara</td>
<td>JMM, BJP, INC, Independent</td>
<td>40.22, 29.20, 17.20, 10.01</td>
<td>Leader</td>
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<td>1996</td>
<td>Nitish Bhardwaj, Indra Singh Namdhari, Shailendra Mahato, K P Singh</td>
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<td>33.37, 25.07, 19.42, 16.56</td>
<td>Leader</td>
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<td>1998</td>
<td>Abha Mahato, Russi Mody, T K majhi</td>
<td>BJP, Independent, CPI</td>
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<td>45.40, 26.06, 12.80</td>
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<tr>
<td>Year</td>
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<td>% or votes</td>
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<td>Dulal Munshi</td>
<td>CPI</td>
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<td>Suman Mahato, D Sarangi</td>
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<td>2011- Bi-election</td>
<td>Ajoy Kumar, D Goswami</td>
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Source: Election Commission of India

Table B: Assembly elections in Jamshedpur

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<thead>
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<th>Candidates</th>
<th>Party</th>
<th>% or votes</th>
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<td>1952</td>
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<td>S C Prasad, Munshi Ahumuddin, Rampada Sen Gupta, Sangam Birua</td>
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<td>1957</td>
<td>Jugsalai cum Potaka</td>
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<td>1962</td>
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<td>1967</td>
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<td>Party</td>
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Source: Election Commission of India

Table C: Annual Bonus to employees (INR crores)

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<th>Percentage</th>
<th>Amount</th>
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<th>Profit</th>
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Source: PrabhatKhabar, 13 Oct, 2012