

Social - People – TML

Inculcating a culture of safety and inclusion

Tata Motors Group treats people as one of the biggest assets and believe that the people play a pivotal role not just in everyday operations and supply chain, but also by creating a better community at large. We undertake extensive measures to ensure that we engage proactively with our employees, customers, supply chain partners and create a better community for its people to prosper.

Tata Motors Limited

For TML, its people are its principal assets. The company endeavors to build livelihoods and change lives across the globe. TML is home to with the brightest talent around the world and will continue to support and empower its people. It is committed to offer safe and healthy workspaces for its people along with promoting diversity and equal opportunity for all.



At Tata Motors, we strive to create a conducive work environment. We ensure that our employees, potential hires, third-party support staff are not discriminated against, directly or indirectly, as a result of their colour, nationality, gender, trade union membership, among others, and have a zero tolerance towards any form of harassments. Our Diversity Council, at apex and unit levels, is tasked with increasing gender diversity in the organisation through various initiatives and actions. The leadership reviews progress of these initiatives and suggests corrective actions, when required.

INITIATIVES FOR A CONDUCTIVE WORKPLACE FOR WOMEN

In addition to offering all eligible female employees the legally mandated 182 days of paid maternity leave, we have put in place several initiatives to promote gender diversity

Adoption leave

Paid leave up to 90 calendar days post legally adoption of child

Work-life balance

Flexible work hours, work from home or part-time work

Celebrating motherhood

Crèche facility

Sabbatical

To help fulfil personal or professional aspirations

Second Career Inspiring Possibilities

Enabling women with good work experience to find their way back after a career break

5.23%

of females in management positions in revenue generating functions

7.20%

of women in all management positions (including junior, middle and senior roles)

50,837

Total Employee Strength

26,254

Number of permanent employees

24,583

Number of Temporary Employees

5.5%

Percentage of Women in the total workforce

1.5%

Women in top management positions (at most 2 levels away from CEO or comparable positions)

Wheels of Love

In 2021, we launched Wheels of Love, a holistic programme that supports new parents in their exciting journey while promoting a progressive culture of care, inclusion and sensitisation within the organisation across levels.



Training and Development



We have introduced a comprehensive functional skill training programme at each plant. A National Employability Enhancement Mission (NEEM) agent conducts the training and development sessions training and enhance knowledge. By monitoring the improvement in the performance and the knowledge, we assesses the effectiveness of the training and skill development exercise.

Our Chief Learning Officer is responsible for managing the skill development and training needs of our corporate employees. Specific training needs are identified based on inputs from people managers on leadership behaviour and various sessions with managers on strategy and technology. The programme covers four major functional areas: Operational Excellence, Product Leadership, Customer Excellence and Management Education. We assess the effectiveness of the programme through feedback from participants, instructors, and superiors. The Learning Management System (LMS) platform facilitates the management of the overall training and skill development.

2,33,102

Person hours of training provided during FY 21

Average training hours

Male	18.8
Female	19.0



Safety performance (LTIFR)*



26 **138** **1.39**
LTI **TRC** **TRCFR**

*LTIFR has increased in FY 21 from last year owing to high employee turnover, higher displacement of people from one job to another and restriction of physical training of employees due to COVID-19 pandemic. However, we have already taken actions in all plants by restarting physical training for all employees as well as contractors. Also, displacement of people has also been managed through effective on job training.

We are committed to providing a safe and healthy work environment for our employees and associates. For this, we have built safe practices in all our business processes. With a robust safety management system in place, all our manufacturing sites are certified for ISO 45001:2018 – Occupational Health & Safety Management System.

We follow Dupont Safety Culture where safety is monitored at all important levels.

- Safety standards and procedures
- Contractors and vendors safety management
- Safety observations
- Incident investigations
- Training and capability building

Safety considerations are taken care into account at the conceptualisation and design phase, even in new offices, establishments, and warehouses. The Management of Change (MOC) standard, Hazard Identification & Risk Assessment (HIRA), and findings of the incident investigation feed into designing a project. HIRA and programmes like Work Permit System, JSA, Hot Work, LOTO, Confined Space, Electrical safety and Road safety are practised to ensure that the exposure to risks are eliminated, minimised and managed properly to avoid any incidents. These standards and procedures are common across all plants/sites and incidents.

We have well-defined communication channels at various levels and functions. For example, plant level townhalls are led by plant heads, shop level meetings are led by shop heads. Every meeting starts with a safety contact and sharing of safety incidences across plants. For contract workers, every day starts with a safety tool box talk. SAFE 20 sessions, i.e., 20 minutes with 20 employees on a specific topic of need are conducted regularly. People visiting the factories have to undergo a brief safety orientation session at the security control room, where they are apprised of the hazards associated with our operations and are provided a list of 'Dos and Don'ts'.

Workers participation and consultation are ensured through various forums such as shop level safety committees, safety action meetings (SAM), AECT forum (action employees can take), and HIRA committee. Safety performance is reviewed by all levels of management.

Training and awareness is considered as a key element of our safety strategy. We commemorate the National Safety Month and Road Safety Month where we engage not only with our shop floor colleagues, but also our associates in a social set-up. Posters and banners on safety, and various contests and interactive engagement campaigns are organised to create awareness.

The key leaders are trained on various aspects such as Safety Management Fundamentals, Incident Investigations, Contractor Safety Management, AECT, among others. To sustain this drive, 500+ internal trainers from different functions have undergone the requisite certification to deliver safety trainings. Videos and e-learning modules. E-modules complement the overall safety training programme.

Safety is a part of the induction programme for all employees engaged in operations. As part of statutory requirements, personnel involved in hazardous operations are sent to the Regional Labour Institute (RLI) for training. On the Health & Safety management system ISO 45001, identified employees are trained as lead auditors and internal auditors.



Job Qualification is an exercise aimed at training employees on job-specific procedures. Through Job Qualification, we ensure that every employee is effectively trained beforehand.

- Provides an overview of job-specific legal and safety requirements
- Helps identify hazards, assess risks and implement controls
- Reduces the likelihood of being injured at work
- Reduces the likelihood of others being injured by their actions

Tata Motors embarked on a safety excellence journey, engaging with DuPont in 2011. With a very high level engagement for the next 4 years, we have taken significant strides to improve safety organisation structure, build strong safety system and processes, and ultimately imbibe a safety culture with a vision of achieving 'Zero Injury at Workplace'.

Value chain partners

We believe that to realize the true essence of sustainability it needs to be integrated not only in our own operations but also across our supply chain. We rely on a huge network of suppliers and dealers.

Sustainable Supply Chain Initiative

We have put in place a Supplier and Dealer Codes of Conduct to ensure ethical and sustainable practices across the value chain. We have developed vendor parks at new manufacturing locations to ensure logistics emissions reduction and to enhance local employment.

Our Sustainable Supply Chain Initiative was implemented systematically and phase-wise in FY 17. It began by shortlisting suppliers based on ESG criticality. Then, sustainability guidelines were developed, and capacity building workshops and sustainability assessments of suppliers were conducted.

These learnings were shared with all the suppliers and improvement in their sustainability performance was rewarded and recognised. Due to the COVID-19 pandemic, we carried out only virtual workshops and assessments during the year under review.

Dealers Sustainability Initiative

We also extended this initiative to our downstream channel partners and authorised service stations in FY 19. Sustainability guidelines were developed, and sensitisation sessions for dealers across locations in India were conducted.

Under the initiative, data templates were developed and detailed site assessments were conducted to build capacities, with the objective of motivating channel partners and authorised service stations to integrate sustainability into their business practices. The guidelines, workshops and assessments cover topics related to TCoC, management system certification, transparency and reporting, Occupational Health and Safety, and labour and human rights. As of March 31, 2021, we have sensitised 237 channel partners and assessed 98 dealers.