



S Padmanabhan
Chairman - Governing Council
Tata Business Excellence Group

S Padmanabhan is Chairman – Governing Council, Tata Business Excellence Group (TBExG) and the Head of Ethics. At TBExG, he is responsible for enabling the Business Excellence journey across the Tata companies globally. This role is integral to Group initiatives in enhancing the performance of Tata companies through diagnostics, benchmarking and sharing best practices. Under his leadership, TBExG helps companies leverage data and process excellence.

Mr. Padmanabhan's career with the Tata Group companies began with Tata Consultancy Services Limited (TCS) in 1982, and spans over 39 years.

Prior to this, Mr. Padmanabhan was the Group Chief Human Resources Officer at Tata Sons Limited and was responsible for enabling key HR policies and initiatives across the Tata Group. Between 2008-2014, he was Executive Director - Operations, Tata Power, and was responsible for the profitable and sustainable operations of thermal and hydro generation plants across India and transmission & distribution systems in Mumbai. Apart from the Tata Power Board, he was on the boards of operating subsidiaries of Tata Power.

Before joining Tata Power, he was Executive Director, Tata Consultancy Services Limited (TCS). During his 26-year stint at TCS, he held roles such as Executive Director of Human Resources, Head of Application Development and Maintenance, Head of Airlines Practice and Country Manager, TCS Switzerland. As the Executive Director of HR at TCS, he was responsible for managing over 100,000 employees worldwide. During his tenure, TCS achieved the highest retention rates. He set up scalable and sustainable processes to make TCS a learning-focused organisation, capable of seamlessly integrating thousands of new employees each year. He significantly strengthened the industry-academia relation with various Indian and international institutes. He was the CEO of Aviation Software Development Consultancy, a joint venture between TCS and Singapore Airlines.

Mr. Padmanabhan played a pivotal role in overseeing the \$1 billion TCS IPO – the largest in the country engaging with multiple stakeholders and financial institutions across the globe to make this IPO one of the most successful ones in the Indian corporate history. His wide international portfolio as a senior executive on a global platform encompasses project management, customer and global workforce management. He has represented TCS in several external forums.

With a distinguished academic record in the technical and management domain from reputable institutions, Mr. Padmanabhan is a Glaxo Marketing Scholar Medalist, a Distinguished Alumnus from IIM Bangalore, and a Gold Medalist, a Distinguished Alumnus from PSG College of Technology, Coimbatore. He has completed the Advanced Management Programme at Harvard Business School. He is a life member of CSI, Senior Member of IEEE.

Mr. Padmanabhan is a Director on the Board of Tata Chemicals Limited, Air Vistara and The Associated Building Company Limited.

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