

PEOPLE DRIVE US

At TML, our strategies are fuelled by our people. Employee welfare, health and happiness are the key focus areas of our business. We believe that nurturing a high-performance culture is an imperative.

Our priority is worker safety and we follow globally recognised standards to ensure safe working conditions for our employees and contract workers.



ORGANISATIONAL EFFECTIVENESS

After embarking on our transformation journey and coining our Mission, Vision and Values, we prepared our corporate Balanced Score Card (BSC), which was translated into an Annual Business Plan. Based on this our Company's Key Performance Indicators (KPIs) have been subsequently cascaded to BU/ Functions and eventually to employees' Goal Sheet.

At TML, we initiated an organisation effectiveness (OE) project as a companywide major transformation exercise, aiming to create a leaner organisation and enhance efficiency.

We employed Accenture to study the current structure, strategy and people, and benchmark against the world's most competitive companies.

The most significant change in the structure was the creation of a new vertical called Product Line function within the CV and PV business, aiming to have an end-to-end P&L responsibility with an entire value chain of business.



NEW PERFORMANCE MANAGEMENT SYSTEM

For embracing a high-performance culture and achieving the vision we have set, our new leadership and performance management system, LOOP was institutionalised.

LOOP is the foundation of a transformation journey and comprises three primary pillars: a) Objective setting based on corporate and business unit and balanced score card; b) Integrated performance and leadership behaviour appraisal wherein performance is measured vis-à-vis target achievement and leadership behaviour; c) Performance based reward system, which takes into account TML's and the individual's performance.



RECRUITMENT

TML has put in place a structured recruitment process to hire workforce in both white and blue-collar categories. Operational initiatives for pre-recruitment and post-recruitment are outsourced to a Recruitment Process Outsourcing (RPO) Partner. We ensure that Tata Motors brand is built as an employer at campuses through systematic periodic interventions.



CAPACITY BUILDING

As part of this restructuring, the upgraded product and technology roadmaps have been used to arrive at future capability requirement and accordingly competency gaps have been identified. A Product Leadership Academy framework has been put in place to address the competency needs across divisions. The training models encompass knowledge and capability enhancement, management development programmes and Fundamental Skills Training, catering to training needs across levels.

Average training person hours at TML

Category of employment	Training person hours			
	Males	Females	Total	Average
Senior management	47010	1341	48351	46.81
Middle management	399812	26690	426502	53.87
Junior management	121405	10888	132293	43.53
Non-management (permanent blue-collar workforce)	88327	941	89267	6.36

At JLR, the guiding philosophy is 'Engaged, passionate people delivering experiences the customers love, for life!'



DIVERSITY

As a part of the Tata Group, we uphold the Group's core values and provide equal growth opportunities to people from different social segments. To enhance workplace diversity, we increased the intake of blue-collared women workers on the shop floor across the company in FY 2016-17. We also focused our campus hiring efforts to target women graduates.

For JLR:

- Female graduate and apprentice intake : up by 30%
- Women joining graduate programme make up 29 per cent of total hires



LEADERSHIP COMMUNICATION

Town halls are conducted every quarter by the ExCom at different locations to update on business and OE exercise. After the town halls, group discussions are held by each ExCom with employees at that location.



OCCUPATIONAL HEALTH AND SAFETY

Providing our employees, a safe and healthy work environment is a key priority of our people's policy. A companywide Occupational Health and Safety policy is the guiding mantra for our safety initiatives. The Board-level SHE (Safety, Health and Environment) committee oversees and directs our safety initiatives. We have institutionalised Safety Committee across our CV and PV businesses.

There are multiple initiatives like safety drills and trainings which are undertaken. We also focus on contractor safety management and evaluation prior to awarding contract. Besides, audits, reward and recognition are conducted on field safety.

We have significantly increased our scope of Safety Awareness Building Campaigns (like road safety week, national safety month, among others) for engaging our channel partners and supplier fraternity as well. We engage in continuous communication and awareness on lifestyle/ wellness, health promotional activities for our white-collared employees as well.

At TML, Lost Time Injury Frequency rate (LTI-FR) has reduced from 0.17 to 0.15 - an overall reduction of 11.8%, compared to our 2015-16 safety performance. Similarly, Total Recordable Case Frequency rate (TCR-FR) has reduced from 1.49 to 1.41 - an improvement in performance by 5.36%.

Our subsidiary, JLR's goal is 'Zero Harm'. Destination Zero is the campaign which gets everyone at JLR to understand their safety responsibilities.

JLR's Lost Time Case performance had an improving trend of ~6% Y-o-Y.



FULFILLING THE SKILLS SHORTAGE

To fulfil the skills shortage faced by the UK's automotive industry, the Company has established its Jaguar Land Rover Academy and spends over GBP 100 million each year. With this, the Company wants to develop the present workforce and inspire future engineers.

JLR is continuing its efforts by reaching out to untapped talent through multiple education schemes. Many of its employees who have been through these programmes have gone on to be award-winning engineers.

Further efforts in this direction include programmes supporting award-winning STEM (science, technology, engineering and mathematics) education schemes for young children. The Company wants to increase these inspirational outreach programmes to align with the future skill needs.

Some of the areas in which JLR wants to attract future talent are:

- Virtual Modelling
- Data Analysis
- Hardware Design
- Software Design
- Programme Delivery for highest-calibre project management

To help address industry shortages, in the last four years Jaguar Land Rover has reached out to over 2.5 million young people to inspire them to consider an automotive career.