

Social: People

Creating a workplace culture that promotes growth with empathy

Our people play a pivotal role in realising the Company's vision and business objectives, and help in building a better society.



We remain committed to empowering our people and offering them safe and healthy workspaces to work and grow in. Diversity, equity and fairplay are values that we uphold and exemplify through our ways of working.

As Tata Motors continues to reinvent itself in its journey to stay ahead, we ensure that we remain attractive for the best talent in the world and nurture and grow the exceptional talent we have. In FY22, Tata Motors launched an internal initiative to refresh the organisational culture to define the pillars and key leadership behaviours that best exemplify the culture.

52,351
Employee strength¹

25,588
Permanent employees²

26,763
Temporary employees³



¹ Includes TML, Corp, ERC, TMPV and TPEM; Includes Blue Collar, Flexi Blue Collar (includes temporary, trainees and third party services), White Collar, and Flexi White Collar (includes fix term employees).

² Includes TML, Corp, ERC, TMPV and TPEM; Includes Blue Collar, and White Collar.

³ Includes TML, Corp, ERC and TMPV; Includes Flexi Blue Collar, and Flexi White Collar. There were no temporary employees in TPEM as on March 31, 2022.



Jaguar Land Rover regards its people as its greatest assets and that is evidenced by the support provided to our employees and the communities that are a part of, both individually and through our collective efforts as a company.

We constantly strive to keep the best interests of our employees in mind, and in May 2021, when our employees returned to work in line with the scaling back of COVID-19 restrictions, we formally implemented a hybrid working model. Placed our trust in our people, we utilised technology to develop a comprehensive scheme that empowered employees with the flexibility to manage their working arrangements and their work location.

This mode has not only enabled greater productivity and efficiency, hybrid working also supports wellbeing, and gives employees more control, choice and flexibility over their working day. We are committed to remaining supportive towards our people, both through continued onsite COVID-19 testing and through the dedicated workspace booking app that helps them get the most from hybrid working arrangements.

4,517
Permanent management cadre employees

29,340
Non-management staff such as unionised hourly workmen

1,868
Contractual/temporary staff including casual workers

Note - Scope includes: Africa, Australia and New Zealand, Europe, UK, India, rest of Asia, Middle East, North America and South America

Tata Motors – Diversity and Inclusion

Tata Motors follows a no discrimination policy and fosters workspaces that promote diversity and equal opportunities. We have measures in place to ensure that our employees, potential hires, third-party support staff are not discriminated against, directly or indirectly, for their colour, nationality, gender, trade union membership, among others. We have a zero-tolerance policy towards any kind of harassment. 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 the progress of these initiatives and suggests corrective actions, when required.

Focused actions across the diversity and inclusion pillars

<p>Communication and sensitisation</p> <ul style="list-style-type: none"> • 'Women in my Life' series – 22 stories shared • 'Kavya Kabir' - creative interactive campaign to create awareness on conscious and unconscious biases • 'She Inspires' and ID Catalyst award given by MD to 11 awardees • Panel discussions, expert talks 	<p>Women development and career pathing</p> <ul style="list-style-type: none"> • 'Gear UP' Batch 2 – 24 women covered • BU- and Plant level programmes for women development – eg. 'Diva Shines' covering 17 women 	<p>Women in high visibility projects</p> <ul style="list-style-type: none"> • Project EVE launched for High Performing + High Potential + High Aspirations women talent – 35 women covered • Break through series: 'Take the Lead' and 'Leap Ahead' women development programmes 	<p>Work life integration</p> <ul style="list-style-type: none"> • Crèche facility for women working in the commercial and corporate divisions 	<p>Increased hiring of women</p> <ul style="list-style-type: none"> • Second shifts opened up for women • Substantial increase in campus hires • 338 women hired from campus over the last three years, reflecting a 30% increase in White Collar permanent women employees
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Initiatives to create a conducive workplace for women

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

Adoption leave: Paid leave up to three months to employees post child adoption.

Work-life balance: Flexible work hours, work from home or part-time work.

Celebrating motherhood: Crèche facilities allow new mothers to bring along their infants.

Sabbatical: To help fulfil personal or professional aspirations.

Second Career Inspiring Possibilities (SCIP): Enabling women with good work experience to find their way back after a career break.

Tata Motors regularly conducts following women development programmes and initiatives at group level.

Tata Mentors: structured development programmes that provide a cross company mentoring platform.

Pathways to success: Focuses on actively engaging women talent and enabling their career growth.

Reach Out: Development platform for senior women leaders by connecting with leaders and peers across a group of likeminded organisations.

CXO Workshops: One day workshops that focuses on sensitising senior leadership teams on the importance of Diversity Inclusion (D&I).

Power of Inclusive Management Workshops (POIM): Half day workshops that sensitise the middle management about D&I.

3,426 Female employees¹

6.5% of female employees in total workforce | **6.7%** of women in all management positions²

¹ Data includes TML, Corp, ERC, TMPV and TPEM; Includes Blue Collar, Flexi Blue Collar, White Collar and Flexi White Collar employees.

² Includes women employees in Senior, Middle and Junior management roles.



JLR – Diversity and Inclusion

At Jaguar Land Rover we are committed to fostering a more diverse, inclusive and unified culture that is representative of our employees, our customers and society in which we live. We have identified three strategic pillars to achieve our goal, which will shape our global Diversity and Inclusion activities over the next five years. The manner of implementation across the globe will vary and will be driven by the needs of the countries where we operate.

Shape a culture of unity, belonging, inclusion and respect

Educate, communicate and measure inclusive behaviours regularly and systematically, improving the employee experience for all.

Implement progressive policies, practices, benefits and support

Review and improve practices and policies to remove barriers, enable inclusion and realise equity.

Engage our employees and experts to accelerate progress

Collaborate with our networks, colleagues and experts to create real, positive change.

As part of our strategy, by 2026 we aim to have:

- Globally, at least 30% of all senior leadership positions to be held by women, and we will aim at mirroring this representation across all levels of our business.
- In the UK, at least 15% of all senior leadership positions to be held by those from Black, Asian, and minority ethnic backgrounds, and we will aim at mirroring this representation across all levels of our business.
- A score of over 80% in our Inclusion Index, measuring the percentage of people who would recommend Jaguar Land Rover as an inclusive employer.

18.3% female employees in total workforce*

*Excludes contractual/temporary staff including casual workers.

Tata Motors - Training and Development

Our culture pillars and the leadership behaviours inspire us to learn and grow our professional and leadership capabilities. The learning calendar offers solutions that leverage different mediums of learning and relevant content aligned to industry trends such as CESS, Industry 4.0, and Digital. We partner with internal SMEs, academia and other institutions to curate these programmes for our employees.

Training details of management employees*

4,06,502
Person hours of training provided

36 Average training hours (Male) | **49** Average training hours (Female):

*Includes senior, middle and junior management

Training details of non-management employees*

16,98,854
Person hours of training provided

33 Average training hours (Male) | **44** Average training hours (Female):

*Includes blue collar, flexi-blue collar and flexi-white collar

Skill Development Initiatives

Through our skill development initiatives, we attempt to bridge the skilling and knowledge gap that emerges due to constant changes in the external environment. We also sponsor upskilling initiatives for the economically disadvantaged and train them on practices and technologies of relevance.

Earn & Learn Scheme

We have introduced the Earn & Learn Scheme, which offers a two to three year Diploma in Engineering under the National Employability Enhancement Mission (NEEM). We have tied up with NTF (Nettur Technical Training Foundation) to provide openings to the economically disadvantaged whereby students who cannot afford higher education are sponsored for this course, and they are given the opportunity of working and earning with us, while they learn.

Digital Awareness (Industry 4.0)

Digital is today a foundational concept, reason why digital awareness programmes have been introduced for both engineers and technicians. These programmes will keep them updated on how newer technology can be leveraged to reduce waste, increase quality and productivity. The programme format includes an ideation approach and encourages the generation of ideas, at all levels, which are then captured by respective plant Digital Champions and taken to the Proof-of-Concept stage.



Tata Motors – Occupational health and safety

Tata Motors believes that the health and safety of its employees is a pivot of attaining business excellence. 25 Safety and Health Standards, five Safety Flagship programmes and six set of Guidelines on Safety forms a robust safety and health management system. All our manufacturing are ISO 45001 certified and comply with relevant legal requirements. To ensure progressive discipline in an objective way, Consequence Management System is in place. Standards & Procedures, Training & Capability Building, Safety Observation, Contractor Safety Management and Incident Investigation are at the core of our Safety strategy and are digitally administered through health and safety portals.

Safety Governance

Tata Motors has robust governance mechanism for safety, health, environment and sustainability where reviews are undertaken at multiple levels. The Safety, Health and Sustainability (SHS) Committee of Board is an apex review body, which reviews performances once in four months, followed by BU Head led SHE Council which reviews every month. Further reviews at factory level are taken by Apex Committee, various Sub-committees for Safety Standards and then the Factory Implementation Committees (FIC). Also for non-manufacturing areas, focused safety reviews are conducted at defined frequency at regional offices with the Customer Service and Warehouse teams.

Safety Initiatives

To help inculcate a best-in-class safety culture amongst our workers, we have taken up several initiatives last year, with the aim of mitigating hazards and reducing risks.

- **Critical to Safety Stations (CTS)**, across our plant locations, helped us in having a focused approach towards stations having higher injury potential. Over last year, a total of 747 CTS stations were worked upon. This exercise placed special attention on risk mitigation, leading to 69% reduction in recordable cases at CTS stations over the year.
- **Safety Kaizen:** To facilitate a deep dive into the safety issues, 43 Safety Kaizens were held across locations on themes such as driving safety, PPE compliance, material handling etc.
- **Long Term Settlement:** Safety-linked payment system based on both Lead and Lag Safety Parameters introduced in two manufacturing locations for permanent workmen.

- **Safety Observations** A six step process is being implemented by 5,000+ White Collar Employee on a weekly basis which helps to identify safe and unsafe acts and situations and help increasing interactions/ coaching opportunity with shop floor employees.
- **Actions Employees Can Take:** For Blue Collar Employees, we have AECT programme (Actions Employee Can Take), in which workmen report unsafe acts and situations in their respective areas. These observations are assessed by supervisors and relevant corrective actions are implemented.

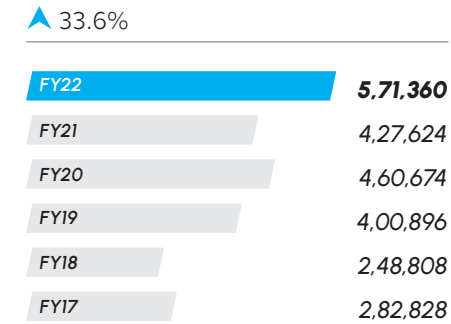
Safety Training

Training and awareness across organisation is considered as a key element of the Safety Strategy. Key managers are trained on Safety management aspects such as Safety Management Fundamentals, Incident Investigations, Contractor Safety Management, Actions Employees Can Take (AECT) etc. To sustain this drive, 500+ internal trainers from different functions are certified to deliver Safety trainings apart from the safety professionals. Video films have been made in local language for blue collar employees to have better understanding. Training e-modules to complement training efforts are developed. Safety is a part of the induction programme for all employees working in operations. AECT, SAM (Safety Action Meetings), TTT (Train the Trainer) for Incident investigation trainings and Safety observations, etc. are few methods to prepare people to impart training. On the Health & Safety management system ISO 45001, identified employees are trained as lead auditors and internal auditors. Job Qualification exercise ensures that every employee is qualified in a job before he/she actually performs it.

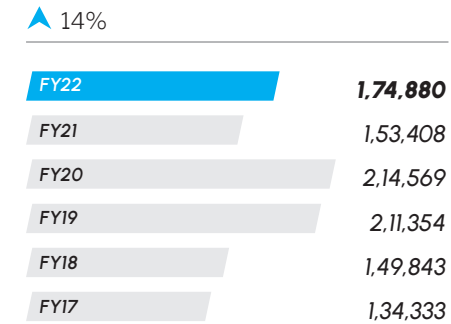


Safety and Health Performance*

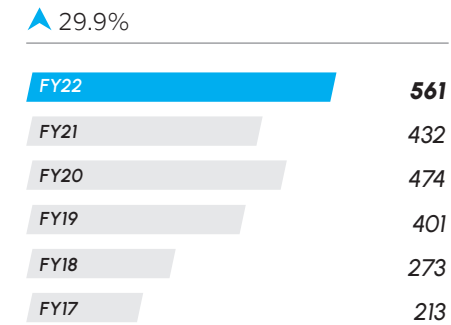
Training Manhours (Higher the better)



Safety Observation rounds (Higher the better)



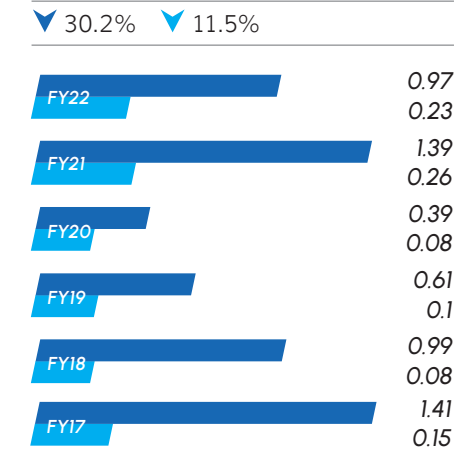
Health Sessions (Higher the better)



* For TML's seven manufacturing plants in India

20,963
HIRA digitised in Safety portal

Incidents Frequency Rate (Lower the better)

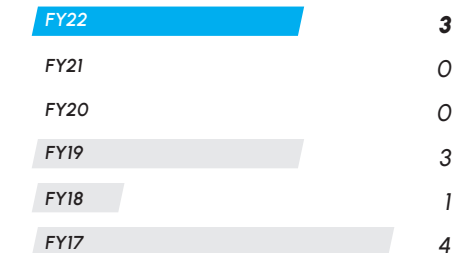


- Total Recordable Case Frequency Rate (TRCFR)
- Loss Time Injury Frequency Rate (LTIFR)

12.9
Health Index

11
Employees detected with serious heart disease during annual health check-up underwent preventive cardiac surgeries

Fatality



Health

The beginning of last year was marked by the emergence of the second wave of the COVID-19 virus in India. We analysed and predicted the high criticality of the new Delta variant and strengthened our initiatives to tackle the challenges efficiently. Initiatives were targeted not only at our employees and dependents but also for society as a whole. We supported our employees and dependents diagnosed with COVID-19 for hospitalisation, ambulance services, home care. Constant tracking of wellbeing of these employees was ensured and our Doctors were available round the clock with a hotline number to provide their expertise regarding any COVID-19 related concerns. Testing and medication was made available at home and at priority for our employees through tie-ups with various health care companies. COVID-19 not only costed physical wellbeing but had a lasting impact on the emotional wellbeing of many people. 'Employee Assistance Program' - a confidential, free of cost counselling service by qualified professional counsellors was launched in April 2020 by the Company. 301 employees and dependents availed counselling service through this helpline in FY22. Online sessions on emotional wellbeing were organised and 2,894 employees attended the sessions. Health stewards were appointed across Plant locations to ensure COVID-19 precautions are followed diligently.

Policies in Tata Motors have been updated to help employees continue working while keeping themselves and their families safe. Work from Home, travel, medical benefit policy are amongst the policies which are updated to face the pandemic effectively.

Tata Motors Jamshedpur hospital tied up with government administration for testing, vaccination and indoor hospitalisation of a local community. Dedicated COVID-19 treatment facility with 85 bed with ICU / HDU – High Dependency Unit facility and 80 COVID-19 beds with oxygen facility were made available for employees as well as local communities. During this period, 1,287 COVID-19 positive patients were admitted, out of which 45 required emergency surgeries. A total of 36,857 people suspected for COVID-19 were consulted and 12,500 COVID-19 tests were performed.

Vaccination was offered free of cost to employees, eligible dependents and around 72,985 beneficiaries availed this facility, achieving 99.7% vaccinations with both doses. Surveillance testing was carried out for asymptomatic employees and candidates reporting for recruitment to curb the spread of COVID-19. 76,964 such tests were conducted. In view of scarcity of blood during the pandemic blood donation camps were organised and 7,689 units were collected.

JLR – Occupational Health & Safety

Several JLR locations, including all our UK sites, hold the ISO 45001 certification, with plants at other locations working towards the new international standard. A Safety Management System (SMS) that reflects the standard and required legislative requirements is in place.

Safety policies outline Jaguar Land Rover's stance on safety at a high level, supported by additional documentation defining the specific standards for roles, responsibilities and compliance. A series of annual compliance statements outline key compliance requirements and the current status of action plans to close gaps.

A bi-monthly Legislative Compliance Committee evaluates environmental scanning and considers the impact of new legislation, enforcement agency priorities and internal monitoring activities and decides on the appropriate responses. Tools like Zero Harm Plans determine and track activities specific to local needs and the trends identified. The periodic progress on these plans is then monitored at local safety committees.

Incident Management and Business Continuity Plans are in place to manage emergency situations and Incident Management Teams determine the response to situations. Jaguar Land Rover sites have resources to respond to security, fire, medical and environmental incidents. Fire risk assessments are in place and periodically reviewed. Emergency evacuation drills are conducted annually. Regular Fire Safety reviews monitor compliance of onsite fire safety arrangements against the prescribed regulations.



Compliance mechanisms to ensure uncompromising safety standards

Audits are carried out at various levels to verify compliance against the requirements of the SMS. Performance data, of metrics such as Lost time Incidents, is reviewed by the Board of Directors and leadership via L1 and L2 scorecard reviews. Findings are fed back into tailored activities to drive continual improvements against previous performance.

Hazard Identification and Risk Assessment

Tools such as risk profiles provide an overview of the types and severity of risks posed by local activities. This allows prioritisation of resources and identification of areas of high potential risk. Local management teams conduct risk assessments that identify hazards and determine, implement and maintain appropriate control measures.

Protecting our People

Throughout our response to COVID-19, the health, wellbeing and safety of our people and partners has been our utmost priority. We were one of the first businesses and the largest in the UK, to introduce onsite COVID-19 testing. By April 2022, we had performed 1.68 million temperature tests, 100,000 lateral flow tests, and over 1,000 PCR tests onsite.

In Slovakia, our Nitra facility set up a testing centre for our employees and contractors and administered more

than 40,000 tests. The Slovakian government acknowledged that Jaguar Land Rover's mass testing significantly contributed to managing a critical situation and protected the health of our employees, their families and communities. Beyond testing, we managed a vaccination programme and supplied masks and respirators to our employees and created a hub of wellbeing support to better disseminate information.

Safety performance

42,193
hours of Health & Safety training

0
Fatalities

595
total recordable cases

1.95
TRCFR*

7
LTIs

0.02
LTIFR*

* per 200,000 hours