

TATA BUSINESS EXCELLENCE GROUP



EXCELLENCE AT THE CORE

ANNUAL REPORT 2023-24

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OUR PURPOSE

**To Partner with
Tata Companies in their
Journey of Excellence
to Achieve World Class
Performance**



SANJEEV SINGH
Vice President & Head,
Tata Business Excellence Group

As we near the 30th anniversary of the Business Excellence movement within the Tata group, I express heartfelt gratitude to all contributors who have shaped this enduring journey over the past three decades. To the dedicated leaders, thank you for your unwavering commitment. Notably, Mr. S. Padmanabhan, who led the Tata Business Excellence Group (TBExG) for many years and superannuated in May 2023, played a pivotal role in shaping this journey. His rich legacy lives on, and we are grateful to take forward this endeavour in its evolving new avatar.

Last year, in the JRDQV function on July 29, 2023, 5 companies were conferred with the JRDQV Award – Tata AIA Life Insurance, Trent, Tata Motors, Tata AutoComp Systems and Tata Capital.

In the fiscal year 2024, Tata companies actively engaged in Business, Data, Cyber and Social Excellence Assessments. A total of 33 companies participated in these Assessments, with the invaluable support of Assessors, Team Leaders and Mentors, who contributed their unique expertise

EXCELLENCE AT THE CORE...

and unwavering dedication to the process. To equip both Assessors and Champion practitioners, TBExG facilitated competency development programmes through classroom and online mediums.

The Group Safety & Health team collaborated with various companies to address their safety Assessment needs and enhance their capabilities. The fourth Accelerated Reduction in Repeat Events (ARRE) series was organised, which engaged over 2,500+ users from 40+ companies. Additionally, the team conducted the Tata Safety & Health Management System certification programme, training 300+ employees across 30 Tata companies. The development of self-Assessment tools and e-modules focused on safety & health has empowered and enabled Tata companies to proactively manage safety measures independently.

TBExG continued to bring together Tata employees across the world through events like JRDQV & Business Excellence Convention, Mentors Presentation to Group Chairman, Tata Safety Heads Meet, Tata Affirmative Action Programme (TAAP) Convention and many more.

The cross-learning and sharing continued across Tata companies last year through various channels such as cluster forums, one-to-one and one-to-many company interactions. The EDGE portal of Best Practices has seen 50+ new additions of practices, 46 EDGE

webinars and 56 Best Practice sharing sessions. This has resulted in 25 Best Practice implementations, out of which there are 13 instances of measurable process KPI impact on the companies' operations.

Last year, over 14 process deep dives were executed with support from Tata group subject matter experts in different areas like digital marketing, VMV formulation & strategy cascade, operations, risk management, etc.

The Tata Business Excellence Model (TBEM) has consistently evolved, and TBEM 2.0 places greater emphasis on Tata group focus areas, including Artificial Intelligence, Sustainability, Supply Chain, Talent, Safety and Digitisation. Group Chairman unveiled the TBEM 2.0 framework during the Business Excellence Convention 2023 and it is now poised for deployment in the upcoming Business Excellence 2024 cycle.

Data and Cyber Excellence continue to remain in focus, however TBEM 2.0 has opened a universe of possibilities and opportunities to re-imagine the excellence movement. We will continue to update you in this exciting space.

With heartfelt emotion, I express my deepest gratitude and thanks to the entire Tata ecosystem for their unwavering support and the relentless momentum they have infused into this journey. May each of you embark on an extraordinary voyage of excellence.

GOVERNING COUNCIL

LEADERSHIP TEAM



Aarthi Subramanian
Chief Digital Officer
Tata Sons



Harish Bhat
Advisor
Tata Sons



Puneet Chhatwal
MD and CEO
The Indian Hotels Company



Sanjeev Singh
Vice President & Head



Deepak Deshpande
Vice President



Rajiv Sabharwal
MD and CEO
Tata Capital



T V Narendran
MD and CEO
Tata Steel



CK Venkataraman
MD
Titan Company



Vinod Kumar
Assistant Vice President



Gautam Gondil
Assistant Vice President



CUSTOMER STORIES

The following are some of the Tata companies that have partnered with TBExG in their journey of excellence:

- **The Indian Hotels Company:** Leading Transformation
- **JCAPCPL:** Steering JCAPCPL on the Path of Excellence
- **Tata AIG General Insurance Company:** Strengthening the Cyber Defence Cover
- **Tata BlueScope Steel:** Strategic Transformation
- **Tata Capital:** Capital Gains
- **Tata Communications:** Striving for Data Maturity
- **Tata Consumer Products:** Embedding Safety Leadership Culture
- **Tata Motors:** Innovation at the Core
- **Tata Power:** Building a Resilient Safety Culture
- **Trent:** Quest for Cyber Excellence



THE INDIAN HOTELS COMPANY

Leading Transformation

Recognised as **Industry Leader** in
BE Assessment 2023

2 Assessors participated in the BE
Assessment 2023

Shared **4 promising practices** for the
EDGE portal

Created a pool of **50+ certified Assessors**
through SMEAP

THE INDIAN HOTELS COMPANY: LEADING TRANSFORMATION

About the Company

The Indian Hotels Company Limited (IHCL), founded in 1899, is a cornerstone of the Tata group's rich heritage. Showcasing a legacy of exceptional service that began with its iconic flagship, the Taj Mahal Palace, Mumbai, in 1903, IHCL has grown into a global leader in hospitality.

Industry Leadership and Unmatched Reach:

- **Extensive Portfolio:** With a network of 285 hotels (including an 85-hotel pipeline) across 100+ locations in 4 continents, IHCL boasts an impressive 21,686 rooms.
- **Award-Winning Experiences:** From city hotels to luxurious leisure destinations, IHCL offers

a comprehensive range of experiences, including acclaimed restaurants, rejuvenating spas, and world-class conferencing facilities. Many of these establishments have garnered prestigious industry accolades, both nationally and internationally.

- **Market-Leading Joint-Ventures:** Through its joint-venture, Taj SATS Air Catering, IHCL maintains a leadership position in flight volume catering.

A Commitment to Excellence:

- **Rooted in Heritage, Embracing the Future:** Since its inception, IHCL has seamlessly blended world-class service with a deep respect for local traditions and a strong commitment to

global values. This strategic approach has fostered an unparalleled reputation for excellence.

- **Intuitive Service, Genuine Warmth:**

At the heart of IHCL's success lies its dedication to intuitive service and genuine guest care. This foundation, built on the principles of Indian hospitality and expressed through authentic gestures, has established IHCL as a true leader in global hospitality.

Building a Culture of Excellence at IHCL

In its pursuit of Business Excellence and a high-performance culture, IHCL partnered with TBExG to develop a comprehensive Business Excellence Competency



Participants at the Subject Matter Expert Assessor Programme in Mumbai.

framework. This framework outlines the key skills and behaviours essential for all IHCL employees to achieve success. TBExG played a vital role in implementing this initiative by conducting various Excellence Competency programmes. A notable example is the Subject Matter Expert Assessor Programme (SMEAP). Two successful programmes were held this year, one in Mumbai and another in Delhi. As a result, IHCL has established a strong foundation with over 50 certified TBEM Assessors. These Assessors will play a crucial role in evaluating and promoting excellence within the organisation.

Business Excellence Journey

IHCL is proud to announce its participation in the BE Assessment 2023. This Assessment cycle proved to be a momentous one for IHCL, culminating in a score of 667, which pegs IHCL as an Industry Leader. The journey began in March 2023 with an action-packed six months fuelled by the application writing workshop. On June 27, 2023, the BE Assessment team received IHCL's application. The ensuing 84 days were a whirlwind of activity encompassing individual Assessments, consensus building, site visits to both corporate offices and 34 hotels, and culminating in the final feedback presentation on

September 18, 2023.

This Assessment marked a shift towards a hybrid model, incorporating both virtual and in-person elements. This innovative approach, informed by learnings from the pandemic, ensured extensive coverage within a compressed timeframe. Furthermore, nine business-understanding sessions were conducted by IHCL's Executive Committee members and senior leaders, providing Assessors with deeper insights into IHCL's unique work culture.

IHCL's recognition as an Industry Leader stands as a powerful testament to the



Participants at the Subject Matter Expert Assessor Programme in Delhi.




BE Assessment 2023 team for IHCL.

passion, commitment, and dedication with which each IHCL associate embodies the spirit of Taj-ness. This achievement is a shared success that reflects the collaborative efforts of the entire IHCL family.

Contributions to the Group's Excellence Journey
Puneet Chhatwal, MD & CEO, IHCL, served as a Mentor for the Unique Distinct Approach Assessment of Titan. IHCL shared four promising practices,

which were uploaded on the EDGE portal, and one EDGE Webinar.

Two Assessors from IHCL participated in the BE Assessment 2023.



JAMSHEDPUR CONTINUOUS ANNEALING & PROCESSING COMPANY

*Steering JCAPCPL on the
Path of Excellence*

Scored 'Good Performance' in first-ever
BE Assessment

Adopted the TAAP framework and **Tata
Business Excellence Model**

Recognised for 'Overall Adoption' at the
TAAP Convention

JCAPCPL: STEERING JCAPCPL ON THE PATH OF EXCELLENCE

About the Company

Jamshedpur Continuous Annealing & Processing Company Private Limited (JCAPCPL), the 51:49 joint-venture between Tata Steel and Nippon Steel Corporation, serves India's growing demand for high-grade automotive cold-rolled (CR) steels, enabling automotive OEMs to address their strategic objectives of optimising costs and quality through increased localisation.

JCAPCPL was incorporated in 2011. On January 1, 2021, in line with its long-term strategy of consolidating all downstream products and services, Tata Steel transferred its 51% shareholding

in the company to its fully-owned subsidiary, Tata Steel Downstream Products (TSDPL). The company's state-of-the-art 0.6 MTPA manufacturing facility at Jamshedpur along with service centres located closer to its automotive customers cater to the demands of automotive OEMs. With its focus on continuous improvements, JCAPCPL's safety, quality and service standards have become benchmarks for the rest of the industry. Its high-end automotive CR steels contribute to passenger safety by absorbing crash energy during impact and also help in reducing fuel consumption, lending support for a cleaner and greener environment.

Embarking on a Journey of Excellence

JCAPCPL embarked on its excellence journey last year by adopting the Tata Affirmative Action Programme (TAAP) framework and Tata Business Excellence Model (TBEM) in collaboration with TBExG.

TBExG's Contribution

The TBExG team played a pivotal role in facilitating JCAPCPL's induction to the TAAP framework. It helped raise awareness and provided hand-holding support by sharing Group Best Practices, drafting a policy, and aligning the company's CSR plan with TAAP.

JCAPCPL's leadership team



“ Our collaboration with Tata Business Excellence Group signifies our commitment to excellence and innovation. Through adoption of the TAAP framework and TBEM, we aspire to drive operational efficiency, foster a culture of agility, and achieve sustainable growth. With the expertise and support of the TBExG team, we have confidence in our ability to navigate challenges and capitalise on the growth opportunities in today's dynamic business environment. This tie-up exemplifies our dedication to continuous improvement and maintaining our position as a leader in the PV segment.

Ujjal Chakraborti, MD, JCAPCPL

demonstrated its commitment to affirmative action (AA) to ensure inclusion across the organisation. The company's TAAP interventions under CSR facilitated in driving 18 initiatives in the proximate community at Jharkhand and West Bengal, impacting around 59,807 beneficiaries among the AA community in FY2022-23.

Successful Adoption of the TAAP Framework

The TBExG team's expertise and guidance helped JCAPCPL finalise the TAAP application and navigate its first Assessment. As a result, the company was honoured under the 'Overall Adoption' category at the TAAP Convention.

Moreover, within a span of one year, two of the company's employees have been certified as TAAP Assessors and have started contributing to the Tata group through TAAP Assessments for Group companies.

'Good Performance' on First BE Assessment

The TBExG team also facilitated various customised programmes, including virtual and physical sessions on TBEM. These programmes ensured that JCAPCPL's employees were equipped with the necessary knowledge and awareness on the model. A series of application writing workshops and KBF

interventions honed the team to finalise the TBEM applications and move forward for the BE Assessment.

JCAPCPL achieved a score equivalent to the 'Good Performance' category in its first-ever BE Assessment. The company displayed its strong commitment to the excellence model through action-planning workshops. These were designed to empower teams with the tools and guidance needed to develop actionable strategies aligned with the organisation's goals and the model. TBExG also created a platform for employees to be trained as BE Assessors.



TATA AIG GENERAL INSURANCE COMPANY

Strengthening the Cyber Defence Cover

**Initiated Cyber Excellence Assessment
with TBExG**

**Comprehensive evaluation of
cybersecurity posture, vulnerabilities,
strengths and areas of improvement**

**Enhancement of digital asset inventory,
data leakage prevention policies, and
incident response capabilities**

TATA AIG GENERAL INSURANCE COMPANY: STRENGTHENING THE CYBER DEFENCE COVER

About the Company

Tata AIG General Insurance Company Limited (Tata AIG), a joint-venture between the Tata group and American International Group, has emerged as a preferred private general insurance company in the 23 years since it commenced operations in India on January 22, 2001.

The company is driven by its mission to create better tomorrows for its customers by delivering trustworthy and innovative risk solutions. Its broad portfolio of protection covers is backed by years of professional expertise in product offerings, exceptional service capabilities and seamless claims process management. The company offers a comprehensive range of general insurance products such as liability, marine cargo, personal accident, travel, rural-agriculture insurance, extended warranty, both for businesses and individuals.

As on March 31, 2023, Tata AIG recorded a Gross Written Premium (GWP) of Rs 13,448 Crores. With 213 offices spread across the country, the company has a robust multi-

channel distribution network of 83,500 plus licensed agents, and 600+ licensed brokers and bancassurance partners.

Embracing Cyber Excellence with TBExG

Recognising the need for enhanced cyber security for business resilience in an increasingly digitalised world, Tata AIG embraced the path to Cyber Excellence with the help of TBExG. TBExG began by conducting an immersive session engaging all departments in Tata AIG to gain a comprehensive understanding of the company's industry landscape, business model, growth imperatives, and critical success factors. A focused three-day workshop targeted the IT infrastructure, network, cloud and CISO teams. The workshop aimed to introduce the Cyber Excellence engagement process, highlight its capabilities, and chart a roadmap for future collaboration.

TBExG followed this up by deploying four seasoned experts from Tata companies to conduct a rigorous three-day Cyber Excellence Assessment at Tata AIG's Mumbai office. The Assessors meticulously evaluated

the cybersecurity posture, identifying vulnerabilities, strengths and areas for improvement. Their detailed findings and strategic recommendations were submitted to the company's leadership for review and action.

The TBExG Effect: Global Outlook plus Indian Experience

The Cyber Excellence Assessment process facilitated a Deep Dive into Tata AIG's cybersecurity landscape, driving actionable insights and strategic initiatives to bolster cyber defence capabilities and ensure sustained business resilience in the digital age.

For Tata AIG, engaging with TBExG was a pivotal move in advancing Cyber Excellence beyond the realm of its cybersecurity teams, raising awareness among key stakeholders across departments, and nurturing a culture of ongoing cyber resilience throughout the organisation.

Outcome of the Engagement

Following the TBExG Assessment, Tata AIG took specific actions related to asset inventory and data leakage prevention (DLP) and accelerated the initiatives on them

based on the feedback received:

- **Asset Inventory Enhancement:** The company implemented a comprehensive asset inventory management system to accurately track and catalog all digital assets across its network. This involved leveraging advanced asset discovery tools and regular audits to ensure the completeness and accuracy of the inventory.
- **Data Classification & DLP:** Tata AIG refined its data classification policies and procedures to classify sensitive information appropriately. By clearly classifying data according to its sensitivity level, the company ensured better control and protection of

critical assets and data.

- **Continuous Monitoring and Incident Response:** The company established proactive monitoring mechanisms to detect and respond to potential data leakage incidents in real time. This involved deploying advanced threat detection systems, establishing incident response protocols, and conducting regular drills to ensure readiness in the event of a data breach.

Looking Ahead

While there are several cyber security Assessments available in the market, TBEExG's Assessment strikes a balance between global requirements (with the Tata Consultancy Services framework) and the Indian experience, given its extensive experience with Tata

companies. Its deep engagement in the entire Assessment process is a key differentiator, too. Tata AIG intends to persist with TBEExG's Assessment of its cybersecurity measures on a regular basis.

However, going forward, it believes that benchmarking its cyber security processes and performance with local companies, especially in the BFSI sector, would provide a good perspective. Verification of some execution controls could also enhance its cyber security and make it more comprehensive. And publishing the entire Cyber Excellence Assessment process, including workflows, Assessment points, findings and recommendations, on a portal could provide a one-stop reference point as against the current email repository.



“ I have gone through the recommendations provided by the Cyber Assessment team. The external lens of such an Assessment reinstates our controls in cyber security and provides a fresh perspective for us. This is important, since cyber security is an evolving area.

Neelesh Garg, MD & CEO, Tata AIG



TATA BLUESCOPE STEEL

Strategic Transformation

Undertook a **self-evaluation** on the
Tata Innovation Excellence Framework

Actively participated in **13 knowledge-
sharing sessions**

Initiated the TAAP journey by training
6 members in TAAP

3 members achieved the Data Excellence
Assessor Programme certification

TATA BLUESCOPE STEEL: STRATEGIC TRANSFORMATION

About the Company

Tata BlueScope Steel Private Limited (TBSPL), a joint venture between Tata Steel and BlueScope Australia, is a leading manufacturer of coated and coloured steel products in India. The company caters to both B2B and B2C segments, offering a wide range of products for roofing, building envelopes, and industrial applications. Their commitment to sustainability and high standards in safety, health and environment sets them apart.

The acquisition of Bhushan Steel by Tata Steel in 2018 was a landmark in TBSPL's journey. To extract full value of the facilities, with JV in place, a Supply Agreement between the parent companies was established,

with which TBSPL has taken an ambitious target to more than double the volumes in the coming two years, with a planned increase of 90% in FY24.

Engagements with TBExG

With the Supply Agreement in place, it was imperative for TBSPL to assess the current situation and take relevant actions to achieve its growth aspirations. In line with this requirement, the company engaged with TBExG in the areas of Tata Affirmative Action Programme (TAAP), Business Excellence, EDGE Best Practices, Data Excellence, Tata Innovation Excellence Framework (TIEF), and Competency Development. The engagements with TBExG included:

TAAP Assessment

This evaluation provided valuable insights into TBSPL's processes related to TAAP. It identified areas for improvement and empowered the company to build a diverse and inclusive workforce. Subsequently, 6 team members were trained as TAAP Assessors,



“ Being part of the BE Assessment was a privilege trusted by our senior leaders on me. The exposure to technicality and intellectual brainstorming through industry experts, helps me learn new dimensions of Human Resources. It was a 360 degree experience that will mark a new era for the TBSPL-Bhiwadi plant.

Arpita Dhalwal,
Manager - Human Resources,
Tata BlueScope Steel



“ Thank you for the outside-in insights and highlighting blind spots for us. The amount of study which the Assessors did was phenomenal. Now Assessors have as much or may be more insights on Tata BlueScope Steel than we TaBluvians.

Anoop Kumar Trivedi, MD,
Tata BlueScope Steel



“ It is one of the finest diagnostic tools for an organisation. It also helps to build a culture of continuous improvement and the processes are aligned to the organisational goals. It was long due, and it happened at the right time when TBSPL is taking a giant leap focusing on growth. As we embark on our growth journey, the OFI received through this Assessment will help us align our actions accordingly.

C R Kulkarni, Vice President - Marketing and Strategic Sourcing,
Tata BlueScope Steel

enabling them to contribute to future initiatives.

BE Assessment

After a decade, TBSPL underwent a BE Assessment. TBExG had put together a team of SMEs from across Tata companies, which played a crucial role in this process. The Assessment provided a comprehensive evaluation of TBSPL's business

“ BE Assessment is the yardstick against which our performance is measured. As TaBluvians, we were very happy to score 535 in the 2023 Assessment. TBEM encourages us to work as per processes, excel in processes and align and integrate company-wide processes.

Parag Dharmadhikari, AGM - Operations,
Tata BlueScope Steel



TBSPL leadership team with the BE Assessment 2023 team.



“ It is fortunate that we have reinitiated the TBEM initiative which will lead us towards the journey of excellence to achieve our anticipated growth of 3x. It will also help all of us for capability building. Our team has demonstrated a high level of energy and interest while facing the Assessment. The team of auditors who visited were diligent and knowledgeable.

Narendra Prabhu, AGM - Procurement & Stores, Tata BlueScope Steel

practices, highlighting strengths and identifying opportunities for improvement. This rigorous evaluation served as a benchmark for TBSPL's performance and a springboard for future growth.

Best Practice Sharing

Leveraging TBExG's platform, TBSPL actively participated in 13 knowledge-sharing sessions within the Tata group. The company not only adopted Best Practices from other companies but also shared its own safety Best Practices through the EDGE portal.

Data Excellence

Understanding the growing importance of Data Excellence,

TBSPL conducted an in-house Data Excellence Champions Programme (DECP) to build Data Champions in the organisation who identified multiple projects of strategic importance.

To provide exposure to its team members, TBSPL nominated its team members for the Data Excellence Assessor Programme (DEAP) and 3 members achieved the DEAP certification.

TIEF Self-Evaluation

TBSPL became the first company to undertake a self-evaluation on TIEF. This proactive approach demonstrates its dedication to innovation and alignment with the Group's excellence framework.



TATA CAPITAL

Capital Gains

Adopted a '**Democratised Excellence**' **model**, whereby excellence is embedded in its businesses and functions

Undertook its **second Data Excellence Assessment** scoring **3.4** on a **5-point global benchmarking scale** in FY23

TATA CAPITAL: CAPITAL GAINS

About the Company

Ranked among the top three diversified private-sector NBFCs in the country, Tata Capital Limited (TCL) has emerged as a financial services powerhouse within a short span of 16 years. The company has a wide range of product and service offerings for retail, SME, corporate and private equity customers. Its sharp focus on customer satisfaction has enabled it to maintain industry-leading asset quality while improving profitability year-on-year.

Despite facing numerous challenges such as economic slowdowns and the pandemic, TCL has emerged stronger and more agile and future-ready than ever before. The company has set new records on disbursements and profits, resulting in industry-leading growth each year. Moreover, it has transformed itself into a digital-led company to pave the way for further growth, increased scale and operational efficiencies. Driven by its brand promise, 'Count on Us', TCL is poised to become one

of the largest and most valuable financial services providers in the country.

"Our focus is to continue nurturing our high-margin, sustainable business lines and grow them at an industry-leading pace to maximise profitability and shareholder returns," says Rajiv Sabharwal, MD and CEO. "We balance this with healthy growth in our secured product portfolio, in products such as home loans and loans against property, with an aim to maintain our secured

“ The Indian economy is set to become the world’s third-largest economy in the next five years and the country’s financial services sector is preparing itself to support the exponential growth. There is significant room to grow when it comes to India’s consumer lending space, given that credit penetration in the country is still well below ~30%. We have set ourselves on a path to be a responsible financial partner fulfilling India’s aspiration, which is interwoven with the path of excellence. Excellence in everything we do — small or big, operational or strategic, running or transforming the business, therefore, becomes critical to achieving our vision. The task, however, is a demanding one. Excellence is a continuous activity and not an accident or a single event. It needs to be pursued in a holistic manner with complete belief and full passion, being an integral part of all processes, practices and procedures, consistently.

Rajiv Sabharwal, MD and CEO, Tata Capital



book at over 70% going forward.”

Adopting a Democratised Excellence Model

Since 2013, TCL has adopted a ‘Democratised Excellence’ model, whereby excellence is embedded in its businesses and functions and practiced through frameworks, processes and policies. Excellence initiatives are systematically formulated in alignment with business goals, and are driven and executed throughout the organisation with structured action planning and review mechanisms linked to balanced scorecards. Leaders participate and act as role models in this endeavour.

This approach along with periodic excellence initiatives — TBEM, Data Excellence, Safety Excellence, Social Excellence, Digital Excellence, Customer Excellence and People Excellence — Audit and Enterprise Risk Management Assessments, Deep Dives and Continuous Improvements, feedback obtained through various employee happiness, LBE (Ethics), customer & partner satisfaction surveys, and regulatory audits have helped TCL advance on its journey of excellence.

During FY23, TCL undertook its second Data Excellence Assessment (the first was in February 2020) along with its three subsidiaries covering four business lines. It scored 3.4 on a 5-point global benchmarking scale. This places the company in the 75th percentile — or the second-highest in the Tata group today.

These Assessments followed the many improvement initiatives involving people, processes, digitisation and technology that TCL has implemented over the last few years. These include process simplification, re-engineering and automation efforts to improve operational focus so as to enhance customer satisfaction and improve internal efficiencies, the objective being to gain a competitive advantage.

Outcome of the Engagement

TCL’s ‘Democratised Excellence’ journey has borne fruit in its consistent out-performance over the competition. It has resulted in the creation of industry disruptors that have helped it gain a competitive advantage, and a full and complete product and service suite that is superior to the competition. It has also led

to the adoption of benchmarking processes against the competition and industry, a culture of continuous improvement that supports high performance, technical capabilities for developing new applications, and the ability to adapt and experiment. Moreover, many of the company’s practices have been consistently recognised as Best Practices within the Group for the last several years.

Looking Ahead

Key priorities have been outlined for the company with the help of TBExG, driven by its purpose to be a responsible and trusted partner in fulfilling India’s growth aspirations. Accordingly, TCL will bring innovation to the forefront of its offerings and aim to make financial services accessible to all. Its ambition to grow stronger will be anchored by the investments it makes in its people, capability enhancement, and how it fosters a digital culture of collaboration and learning. And it will derive its strength from cutting-edge digital capabilities that will improve performance at all levels, bringing operational resilience and enhanced productivity.

TCL will be guided by the Group’s principle of simplicity, scale

and synergy as it reinforces the One Tata philosophy across all its businesses. Although uncertainty prevails

in the business environment currently, it remains reasonably confident that the Excellence Competency

exercise and creation of robust platforms that it has embarked on over the last two-three years shall hold it in good stead.

“ Since 2013, Tata Capital has undergone eight BE External Assessments, each showing positive improvements in our journey towards excellence. Our consistently improving TBEM scores are very encouraging, given that we have grown tremendously while facing a difficult business environment in the last few years. Each BE Assessment has also thrown up learnings and areas of improvement, the implementation of which is critical to our success.

Excellence is not just another ‘thing’ or a management philosophy. It is the way of life — a state of mind, an attitude and self-belief. Every interaction, every communication, every transaction presents us an opportunity to do our best, excel and set a higher benchmark. The urge to succeed, intelligent all-inclusive effort and skillful execution are the key levers to achieve excellence. Constantly striving for excellence in every activity helps earn respect and admiration.

Uttam Kumar Soni, Head - Business Excellence, Tata Capital





TATA COMMUNICATIONS

Striving for Data Maturity

First Tata company to complete **3 cycles** of **Data Excellence Assessments** and improvements since 2019

Contributed **5 Best Practices** for the EDGE portal and participated in **3 EDGE webinars**

TATA COMMUNICATIONS: STRIVING FOR DATA MATURITY

About the Company

Tata Communications is a digital ecosystem enabler that powers today's fast-growing digital economy. The company enables the digital transformation of enterprises globally, including 300 of the Fortune 500 companies, unlocking opportunities for businesses by enabling borderless growth, boosting product innovation and customer experience, improving productivity and efficiency, building agility, and managing risk. With its solutions-oriented approach, proven managed service capabilities and cutting-edge infrastructure, Tata Communications drives the next level of intelligence powered by cloud, mobility, Internet of Things, collaboration, security and network services.

The company carries around 30% of the world's internet routes and connects businesses to 80% of the world's cloud giants and four out of five mobile subscribers. Its capabilities are underpinned by its global network, the world's largest wholly owned subsea fibre backbone, and a Tier-1 IP network with connectivity to 190+ countries and territories around the world.

Data Maturity Journey

Tata Communications has been reaping the benefits of high data maturity levels in terms of improved customer experience and faster delivery turnaround times at reduced operational costs on account of its data maturity journey, which began in 2016. Along the way, the company has overcome various data challenges and gleaned several learnings while progressing on the path of data maturity.

The company began its data maturity journey in 2016 as it realised that fixing data quality was the answer to a plethora of issues arising out of poor and inconsistent data in the ecosystem. As a first step, it divided its data into 15 data domains with clearly identified data and IT ownership. This led to the formulation of a data governance council (DGC), which identified ~400 critical data issues having the highest business impact and acted as a catalyst for expediting all data quality management initiatives.

By 2017, the company had a fully functional DGC, formed a dedicated data quality

management (DQMi) team, and established well-defined data issue management and data quality management processes. Since multiple data issues resulted in frequent conflicts between business stakeholders, it also set up master data management platforms to provide a single, consolidated, deduped or deduplicated, co-related view of critical data elements, such as customer, partner, product and services. These acted as a single source of truth across the enterprise for all systems and business processes.

New challenges emerged by 2018 such as data propagation issues across upstream and downstream systems due to multiple data entry points, gaps while migrating historical data to new systems, and data ownership challenges. To address them, Tata Communications embarked upon a digital transformation journey, which led to the consolidation of data platforms under MDM, DQMi and EDW, further accelerating its data maturity journey.

This was followed by a series of digital garages or workshops in 2019 that ensured closer business-IT interlock for digital

business process reimagination and resulted in mandatory standardised templates such as data requirement documents. Most importantly, the data practice was consolidated, which brought autonomy and sharpened the company's focus on data as a discipline.

TBExG's Contribution

Tata Communications underwent its first Data Excellence Assessment with TBExG in 2019. The TBExG team handheld the company through a few focused group discussions with TCS to understand the Assessment requirements and Datom™ framework. TBExG also conducted workshops for its DGC members and senior leadership team.

In 2021, Tata Communications held its next follow-up Data Excellence Assessment as part of a BE Assessment. By this time, the company had greater clarity on the Datom™ framework and its requirements. TBExG facilitated virtual sessions on the Datom™ requirements for the company's senior leaders during the Embracing Business Excellence for Leaders workshops.

With this, Tata Communications became the first Tata company to submit a Data Excellence application with guidance from the TBExG team. The 2021 Assessment further fortified the company's data culture and journey, and based on TBExG's recommendations, it identified 9 data initiatives, as

mentioned in the infographic below.

In 2023, new digital needs emerged such as the need to process real-time data, and semi-structured and unstructured data to draw actionable analytical insights. The emergence of new technologies such as cloud, AI/ML, etc. further exacerbated the challenges. Accordingly, the company's digital journey added a new set of next-gen applications to cater to business demand. This has created the need for end-to-end visibility of data flows across systems to offer improved customer experience along with the need to be agile and have the ability to cater to new, complicated, and complex

Datom™ 2021 OFI ATR - Key Data Maturity Achievements



use-cases in the face of rapid technological changes.

Tata Communications is addressing these challenges with a four-pronged strategy encompassing data, people, process, and technology. This is helping it to:

- Systematically manage business demand
- Empower businesses to self-serve their needs
- Modernise the tech landscape
- Increase data literacy and upskill resources

With this, Tata Communications underwent its third Data Excellence Assessment in 2023. A

Data Champions cross-functional team (CFT) was formed for writing the application. TBExG conducted a workshop for the CFT and walked the team through the criteria book.

With each Assessment, Tata Communications has moved further up the data maturity ladder. The company has also attained the second-best position on the Data Excellence journey within the Tata group.

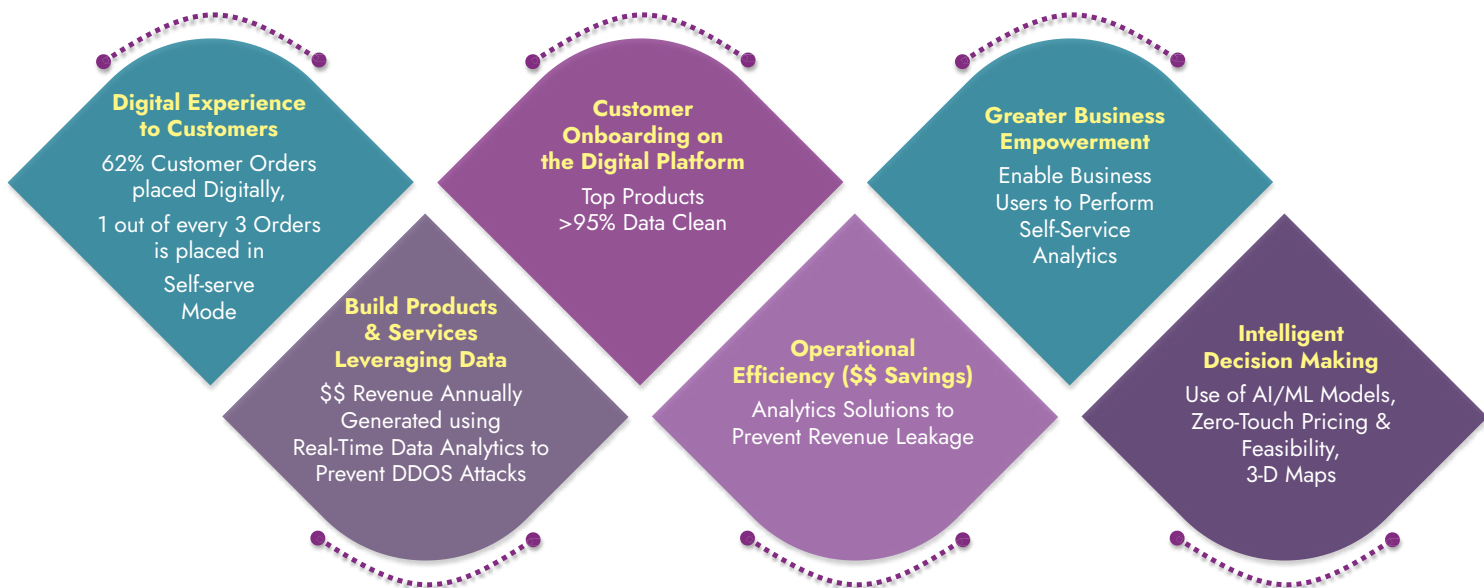
TBExG's feedback report included several industry-related value stories that Tata Communications can leverage for its data maturity journey ahead.

Outcome of the TBExG Engagement: Key Benefits Realised

Improved data maturity has helped Tata Communications in multiple ways — right from providing cutting-edge digital experiences to customers and building new data products and services to enhancing delivery efficiency.

The company has also been able to provide greater empowerment to business functions, achieve operational efficiency in dollar savings by plugging revenue leakages, and leverage AI/ML models for intelligent business decision-making.

KEY BUSINESS BENEFITS REALISED



Key Lessons Learnt

Over the last six years of its data maturity journey, Tata Communications has faced numerous challenges, big and small, which have made it push the boundaries on innovation besides providing several learnings, as outlined in the table below.

Tata Communications' Engagement Activities with TBExG

Best Practices

Tata Communications contributed to 5 Best Practices on the EDGE portal on:

- Sustainable Data Quality

- Management
- Enhancing Customer Satisfaction Through Master Data Management
- Data Governance Council
- Exploratory Analytics (Self-Service BI)
- Digital Garage - The Key Enabler of Transformational Initiatives

The company also participated in 3 webinars:

- Data Quality Management
- Manual to Digital to Customer Self-Serve Ordering
- Enabling Data-Driven Decision Making

Focused Group Discussions

Tata Motors

- Data maturity journey and data governance with Tata Motors' (TML) leadership
- Detailed data maturity journey and data quality management framework with TML's data & analytics practice
- Additional detailed sessions to be planned for:
 - Data architecture, master and meta data management
 - Self-service tools and project pearl (big data analytics)

Area	Lessons Learnt	Resolution Approaches
Data	<ul style="list-style-type: none"> ■ Define Ownership for Data Assets ■ Differentiate Good Data from Bad Data 	<ul style="list-style-type: none"> ■ Data Governance Council Setup ■ Data Quality Measurement & Issue Resolution Process Setup
Technology	<ul style="list-style-type: none"> ■ Create Cross-Source and Cross-Function Views ■ Define System of Truth for Data Attributes ■ Simplify Reporting Landscape to Enable Self-Service 	<ul style="list-style-type: none"> ■ Data Consolidation into Data Platforms ■ Data Sourced from Systems of Truth for Master Data Creation ■ Consolidation of Reporting Tools & Data Models
Process	<ul style="list-style-type: none"> ■ Align Data Initiatives with Organisational Goals ■ Business Process to Define Data Requirements 	<ul style="list-style-type: none"> ■ Identified Internal & External Stakeholder Outcomes ■ Setup Digital Garages to Define Interlocking Process & Data Requirements
People	<ul style="list-style-type: none"> ■ Enhance Data Literacy in the Organisation ■ Enable Self-Serve 	<ul style="list-style-type: none"> ■ Rolled out Periodic Data Maturity Trainings ■ Implemented Data Exploration Tools ■ Conducted Business User Onboarding Workshops on D&A Tools ■ Established Query Resolution Mechanism ■ Groomed Data Champions in Every Business Function

Tata Play

- Data maturity journey and data quality management Webinar delivered on June 30, 2022

Looking Ahead

Tata Communications intends to focus on its data & analytics strategy in 2024 in order to hone its data & analytics consumption behaviour and become future-ready. Accordingly, it has embarked on the following initiatives in the areas of data quality, governance and security:

Consume Variety of Data

- Ecosystem data
- Unstructured data
- Streaming data
- External data

Leverage AI/ML

- Build, train and deploy AI models focused on



“Data is crucial to our company’s success, guiding our decisions and fuelling our growth. The Data Maturity Assessment underscores our dedication to maximising its value. While we’ve made progress, there’s still room to improve. This Assessment provides valuable insights that will help us refine our approach and chart a clear path forward. We’re committed to leveraging data effectively as we continue our journey towards excellence.

A S Lakshminarayanan, MD and CEO, Tata Communications

- operational efficiency, revenue generation and customer experience
- Use of Gen AI
- can self-serve reports and analytical needs
- Data exploration via data catalog
- Reports and dashboard creation
- Generate insights for decision making

Enable Data-Driven

Decision Making

- Business users and customers



TATA CONSUMER PRODUCTS

Embedding Safety Leadership Culture

Self-assessments conducted across packaging centres and warehouses to establish a baseline for TSHMS maturity

100+ PSO leaders participated in safety leadership workshops with over **300 safety leadership** commitments

TATA CONSUMER PRODUCTS: EMBEDDING SAFETY LEADERSHIP CULTURE

About the Company

In 2020, the consumer business of Tata Chemicals merged with Tata Global Beverages to form Tata Consumer Products Limited (TCPL), which is a leading FMCG player in India today. TCPL is popular through its brands like Tata Tea, Tetley, Tata Salt, Eight O'Clock Coffee, Himalayan Water and emerging brands like Tata Sampann, Tata Soufull, Tata Gluco Plus and Tata Water Plus. Its offerings are rooted in the core Tata values of responsibility and welfare of the community. The brands are present in over 40 countries with a diverse global workforce spread across the world.

Building a Felt Safety Leadership Culture

The Group Safety & Health

team worked with the operating line leaders at TCPL in FY24 to build a Felt Leadership culture in the purchase and supply chain organisation (PSO) of the company. The objective was to build alignment in safety leadership efforts across the PSO leaders to drive a positive safety culture in the organisation.

Key Interventions Safety Leadership Workshops

The Group Safety & Health team conducted workshops for PSO leaders across Bengaluru, Mumbai and Kolkata, with over 100 participants undergoing the capability building intervention. The focus was on enhancing vulnerability, risk awareness and control and introspect and reflect on their role as a leader. The exercises were conducted to establish clear role definitions

for critical positions within the organisation. This framework empowers leaders to effectively guide safety practices. The workshops culminated in over 300 safety leadership commitments, with each of the 100 executives pledging three specific actions to enhance their personal safety leadership approach.

Tata Safety & Health Management System

The company conducted self-assessments across packaging centres and warehouses to establish a baseline for Tata Safety & Health Management System maturity. This initiative was facilitated by trained team members acting as examiners. The identified areas for improvement will guide the implementation of targeted actions across the organisation.



TATA MOTORS

Innovation at the Core

Participated in a Learning Mission to
Tata and non-Tata companies in 2023

Engagement of **13 senior leaders** through
a customised SBLP

Customised session on **SMEAP -
Reimagining Aspirations** conducted

TATA MOTORS: INNOVATION AT THE CORE

About the Company

Part of the USD 150 billion Tata group, Tata Motors Limited (TML), a USD 42 billion organisation, is a leading global automobile manufacturer of cars, utility vehicles, pick-ups, trucks, and buses, offering an extensive range of integrated, smart, and e-mobility solutions. With 'Connecting Aspirations' at the core of its brand promise, TML is India's market leader in commercial vehicles (CV) and ranks among the top three in the passenger vehicles (PV) market.

TML strives to bring new products that captivate the imagination of GenNext customers, fueled by state-of-the-art design and R&D centres located in India, UK, US, Italy and South Korea. By focusing on engineering and tech-enabled automotive solutions catering to the future of mobility, the company's innovation efforts are focused on developing pioneering technologies that are both sustainable and suited to the evolving market and customer aspirations. The company is pioneering India's electric vehicle transition and driving the shift towards sustainable mobility solutions by developing a tailored product

strategy, leveraging the synergy between Group companies and playing an active role in liaising with the Government of India in developing the policy framework.

TML stands as a beacon of innovation and excellence in the automotive industry, with operations in India, UK, South Korea, Thailand, South Africa and Indonesia. It also markets its vehicles in Africa, the Middle East, Latin America, Southeast Asia, and the SAARC countries.

As of March 31, 2023, TML's operations include 88 consolidated subsidiaries, two joint operations, three joint ventures, and numerous equity-accounted associates.

Excellence Interventions and Achievements

TML has achieved remarkable milestones in its excellence journey, showcasing its leadership and innovation prowess with a commitment to continuous improvement and customer-centric solutions. The journey of excellence is supported by a series of interventions and achievements that demonstrate its dedication to innovation, customer satisfaction and

organisational growth.

Following the TML Learning Mission organised in partnership with TBExG in FY23, the Corporate Performance Excellence (CPE) team collaborated with BOSCH and held a 3-day design thinking workshop in FY24 that involved 40 participants from CV and PV businesses. The objective of this initiative was to define wicked problem statements and generate innovative solutions by empathising with stakeholders, leading to actionable insights and project impact mapping for implementation.

Inspired by the findings of the Benchmarking study carried out by TBExG across Tata group companies on the key account management process, CPE, in collaboration with the Networks Group in Tata Motors Passenger Vehicle (TMPV), conducted a dealer benchmarking exercise with OEM dealers across six locations in India. This helped to understand and adopt promising processes as appropriate and implement them across PV and EV businesses to deliver significant benefits to customers and eventually improve profitability. TML's continuous



“ TBEExG has been instrumental in catalysing Tata Motors’ journey towards excellence. With their strategic inputs, best practices, and the utilisation of subject matter experts, TBEExG facilitated transformative process changes, resulting in significant impact across key performance metrics. TBEExG’s pivotal role in driving our pursuit of excellence has been reaffirmed by Tata Motors after achieving tangible improvements in efficiency, quality and competitiveness through their global frameworks, coupled with in-depth analysis and insights. A big thank you to the team.

Sanjay Daflapurkar, Head - Corporate Performance Excellence, Tata Motors

improvement is reflected in its commitment to making informed strategic decisions based on recommendations from this exercise.

The Learning Mission 2023 helped TML embrace a culture of knowledge management (KM) and support governance structures, elucidating a fresh and organised perspective on approaching challenges. The CPE team is in the process of gradually fostering a culture of KM within TML, with different focus areas being identified based on business imperatives. The company aims to streamline knowledge sharing and collaboration with a proposed KM 2.0 portal that is ready for implementation, which will further drive organisational learning and growth. The CPE

team strives to continuously improve and adopt Best Practices by benchmarking with leading companies and implementing excellence action plans. TML also partners with TBEExG for learning and sharing sessions with Tata group companies to foster a culture of collaboration and knowledge exchange.

Further, TML InnoVista completed eight successful years with the participation of around 11,500+ projects till last year. The company’s InnoVista initiative has been recognised as a promising practice, with the launch of InnoVista 2.0 featuring new award categories aligned with business imperatives. Out of 725 projects in Tata InnoVista 2023, 85 were from TML, and

2 teams from the company emerged as winners at the Tata group level.

Integrating OFI action plans (resulting from the BE Assessment 2022) into PMO and BSC is a way to ensure alignment with strategic goals and continuous improvement efforts within the organisation. TML’s operational effectiveness and performance are enhanced by identifying key takeaways from the Assessment and integrating them into business strategies.

TBEExG’s assistance in tailoring the Senior Business Leadership Programme (SBLP) in FY24 resulted in the accelerated engagement of 13 senior leaders within the organisation. TBEExG also conducted a customised

Subject Matter Expert Assessor Programme (SMEAP) - Reimagining Aspirations, which helped the company develop the skillsets of SMEs within the company. TML employees also attended various workshops and sessions organised by TBExG, including the Business Excellence Assessor Programme (BEAP) with a focus on sustainability, Data Excellence Assessor Programme (DEAP), Assessor Recertification Programme, Online Refresher Programme, Advanced Programme for Leaders (APL) and Experienced Assessors

Programme (EAP) in the last financial year. These initiatives have helped equip people with the skills and knowledge to drive excellence across functions.

TML's relentless pursuit of excellence has garnered recognition and accolades from industry bodies and stakeholders:

- Appreciation for demonstrating significant involvement in Improvement Interventions at the Business Excellence Convention 2023.
- Among the top 25 most innovative companies in

India in 2023 chosen by CII.

- InnoVista was highlighted as a good practice by Tata group companies at the Tata Innovation EDGE Best Practices 2024.

TML is committed to achieving excellence and innovation in all its business units, providing value to both customers and stakeholders. It is poised to maintain its position at the top of the automotive industry, with a focus on problem-solving, collaboration and continuous improvement.





TATA POWER

Building a Resilient Safety Culture

4,700+ executives and **4,200+** operating staff responded to the safety culture survey

4 programmes organised for Odisha discoms on TSHMS

More than **225 employees** participated in **8 capability building workshops** on TSHMS

TATA POWER: BUILDING A RESILIENT SAFETY CULTURE

About the Company

Tata Power is a pioneer in technology adoption, supporting the country's energy independence. Together with its subsidiaries and joint entities, it has a generation capacity of 14,464 MW of which 39% comes from clean energy sources. The company has the distinction of being among the top private players in each sector of the value chain including solar rooftop and value-added services.

Building Resilience Through Safety Culture

The Group Safety & Health team has collaborated extensively with Tata Power, particularly in FY24, to cultivate a robust safety culture. This collaborative effort involved significant interventions in safety culture Assessment and capability building.

Key Interventions

Safety Culture Assessment

The Group Safety & Health team conducted an extensive survey on the safety culture across Tata Power's businesses in generation, transmission & distribution, and renewables, to identify the perception across business lines. The survey garnered responses from over

4,700 executives and officers, and more than 4,200 operating staff members, including workers and contractual personnel. Besides the organisation-wide insights on the survey, the 20 divisions under the three clusters of generation, transmission & distribution, and renewables, received specific outcomes on areas that needed to be built on and areas that need to be improved. The survey also helped identify role-model safety leaders across various divisions and levels. Ground realities and employee perspectives were gleaned through online surveys, one-on-one discussions, and group discussions with operators, totalling over 2,500 voices captured. One of the key actions across Tata Power as an outcome of the culture survey was capability building of the operating people on the

requirements of the Tata Safety & Health Management System (TSHMS).

Tata Safety & Health Management System

More than 225 employees across Tata Power participated in eight capability building workshops on TSHMS. The Group Safety & Health team also conducted four programmes specifically for the Odisha discoms, marking a significant engagement between TBExG and Tata Power. These workshops played a vital role in building capability on TSHMS across the company.

Tata Power also conducted self-assessments across three divisions to establish a baseline for TSHMS maturity. This initiative was enabled by a critical mass of trained examiners within the company.





TRENT

Quest for Cyber Excellence

First company in the Tata group to conclude a Cyber Excellence Assessment using the Cyber Excellence Blue Tick Framework

Implemented key actions in areas including **advanced threat detection technologies, endpoint security measures, vendor risk management, etc.**

TRENT: QUEST FOR CYBER EXCELLENCE

About the Company

Trent is one of the leading companies in the Indian retail industry. Its brands include Westside, Zudio, Star Market, MISBU and Samoh. The company's VMV statement is to design and deliver fashion brands and create value for all its stakeholders. To attain this objective, Trent will develop a comprehensive understanding of its customers' needs, strive to win confidence and offer best-in-class products and services at affordable prices.

Laying the Pathway for Cyber Excellence Assessment

In the dynamic realm of technology and digital transformation, companies must fundamentally alter their cybersecurity approach. The Cyber Excellence Assessment, leveraging an advanced framework, positions the Tata group to proactively tackle the challenges of an increasingly digital future, with Cyber Excellence as its foundation. Trent was the first company in the Tata group to conclude a Cyber Excellence Assessment. The Assessment was facilitated by a five-member Assessor team,

certified by TBExG and supported by TCS cyber security practice SMEs.

Strengthening Cyber Excellence

Undertaking the Cyber Excellence Assessment with the TCS Blue Tick framework was an illuminating journey for Trent. It provided the company with a holistic view of its cybersecurity posture, uncovering both strengths and improvement areas. The process was rigorous yet collaborative, allowing Trent to engage with the expert Assessment team and gain invaluable insights into its security infrastructure.

The TCS Blue Tick framework offers a structured approach to the Cyber Excellence Assessment, tailored to the unique needs of organisations. Its comprehensive nature encompasses various dimensions of cybersecurity, including risk management, compliance, and incident response. The framework's modular design facilitates customisation, enabling companies to align Assessments with their specific objectives and operational contexts. Moreover, its emphasis on continuous improvement aligns perfectly

with Trent's ethos of ongoing enhancement and innovation.

Impact of the Cyber Excellence Assessment

Trent's CEO, P Venkatesalu, expressed profound satisfaction with the Cyber Excellence Assessment process, emphasising its instrumental role in bolstering the company's resilience against cyber threats.

Following the Assessment, Trent swiftly implemented key actions based on the feedback received:

Enhanced Employee Training Programmes

Recognising the critical role employees play in cybersecurity, Trent bolstered its training initiatives to ensure heightened awareness and adherence to Best Practices. This involved rolling out tailored training modules, simulations, and regular awareness campaigns to empower its workforce against evolving cyber threats.

Invested in Advanced Threat Detection Technologies

Trent recognised the need to enhance its capabilities in detecting and mitigating advanced cyber threats. As a

result, the company further strengthened its posture with state-of-the-art threat detection technologies such as next-generation firewalls, intrusion detection systems, and security information and event management solutions.



“ Moving forward, we remain steadfast in our pursuit of cybersecurity excellence. By leveraging the insights gleaned from the Assessment and collaborating with industry expert Assessors, we are confident in our ability to bolster our defences and safeguard our digital assets.

P Venkatesalu, CEO, Trent

Strengthened Endpoint Security Measures

Building upon insights from the Assessment, Trent reinforced its endpoint security protocols to fortify defences against malware, ransomware, and other malicious entities. This involved deploying advanced endpoint protection solutions, implementing robust access controls, and enhancing threat detection mechanisms across its network.

Established Incident Response Protocols

Leveraging the Assessment findings, Trent revamped its incident response framework to enable swift and effective response to cybersecurity

incidents. This included defining clear escalation pathways, conducting regular drills to test response readiness, and fostering collaboration with relevant stakeholders to ensure a coordinated approach in mitigating cyber threats.

Enhanced Vendor Risk Management Practices

Recognising the interconnected nature of modern supply chains, Trent enhanced its vendor risk management practices to ensure that third-party vendors and suppliers adhere to stringent cybersecurity standards. This involved conducting thorough due diligence Assessments

using TPRA, establishing clear contractual obligations around cybersecurity, and implementing ongoing monitoring mechanisms to mitigate the risk of supply chain-related cyber threats.

Trent's experience with the Cyber Excellence Assessment using the TCS Blue Tick framework underscores the importance of proactive cybersecurity measures in today's digital landscape. By leveraging insights from the Assessment, Trent stands poised to reinforce its cybersecurity posture and navigate the evolving threat landscape with confidence and resilience.

TBEXG'S PERFORMANCE HIGHLIGHTS

BUSINESS EXCELLENCE



15 Tata companies underwent the BE Assessment process in 2023

15 Mentors presented key strengths and imperatives to Group Chairman

2 Emerging Industry Leaders,
3 Industry Leaders

30+ Assessor programmes,
15+ Champions programmes facilitated



DATA EXCELLENCE

7 Data Excellence Assessments based on the TCS Datom™ framework

12 Excellence Competency programmes with
250+ participants from 39 companies

SAFETY EXCELLENCE



ARRE 4
7,700+ logins,
2,500+ unique users,
40+ Tata companies

236,448 safety & health e-modules undertaken by
19,000 Tata employees



SOCIAL EXCELLENCE

6 companies participated in the TAAP Assessment and facilitation process

3,100+ participants from 72 Tata companies have accessed TAAP e-modules



CYBER EXCELLENCE

6 Tata companies underwent Cyber Excellence Assessments

2 EDGE webinars, 4 Leadership Sensitisation workshops

KNOWLEDGE SHARING



50 promising practices on the EDGE portal by
20 Tata companies

46 EDGE webinars, including
5 Leadership Series Webinars, conducted

56 Best Practice sharing sessions facilitated



IMPROVEMENT INTERVENTIONS

14 Deep Dives conducted for
11 Tata companies

25 successful Best Practice implementations including
13 with business impact

CELEBRATING EXCELLENCE



JRDQV Function
650+ Tata colleagues in person
3,000 virtual participants

BEC
385+ attendees in person,
2,300+ virtual participants

TAAP Convention
Tata Steel won the TAAP Jury Award

Tata Safety Heads Meet
50 safety leaders attended the meet

5 JRDQV winners - Tata Motors, Tata Capital, Trent, Tata AutoComp Systems and Tata AIA Life Insurance



TATA NETWORK FORUMS

50 events and workshops

3 cultural programmes



BUSINESS EXCELLENCE

15 Tata companies underwent the
BE Assessment process in 2023

15 Mentors presented key strengths
and imperatives to Group Chairman

**2 Emerging Industry Leaders,
3 Industry Leaders**

30+ Assessor, 15+ Champions
programmes facilitated

Business Excellence Journey

The Tata Business Excellence Model (TBEM) is based on the Malcolm Baldrige National Quality Award Model of the US. Over the years, the TBEM criteria has been continuously updated to adapt to the dynamic business landscape and enable companies to stay abreast of the latest developments and enhance their competitiveness.

Within the Tata group, the TBEM framework serves as a cohesive force, connecting every facet of the organisation. Over the last three decades, the philosophy of stakeholder value creation has been institutionalised through a virtuous cycle of performance excellence. This cycle involves assessing company progress using excellence frameworks, accelerating progress through improvement interventions and nurturing an ecosystem of learning and sharing from each other. Based on the feedback received post Assessment, companies create and update their Business Excellence (BE) action plans and continue improving in their quest to emerge as a world-class organisation.

In BE Assessments 2023, 15

companies participated, including six new/restructured entities. These Assessments were meticulously conducted by 180+ Assessors, representing 45+ Tata companies. Notably, 23% of the Assessors were women, and 29% were new Assessors. Each Assessment team was composed of subject matter and domain experts. This year, five new Mentors, Team Leaders and three new Deputy Leaders were inducted in the process and added significant value.

Key Achievements

Launch of TBEM 2.0

Over the years, TBEM has evolved constantly to assimilate the changes in the Baldrige criteria and to incorporate areas of emphasis that are important for the Tata group. The world is going through a significant transformation, and several

transitions are at play – AI, sustainability, supply chain and future of work/talent.

Adopting the principle of ‘change is the only constant’, TBExG has aligned the Group’s focus areas into the criteria and launched the revised BE framework TBEM 2.0 at the Business Excellence Convention (BEC) 2023.

TBEM 2.0 incorporates:

- a. Changes included in Baldrige Excellence Framework 2023-2024
- b. Additional questions relevant to the Tata group priorities

These changes position the TBEM framework to navigate the evolving business landscape effectively, ensuring Tata group’s continued pursuit of excellence. The TBEM criteria includes changes to all the seven key



Group Chairman launching TBEM 2.0 at the Business Excellence Convention 2023.

categories, emphasising the following areas:

- **Sustainability:** Questions related to the Group’s sustainability initiative (Aalingana) have been seamlessly integrated into the Bluebook, particularly within Category item 2.1 - Governance and Sustainability.
- **Data, Digital, AI/ML:** Category 4 has been reorganised and renamed ‘Data, Organisational Learning, and Innovation’, emphasising data, digital transformation, AI/ML and innovation. Category item 4.1 is now retitled as ‘Data, Digital, and Information Technology’, and Category item 4.2 as ‘Organisational Performance, Knowledge, and Innovation’.
- **Operations Technology, R&D, Innovation:** Category 6.1 explicitly focuses on operations technology, R&D and supply network resilience, recognising their critical role in the business landscape.
- **Talent and Organisational Culture:** The vocabulary around the workforce has been made contemporary, aligning with current and future trends of talent transition. Category 5 has been renamed ‘People and Culture’, focusing on workplace



The importance of this programme cannot be overstated. A concrete set of recommendations and observations. Clearly, there are a number of inputs that have come which are strategic in nature. It does many things for us, definitely shows companies a mirror, and it gives diverse inputs, it also builds people, it helps to learn from each other, learn from the entire Tata ecosystem. Because it is a Group-wide process, because it happens to everybody, no one sees this as a criticism, which is a great thing. There is something in it for everybody.

N Chandrasekaran, Group Chairman, Tata Sons, sharing his feedback during Mentors Presentation and BEC 2023

environment, organisational culture, talent and engagement.

- **Supply Network Resilience:** The scope of the area to address with additional/ improved questions in Category 6 to emphasise the need for 'Supply Chain Transition'.

Key Process Achievements

The Group's overall maturity enhanced with three more companies being recognised as Industry Leaders leveraging the BE Assessment process in 2023. Overall, there is a more comprehensive view towards Assessment (with n=1 customisation for each company) to ensure that the feedback was prescriptive, business-oriented and actionable.

Some of the key process achievements include:

- **Embedding Sustainability**

in the Assessment

Process: With the launch of Project Aalingana, the key sustainability elements have been integrated appropriately into the TBEM framework (Bluebook), and the revised version was released. Sustainability SMEs as Assessors were placed in all teams.

- **Innovation as a Suggested**

Key Theme: In line with the Group's focus on innovation, the role of innovation in organisational competitiveness and success has been integrated appropriately into the TBEM framework.

- **Sharpening Scoring**

Band Descriptors: TBExG collaborated with Team Leaders and Business Excellence Heads to sharpen

the band descriptors specifically for the score bands viz. Emerging Industry Leader, Industry Leader, Benchmark Leader and World Class Leader. The focus was on incorporating key aspects such as sustainability, data, digital, cyber and technology.

- **Embracing AI/ML:** TBExG, in collaboration with Tata iQ and TCS, embarked on two significant projects that were piloted during this year's Assessment – Enhancing Assessor Comments Quality Module and Results Heat Map and Insights. Leveraging AI/ML, these applications were designed to elevate the quality of Assessor comments, generate a visual heat map of Assessment results and extract valuable insights.

- **Collaborative Domain-Focused Teams:** The Assessment team formation process was customised based on company-specific inputs related to the domain and focus areas. Each team included subject and domain experts who contributed valuable insights and suggested Best Practices.



“ Phenomenal work, really amazing whatever you have shared. If we would have paid a few crores to the world's best consultants, we would not have got this kind of feedback.

Dr Praveer Sinha,
MD & CEO, Tata Power

- Ready Reckoner for Each Milestone - AssessmentINSIGHTS:**
Ready Reckoner series was introduced to help Process Consultants and Assessments teams with the appropriate process steps and guidelines on the key milestones in the Assessment process.
- Enabling Industry Understanding:** TBExG collaborated with CRISIL to design customised sectoral dashboards. These dashboards were tailored for each industry cluster, thereby enabling the Assessment teams with valuable industry knowledge and expertise and helping the Assessment approach get contextualised.
- Digitisation of Processes:** Assessment Hub, a digital platform for Assessors and the company, underwent significant changes that helped reduce Assessors' efforts in the Assessment.



“ The feedback and ideas you have given today amazes me about your deep understanding of our business in such a short period of time. I am convinced that if we work on some of these ideas, it will help us catapult into much higher levels.

Hans Van Den Berg, CEO, Tata Steel Netherlands



“ Phenomenal experience. We will take forward the suggestions for our action planning.

Anand Sahai, CEO, Tata Play Broadband

Mentors' Programme, an in-person meet organised by TBExG on July 14, 2023. The three-hour programme was chaired by Sanjeev Singh, Vice President & Head, TBExG. The agenda of the programme was designed to discuss key updates in the BE Assessment process and share the experiences of CEOs, Mentors and Team Leaders.

Mentors Presentation to Group Chairman

Mentors of 15 Tata companies

that underwent BE Assessment in the 2023 cycle presented key strengths and imperatives to N Chandrasekaran, Group Chairman, Tata Sons. In addition, there was one Mentor presentation from Data Excellence Assessment as well. The Mentors Presentation to Group Chairman took place virtually in two sessions, one on November 29, 2023, and the second one on December 1, 2023. The session was attended by Sanjeev and members of the Governing Council: Aarthi

Key Events

Mentors Programme

Senior Leaders, Mentors and TBEM Team Leaders in the BE Assessment attended the



“ It is heartening to see the amount of time spent by the team, and the quality of the output is a testament to that.

Ujjal Chakraborti, MD, JCAPCPL

Subramanian, Chief Digital Officer, Tata Sons; Harish Bhat, Advisor, Tata Sons; Puneet Chhatwal, MD & CEO, Indian Hotels; Rajiv Sabharwal, MD & CEO, Tata Capital; and TV Narendran, MD & CEO, Tata Steel.

Business Excellence Convention

The unstinted efforts by the companies, Mentors, Team Leaders, and Assessors are acknowledged in the BEC, while the achievements of certain milestones by the companies are recognised at the JRDQV function on July 29 every year.

The annual Tata BEC was held at Taj Lands End, Mumbai, from December 6-7, 2023. It was one of the most well-attended conventions in recent years, with 385+ participants attending in person and 2300+ virtual participants joining

the webcast over two days. The theme for BEC 2023 was ‘Shaping the Future - Long Term Value Creation’ to reflect upon the economic forces that shape an organisation’s performance and understand how these forces impact the value drivers; determine the right metrics for organisational value and growth; use data analytics and artificial intelligence to identify value creation opportunities; and strategically allocate capital and resources for optimal results. In a gist, the intricate process of value creation, guiding organisations towards sustainable success was the summary of BEC’s key theme.

Sanjeev presented the overview of excellence journeys across the Group this year. He set the context of the newest journey of TBEM 2.0 and how organisations should envisage the Group’s focus areas.

Various speakers shared their

knowledge at the event with participants. Group Chairman graced the occasion too. He addressed the audience and launched TBEM 2.0.

Excellence Competency Development

TBExG meticulously plans and facilitates Competency Development programmes to enhance excellence-related competencies in organisations and build a pool of certified Assessors. These programmes focus on enhancing competencies across various excellence frameworks, which play a pivotal role in the journey of performance excellence across the Group. BE continues to be the formal and integral component of the Tata group’s pursuit of performance excellence.

The frameworks covered include:

- **BE:** Leveraging the TBEM 2.0 framework
- **Data Excellence:** Utilising the TCS Datom™ framework
- **Safety Excellence:** Adhering to Tata Safety Standards
- **Social Excellence:** Guided by the Tata Affirmative Action Programme framework
- **Cyber Excellence:** Implementing the Blue Tick framework



BEAP 2024



SMEAP 2024



BECP 2024



CEAP 2024

BE Competency Development

TBExG's Excellence Competency Development offerings are carefully designed to enhance the Assessor and Champion competencies within organisations. The goal is to accelerate their journey towards world-class performance in BE. The three Es — Experiential, Exciting, and Enriching — form the foundation of TBExG's efforts towards Competency Development. Every year initiatives are undertaken to enhance the effectiveness, relevance and impact of these programmes.

In FY23-24, TBExG intensified its efforts with the enhancement of four BE Appreciation Modules (BEAM e-modules). The TBEM 2.0 framework was aligned and emphasised in these modules. These modules are accessible to all companies through the Tata Tomorrow University website. In FY24, over 7,500 colleagues from 60+ Tata companies were engaged with these modules, gaining insights into, and appreciating the Group's BE journey. TBExG partnered with several companies to run special campaigns to leverage the anytime learning opportunity.



BE CHAMPION PROGRAMMES



Programmes
18



Participants
299



NPS
83

Champion Programmes

In 2023, there was a surge in efforts to raise awareness about the fundamentals of BE. Several companies partnered with TBExG to conduct in-house BE Champion Programmes for middle and senior management. TBExG facilitated 17 BE Champion Programmes for Tata Elxsi, Titan, Indian Hotels, Tata Consulting Engineers, Nelco, Tata Communications, Tata AutoComp Systems, Tata International and Jaguar Land Rover among others. These were collaboratively designed to align with each organisation's context and focus areas. As part of the learning agenda, participants in the Champions programmes identified 100+ improvement projects within their scope of work and presented the project charters to the facilitators and company leadership. In most companies, these projects became part of their continuous improvement platforms and were actively pursued to completion.

The Champions Programme received encouraging feedback from participants and sponsors and recorded an overall NPS (average) of 83.

TBExG also co-created a new offering for Tata Elxsi's young leaders — Leadership Excellence Accelerated Programme (LEAP) — to introduce excellence-related



Very informative trainings. BECP is one of the best corporate trainings I have ever received and I believe this was only possible because the training was delivered perfectly. Great insights on the entire Assessment process and Assessor attributes while doing the Assessment.

Participant from the Business Excellence Champions Programme

competencies to 25 talented delivery managers. This year-long programme was planned in eight sessions, and frameworks and concepts like Business Excellence, Data Excellence, key account management, measurement analysis and data representation, finance for managers, and innovation were introduced, among others. These classroom sessions were planned through both physical and virtual modes. As part of the programme design, the participants were addressed by SMEs and Leaders from Tata Elxsi and other Tata companies. Based on the encouraging feedback and experience with Tata Elxsi, TBExG plans to extend the programme to a few more companies in FY25 who have agreed to engage their talent pool with LEAP.

In addition, TBExG facilitated a few specially tailored workshops to induct company leadership into the Group's journey towards performance excellence.

Assessor Programmes

The BE Assessor Programmes help build BE competency within the companies and identify qualified Assessors for the Assessment process. The programmes are planned

BE ASSESSOR PROGRAMMES



Programmes
33



Participants
608



NPS
89

for both first-time and experienced Assessors. In FY24, TBExG facilitated 33 Assessor programmes involving in-house and open programmes.

The BE Assessor Programme (BEAP) is designed to enable high-performing Tata managers and Leaders to become BE Assessors, thereby sharpening their leadership competencies. This programme provides an experiential learning opportunity through case study-based learning, experience-sharing sessions, pre-work, post-work and quizzes. 20 first-time Assessor programmes were facilitated, involving 300+ participants and covering 35+ companies.

In collaboration with Tata companies, 10 in-house Assessor programmes were facilitated for Tata AutoComp



Excellent organisation of the programme. All topics covered in detail. A bit of fun element was added to the learning, explanation with examples and sharing of knowledge gained during various Assessments made it more effective. Sincere appreciation to TBExG for putting in efforts to make this programme simple.

Participant from the Subject Matter Expert Assessor Programme

Systems, Tata Motors, Tata Steel, Tata Technologies, Tata Capital, and Indian Hotels. These programmes not only helped enhance BE-related competencies within the organisation, but also helped enrich the Assessor pool with domain experts.



Thank you for the great course. I had an excellent engagement. It was very easy to listen to and interpret, and it was just the right mix of theory and practice demonstration. This course helped me make good decisions by using the various methods explained in training.

Participant from the Business Excellence Assessor Programme

In preparation for the BE Assessments 2023, TBExG also facilitated 12 Experienced Assessor Programmes (EAP) through online and physical classroom sessions. 200+ experienced Assessors from 60+ companies participated to understand changes in the TBEM framework and focus areas in the upcoming Assessment cycle. The purpose of EAP programmes is to enable current Assessors with BE external Assessment experience to get acquainted with the changes in the Assessment process.

The Assessor programmes



Participants at the APL at Taj Krishna in Hyderabad, on January 23-24, 2024.

remain purpose-driven, ensuring that the right pool of Assessors represent multiple Tata companies, industries and domain knowledge. The Assessor programmes achieved an NPS (average) of 89.

Advanced Programme for Leaders

The Advanced Programme for Leaders (APL) was facilitated from January 22-24, 2024, in Hyderabad, to reflect on the recently conducted BE Assessment process and characterise priorities and prospects for the upcoming Assessment Cycle of 2024. This

invitation-based programme was attended by 55+ Team Leaders and Deputy Leaders from various companies. Apart from Leaders sharing their experiences and expectations from the BE Assessment process, the APL 2024 learning agenda included elaborative sessions on reflections and change, learnings from the inclusion of sustainability and Tata Innovation Excellence Framework (TIEF) in 2023 BE Assessments, introduction to TBEM 2.0 - The Future Focused Framework. Aarthi Subramanian, Chief Digital Officer, Tata Sons, led the

discussion on the changing role of Team Leaders in Digital and AI. The programme concluded with a panel discussion on Becoming Future Ready with TBEM 2.0 and included Ajoy Chawla, CEO - Jewellery Division, Titan; and Sandeep Kumar, MD, Tata Steel Downstream Products as panellists.

For the first time in APL, TBExG also planned a Learning Mission to Tata Advanced Systems (TASL), where participants experienced state-of-the-art manufacturing facilities, which included three plants of Tata Boeing Aerospace, TASL, and




APL participants at the Learning Mission to Tata Advanced Systems.

Tata Centre of Excellence (engine shop). Participants representing 30+ Tata companies were taken through the three pillars of excellence in each plant. They experienced zero defect initiatives, digital initiatives in manufacturing, customer intimacy approaches, people engagement and talent development approaches and deployment of lean shop floor during this half-day learning visit.


AssessmentINSIGHTS

Like every year, a series of orientation sessions have been rolled out to provide key learnings and insights to the Assessors as they progress with the BE Assessment cycle. This year, nine orientation sessions were curated for specific Assessor roles and learning areas in preparation for the BE Assessment Cycle of 2023.

ASSESSMENTINSIGHTS



Programmes
09



Participants
439



NPS
92

The learning agenda, schedule and specific topics were curated for the Assessors. In addition, all the sessions were planned and delivered prior

to the commencement of the Assessment cycle.

400+ Assessors from 60+ Tata companies attended the sessions



“ TBEExG programmes across excellence journeys have turned believers into evangelists and made life so much easier for us with your deep understanding of our organisation, our challenges and our ecosystem.

Brinda Sherman, Business Excellence Head, Indian Hotels Company



“ We had an opportunity to go to Business Schools, but we approached TBExG to create a leadership development programme. It was really a great experience. TBExG modelled a series of programmes along the lines of Business Excellence. All the participants are extremely happy about it. Thank you TBExG team.

Dr Sajiv Madhavan, Business Excellence Head, Tata Elxsi

facilitated by Tata Leaders. Participants gathered valuable insights and had a unique opportunity to learn from the collective experience and enhance their understanding.

Looking Ahead

BE Assessments

Future-Ready Criteria

- Operationalise TBEM 2.0 in 2024 Assessments.
- Enhance Category 3 for detailed focus on customer experience.

Future-Ready Process

- Develop and introduce a self-assessment tool.
- Help Assessors and analysts optimise the effort, through digitalisation and adopting AI/ML.

Future-Ready Talent

- Engage innovation SMEs in the Assessment process.

Excellence Competency Development

- Transilience in classroom programmes by enhancing

cohort-based learning and spaced education with quick consumption and higher retention of the concepts.

- Partner with new companies in the Tata group to support and enhance their BE journeys.
- Ensure the Assessors appreciate, apply and attain a deeper understanding on TBEM 2.0 changes.
- Enhancing efforts towards building, learning autonomy and improving reach.



DATA EXCELLENCE

7 Data Excellence Assessments based on the TCS Datom™ framework

12 Excellence Competency programmes conducted with **250+ participants**, covering **39 companies**

Data Excellence Journey

In the age of Industry 4.0, data powers growth. TBExG has been cultivating a data-driven culture across Tata companies, through a mix of initiatives that span the spectrum from capability building and certification, to Assessment and recognition. These include:

- Self-paced web module certification
- Virtual and classroom Excellence Competency programmes
- Senior leadership sessions
- Best Practice documents
- Webinars
- Data Excellence Assessments

Key Highlights

In line with the Tata group's focus on digitalisation, Data Excellence Assessments powered by the TCS Datom™ framework

continue to be a valuable tool for companies to evaluate their progress towards data-driven excellence. Since October 2018, TBExG has facilitated 42 Assessments for 22 companies.

Evolving Needs

The TCS Datom™ framework remains dynamic, adapting to changes in the industry landscape and business priorities. Recognising the surge in global AI adoption, the framework now includes a dedicated sub-section — AI Foundation — to assess a company's AI readiness and implementation plans. Accordingly, AI Foundation was included as the 24th sub-KRA, and the reference manual was also updated with an appropriate addendum on the same. Five out of the seven Assessments

conducted this year included the Assessment for AI Foundation. This addition empowers businesses to stay on top of the AI wave.

Customised Assessments

This year, TBExG successfully completed Assessments for seven Tata companies: Tata Communications, Tata Play, Tata Consulting Engineers, Tata Chemicals, Rallis India, Trent and Tata Consumer Products. A team of 56 Assessors, including seven SMEs from TCS, conducted these evaluations. The team comprised 14% women Assessors. The Assessments were customised to deliver actionable and business imperative-based feedback that can help create and strengthen replicable and scalable processes and systems around Data Excellence.



“The team has done an exceptional job in comprehending our business, providing a well-crafted roadmap for our future endeavours. They have offered detailed insights into our current bottlenecks and what steps to take next. We're committed to implementing all the recommendations provided, including the numerous bite-sized suggestions. Kudos to the Assessment team for their outstanding work; they truly deserve a big round of applause.

R Mukundan, MD and CEO, Tata Chemicals

For two additional Tata companies, TBExG conducted dip-stick Assessments — targeted evaluations delivering practical insights and proposing starter-level projects to initiate their Data Excellence journey.

Excellence Competencies

Throughout the year, TBExG successfully facilitated five Data Excellence Assessor Programmes, which encompassed three in-house programmes tailored for Tata AutoComp Systems, Tata Capital and Tata Steel. Moreover, to cultivate internal champions of data practices, TBExG facilitated five in-house Data Excellence Champion Programmes (DECPs) for Tata BlueScope Steel, Tata Consulting Engineers, Tata Technologies, Nelco and Tata Power. TBExG also initiated two Online Refresher Programmes for employees who had been

trained prior to 2021. Over 120+ Tata colleagues from 18 companies obtained Assessor certification, while a similar number attended the DECP. Furthermore, more than 5,800 colleagues from over 75 companies invested 1,500+ hours on the Data Excellence web module.

Additionally, TBExG conducted 22 workshops across 13 companies, attended by over 250 senior leaders. These sessions catered to leaders from a diverse range of entities such as Tata AutoComp Systems, Tata Elxsi, Tata AIA, Tata Consulting Engineers, mjunction, Rallis India, BigBasket and Tata 1mg.

Celebrating Excellence

To encourage the efforts of Tata companies in embracing data-driven excellence, TBExG has established an annual platform

dedicated to recognising Data Excellence.

The award categories are:

- ‘Active Promotion of Data Excellence’, bestowed upon those crossing a score of 2.5 for the first time.
- ‘Significant Adoption of Data Excellence’, awarded to those surpassing a score of 3 for the first time.
- ‘Data Excellence Leader’, conferred upon those achieving a score of 3.5 for the first time.
- ‘Data Excellence Benchmark Leader’, granted to those achieving a score of 4 for the first time.

Looking Ahead

As Data Excellence continues to gain prominence as a strategic business imperative, TBExG is geared to facilitate more customised Data Excellence



“ We really appreciate the team’s feedback. Thank you so much for the passion and energy put in by the Assessment team. There are a lot of good takeaways and low-hanging fruits that will help us take a quantum jump by implementing these initiatives in the next six months.

P Venkatesalu, CEO, Trent

Assessments in FY25. Various Competency Development programmes will be conducted at regular intervals, based on individual company needs. The focus remains on identifying and implementing Best Practices across Tata companies to reinforce the journey towards data-driven excellence. In addition, there are plans to enable more knowledge-sharing between Tata companies and SMEs.

In terms of technology, a significant initiative involves the creation of an IT-enabled portal for Data Excellence Assessments. This portal aims to digitalise the assessment process and provide comprehensive support to Assessors, Tata companies and other stakeholders throughout

the evaluation procedure.

Digital Excellence Journey

The Digital Execution Scorecard™ (DES) provides a comprehensive Assessment of a company's digital strategy to accelerate decision-making and drive execution focus. It connects strategic digital priorities, namely digital revenue, customer experience, operational excellence, asset utilisation and minimising risks to underlying digital enablers such as the operating model and technology platforms.

DES is a benchmarking tool that compares a company's performance on key digital KPIs against its aspirations, as well as the performance of peers in similar industries. The benchmarking

helps categorise performance in terms of Foundational (25th percentile), Mainstream (50th percentile) and Industry Leader (75th percentile).

This year, the DES Assessment process was enhanced to include SME interactions in order to deep dive into each area of the DES framework. The process provides contextual feedback based on the company's background and industrial nuances, making the recommendations more company specific and actionable.

In FY24, three Tata companies, viz., Indian Hotels Company, Tata Motors' Commercial Vehicles Business and Tata Projects, have initiated the DES Assessment. These Assessments are scheduled to be finalised during FY25.



SAFETY EXCELLENCE

7,700+ logins, 2,500+ unique users from across
40+ Tata companies for ARRE-4

236,448 safety & health e-modules undertaken
by **19,000 Tata employees**

Safety Excellence Journey

The Group Safety & Health team works in conjunction with Tata companies and their safety teams to provide a safe and healthy work environment and achieve an injury-free workplace for Tata employees and their associates. This philosophy is at the core of the Tata group's continual efforts to enhance workplaces.

Over the years, concern for employees' safety & health has been integrated into all Tata group

business management systems and processes. The safety & health function's efforts and activities are based on four strategic building blocks — Commonality & Convergence, Training & Capability Building, Transparency & Sharing, and Assurance & Verification.

TBExG's safety offerings include Competency Development, safety audits, safety culture Assessments, Deep Dives, strategy creation and facilitating the creation of safety policies and standards.

Commonality and Convergence

Tata Safety Heads Meet 2024

The Tata Safety Heads Meet 2024, held from March 12-14, 2024, focused on building synergy, scale and speed in the safety & health initiatives in the journey towards creating safer workplaces.

Around 50 safety leaders from across the Tata group came together to share, learn, network and commit to a safer future for employees. The three-day meet was packed with insightful sessions, engaging

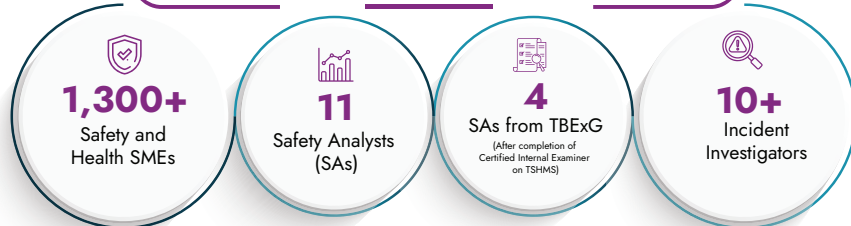
Four Strategic Building Blocks



Key Highlights



In FY24, the Group Safety & Health team involved S&H professionals as Safety Analysts and Incident Investigators



discussions and collaborative group work, all aimed at enhancing safety & health across organisations. Key updates from the year gone by and key safety initiatives undertaken across the Group were shared, providing valuable insights into the current safety landscape within the Tata group.

A comprehensive analysis of recent incidents was also presented, shedding light on common findings and patterns. This session underscored the importance of learning from past incidents to preventing future ones.

Safety Analysts and Incident Investigators from the Tata group

In FY24, the Group Safety & Health team engaged safety & health professionals to act as safety analysts and incident investigators as mentioned in the above infographic.

Training and Capability Building Certification Programme on Tata Safety and Health

Management System

The Tata Safety and Health Management System (TSHMS) is one of the key building blocks for Tata companies to set the highest standards of safety & health and build a resilient safety culture. It provides a framework to improve the Group's safety standards, performance and culture. The TSHMS was launched in 2016 and comprises 13 elements and 144 expectations covering all aspects

and dimensions on safety & health. The certification programme on TSHMS was launched with the sole objective of building capabilities within Tata companies to implement TSHMS and conduct self-assessments within their operating plants and operations.

Over 300 participants from 30 Tata companies underwent the certification programmes on TSHMS through 10 workshops facilitated by the Group Safety & Health team. Notably, one of the sessions achieved the highest NPS of 92. Employees of Tata Power and Titan attended through several batches.

The participants were assessed through a multifaceted approach,



Certification programmes conducted in Jamshedpur (top) and Pantnagar (bottom).

consisting of pre-work, classroom engagement, tests and the application of acquired knowledge in post-programme activities. Culminating in a certification, the participants gained a deeper understanding of interconnected safety systems and learned practical auditing techniques for conducting a self-assessment of their sites on the TSHMS elements.

Safety Leadership Workshops

The Group Safety & Health team organised Safety Leadership Workshops for two Tata companies

– Tata Consumer Products and Infiniti Retail – to enhance leadership skills of participants.

Over 100 participants comprising senior leaders, executive committee members and CXOs attended these programmes which were tailored to the requirements of the respective organisations.

These programmes were specially designed to address the top hazards specific to each of these companies, with

inputs for the programme design comprising safety performances of the companies (both lead and lag metrics), findings from past incident investigations, current status of good practices, and unsafe conditions and behaviours. The programmes focused on risk thinking, safety culture, root cause thinking and the top five hazards and risks, with emphasis on individual leadership behaviours and building collective responsibility as a leadership team. The participants were also taken



Safety Leadership Workshop conducted for Tata Consumer Products in Kolkata.



Safety Leadership Workshop conducted for Tata Consumer Products in Mumbai.

through safety attributes of high performing organisations. The workshops concluded with each leader undertaking 3 personal commitments that will enhance the safety & health culture among employees under their influence. The workshops achieved an average NPS of 85.

Safety & Health E-modules

The TBExG team has created more than 100 e-modules that enable Group employees to undertake self-paced learning. TBExG has worked very closely with the safety & HR teams of certain organisations for deeper deployment of the modules across the workforce. 236,448

safety & health e-modules have been undertaken by 19,000+ employees across the Tata group through the Tata Tomorrow University website.

The purpose of launching these e-modules was to have them easily accessible to Tata employees so that higher safety skills can be developed.

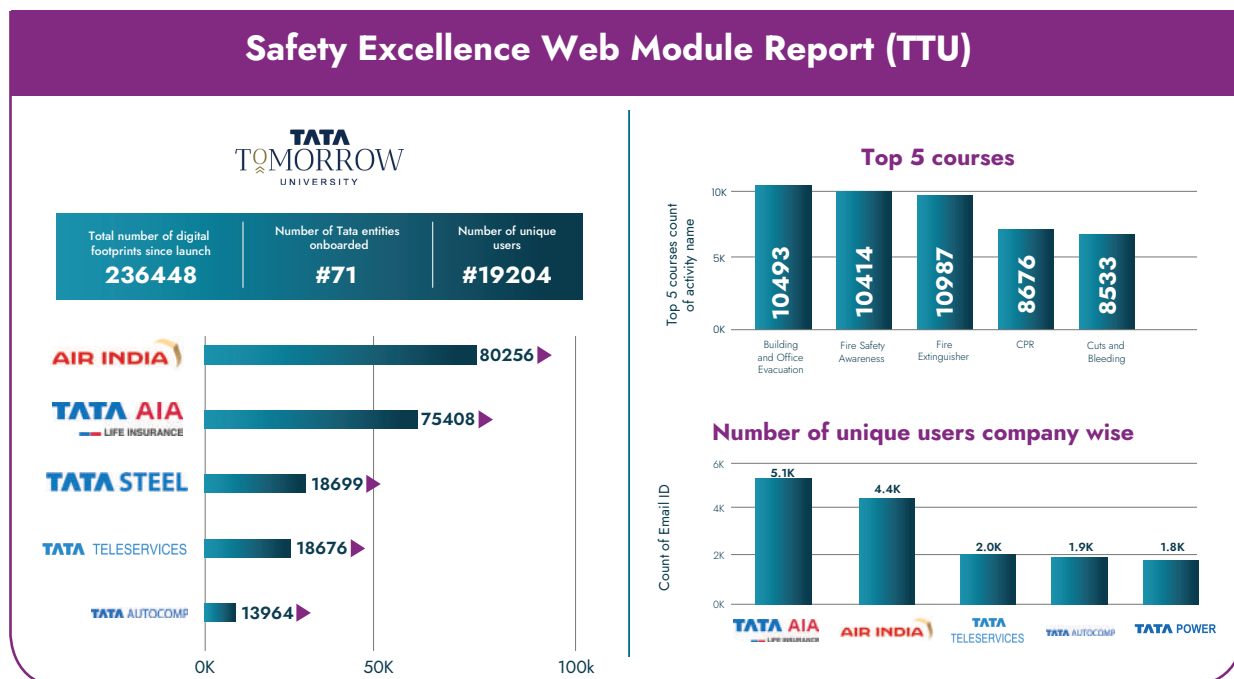
**Transparency and Sharing
Fourth Edition of Accelerated
Reduction in Repeat Events**

The fourth series of the Accelerated Reduction in Repeat Events (ARRE-4) intervention was held from February 6-16, 2024, and witnessed 7,700+ logins from


















more than 40 Tata companies. The intervention focused on Best Practices on ‘Preventing Falls, Lifting and Material Movement’.

The series of sessions included 19 speakers from 13 companies, comprising 10 external speakers from renowned organisations such as GE, L&T, Saint Gobain, JLL, Leighton, Sekura and Mtandt, in addition to Tata employees. The speakers shared their knowledge on topics relating to prevention of serious incidents.

The topics focused on controls to be put in place for safe working on fragile roofs, scaffoldings, glass façade cleaning, safe



ACCELERATED REDUCTION IN REPEAT EVENTS (ARRE) SERIES 4: Preventing Falls, Lifting and Movement of Loads

<p>DAY-1 6th Feb Tuesday</p> <p>Introduction and Context Setting</p>  <p>Snigdha Shwetank Manager, Group Safety and Health Team, Tata Business Excellence Group</p> <p>Lifting & Material Handling Practices in an Industrial Setting</p>  <p>Bulendra Nayak Sr. Area Manager-Construction Safety, Tata Steel Limited</p>	<p>DAY-2 7th Feb Wednesday</p> <p>Preventing fall of workers while working on Fragile Roofs</p>  <p>Ajay Rattan AVP (Solutions Business, Safety, Sustainability and Corporate Communication) Tata BlueScope Steel</p> <p>Preventing fall of workers while working on scaffolds</p>  <p>Dr. K.N. Sen General Manager & Head – EHS (M&M SBC), L&T</p>
<p>DAY-3 8th Feb Thursday</p> <p>Innovative & Safe Work Practices in glass façade cleaning for office building & Preventive Measures for fall of objects/material from a higher level</p>  <p>Madhusudan Mulkutkar Senior Director - Operations Project & Development Services, JLL</p> <p>A comprehensive approach to safe working at height practices in Offices</p>  <p>Unnikrishnan Nellanat Specialist – Environmental Sustainability, Health and Safety Tata Consultancy Services Limited</p>	<p>DAY-4 9th Feb Friday</p> <p>Comprehensive and innovative fall protection solutions</p>  <p>Sanjay Verma President - TsaF & Evolution Access, MtandT Ltd</p>  <p>Vishal Jawanjil AGM- Sales TsaF Division, Mumbai, MtandT Ltd</p>  <p>Ramesh Srinivasan MD & CEO - MTandT Rentals</p>  <p>Mark McConway MD - WEB Systems International</p>
<p>DAY-5 12th Feb Monday</p> <p>Prevent injuries while loading/unloading raw material and finished products from trucks including lifting techniques</p>  <p>Roy Thomas Head – Health & Safety Saint Gobain India Pvt. Ltd.</p>	<p>DAY-5 12th Feb Monday</p> <p>Material handling and lifting practices at warehouses</p>  <p>Shailesh Sharma Lead Warehousing and Logistics Spare Parts TMPVL</p>  <p>Amit Kumar DGM - Commercial Safety Tata Motors</p>
<p>DAY-6 13th Feb Tuesday</p> <p>Working on Leading Edge, Openings/Penetrations & Fall Protection</p>  <p>Dibakar Bhowmik Head - HSEQ & Plant Leighton India Contractors Private Limited</p> <p>Preventing fall and competency building of vendors on height work</p>  <p>Ajay Pratap Head Construction Safety RMP Tata Steel Limited</p>	<p>DAY-7 14th Feb Wednesday</p> <p>Safe lifting, loading/unloading by Mobile Crane and EOT Overhead Crane along with rigging requirements</p>  <p>Kumar Balan Health and Safety Specialist, GE</p> <p>Managing complex lifts in a project environment</p>  <p>Yogesh Srivastava AVP & Corp Head – EHS Tata Projects Limited</p>
<p>DAY-8 15th Feb Thursday</p> <p>Safe access at height through the use of ladders and scaffold</p>  <p>Kevin Chothani Head - Safety, Health & Environment, VP, Sekura India Management Limited</p> <p>Managing complex work at height</p>  <p>Yogesh Srivastava AVP & Corp Head – EHS Tata Projects Limited</p>	<p>DAY-9 16th Feb Friday</p> <p>Safe working strategies while lifting and material movement</p>  <p>Ian Russon Director of Health and Safety Tata Steel UK</p>  <p>Aled Lleision-Jones Head of Health and Safety (PT/LL) Tata Steel UK</p>

use of ladders, and safe lifting standards and practices by cranes and forklifts. The sessions seamlessly blended conceptual and theoretical aspects with real-world Best Practices through case studies, making the information more contextual and actionable.

The ARRE programme has evolved with each series. It was launched in October 2020 with 'Vehicle Movement', followed by 'Fire Safety, Electrical Safety & LOTO' in October 2021, and 'Contractor Safety Management'

in February 2023. The ARRE-4 series marked another milestone in enhancing workplace safety by delving into the critical domain of 'Preventing Falls, Lifting & Movement of Loads'.

Learning and Sharing Intervention: Tata Motors and GE

As part of the learning and sharing interventions, a seven-member team from General Electric (GE) visited TML's vehicle manufacturing facility in Pune in July 2023, to learn from TML's demonstrated Best Practices.

The TML team showcased practices like critical-to-safety stations and pro-active safety index, which the GE team found very invaluable. They were particularly appreciative of unique practices at TML around the safety dexterity cell and the OHS centre's approach to handling individuals who have undergone any trauma around suspension experiences. The GE team was also taken through the safety journey of TML and how it has evolved over the years. The GE team



GE Health & Safety Team at Tata Motors.

expressed its appreciation and their willingness to visit other Tata sites in the future.

Assurance and Verification

TSHMS Self Assessments

The Group Safety & Health team has supported 36 Tata companies in undertaking TSHMS self-assessments. The TSHMS self-assessments enable companies to assess their progress on the journey of Safety Excellence through this exercise; it provides them with a baseline of the maturity levels of various operations internally. The Assessments are also an opportunity to assess the maturity at a Group level and identify Best Practices across the Tata group.

Going forward, this exercise will provide the basis for companies to identify areas for improvement. Another aspect to be addressed is leveraging methodologies such as peer reviews and cross audits to accelerate safety maturity levels of organisations.

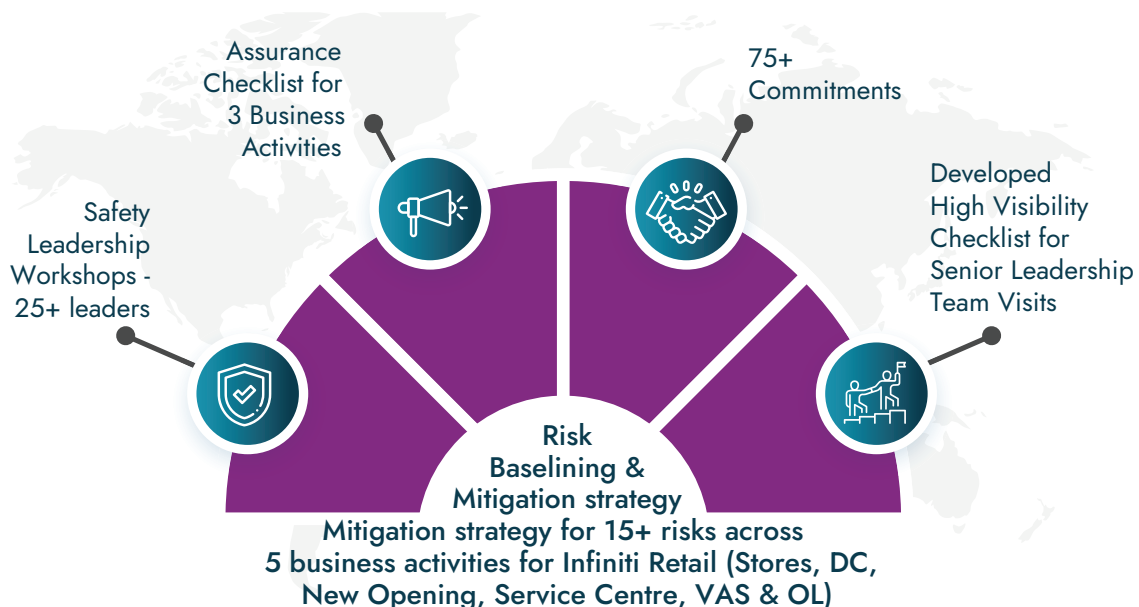
Expanding the Safety Ecosystem

The Group Safety & Health team is putting together an expertise database of 1,350+ safety & health professionals from across 45+ Tata companies, with information related to their current and past experiences, qualifications, certifications, expert and interest areas. Such a central repository will help identify skill sets that exist

within the Group and enable greater engagement in Group-level activities, such as utilising their expertise in capability building sessions, design and documenting safety standards, audits and investigations, etc.

Safety & Health Deep Dives Tata Power

In FY24, the Group Safety & Health team worked with the Tata Power clusters and divisions to identify improvement areas specific to them and facilitate action planning at a granular level. This exercise took forward findings from an earlier safety culture survey conducted for 8,000+ employees across the company's value chain. As part of this process, Best Practices were also



shared with the various teams to learn and plan necessary actions.

Infiniti Retail

Infiniti Retail (Croma) is in a phase of rapid scale-up and has operations in multiple types of locations, including stores, distribution centres, service centres and sites under fit-outs. TBExG conducted a workshop for Infiniti Retail to prioritise the key safety risks for the chain’s customers, employees and extended workforce. Based on the risks identified, TBExG created safety audit checklists for each of the business locations, and one for the senior leadership to discuss aspects of safety during their business visits. Infiniti Retail used the safety audits to create a baseline of the risks and identify next steps in the company’s journey of Safety Excellence.

Looking Ahead

The Group Safety & Health team has chalked out a comprehensive plan, focusing on continuing the key efforts from FY24 and introducing new key

initiatives in FY25.

Key Initiatives to Continue in FY25

Review and Release

Revised Tata Safety Standards

- Electrical | Fire | LOTOTO and guidance protocols.

Competency Development Programmes

- Conduct 10 programmes, covering 250-300 participants.
- Continue with focused training programmes for senior leaders, safety & health professionals across Tata companies.
- Design and launch a new programme on incident investigation.

E-modules

- Plan for 10,000 new users, completion of 100,000 courses and 100+ courses.
- Host the courses on other Tata company learning management systems as a new initiative.

ARRE-5 Learning & Sharing Intervention

- To target 10,000 logins and 3,000-4,000 unique users.
- Conduct non-routine activities (26% of injuries).

Tata Safety & Health Management System

- To undergo IT enablement of the self-assessment tool.
- Conduct peer review through third party Assessment by exception.
- Ensure larger coverage (75+ entities).

New Key Initiatives Planned for FY25

Tata Safety Policy | Tata Safety & Health Management System

- Review and release revised Group documents.

Safety & Health Professionals Skill Directory

- Build an engagement plan to meaningfully leverage skills of safety & health professionals.

Safety Digitisation Journey

- Organise a baselining exercise for all Group assets for offices, distribution centres and factories.



SOCIAL EXCELLENCE

6 companies participated in the TAAP Assessment process from April 2023 to March 2024

3,100+ participants from 72 Tata companies have accessed TAAP e-modules on the Tata Tomorrow University website

Social Excellence Journey

The Tata group's journey of Social Excellence through the Tata Affirmative Action Programme (TAAP) framework is evolving with participation of newer companies in the TAAP Assessment and facilitation process.

In FY23-24, six companies participated in the TAAP Assessment cycle. New companies have engaged this year, namely Tata Consulting Engineers and Jamshedpur Continuous Annealing and Processing Company. This year, Tata Steel received the prestigious TAAP Jury Award.

TAAP is committed to continuously improving its Assessment deliverables, with a focus on benchmarking against the established BE Assessment process. This year, several processes have been implemented by engaging Process Consultants, Mentors, internal Assessors, and SMEs. These initiatives have greatly enriched the overall experience of the Assessment process. The Group remains committed to its focus on women from marginalised communities, persons with disabilities, and SC/ST communities. Additionally, greater emphasis is being placed

“ JCAPCPL, in collaboration with Tata Business Excellence Group, embarked on an excellence journey by adopting the Tata Affirmative Action Programme (TAAP) framework and Tata Business Excellence Model last year. The TBExG team played a pivotal role in facilitating induction, raising awareness, and providing handholding support in sharing Group Best Practices, drafting policy and aligning the CSR plan with TAAP. On the other side, the JCAPCPL leadership team demonstrated their commitment across the organisation for Affirmative Action to ensure inclusion among its people. The company's TAAP interventions under CSR facilitated in driving 18 initiatives in the proximate community in Jharkhand and West Bengal, impacting around 59,807 beneficiaries among the AA community (FY23). Through their expertise and guidance, the TBExG team proved to be instrumental in helping team JCAPCPL finalise the TAAP application and navigate to the external Assessment for the first time. Consequently, JCAPCPL was honoured at the TAAP Convention under the category of 'Overall Adoption'. Within a span of one year, two employees have been certified as TAAP Assessors and have started contributing to the Tata group through TAAP and are being part of Assessments for Group companies.



Ujjal Chakraborti, MD, JCAPCPL

on the social security benefits available to contractual workforce in this year's Assessment.

Strengthening Excellence Competencies

Raising awareness among the

leadership team about diversity, equity and inclusion principles and the origins of TAAP within the Tata group is a crucial step towards implementing TAAP across companies. The Social Excellence team at TBExG organises Excellence Competency programmes and workshops focused on the TAAP Framework and Assessment process. Participants hail from diverse functions, such as human resources, procurement and supply chain, operations, sales and marketing, and corporate social responsibility.

During FY23-24, a series of Excellence Competency programmes were conducted. These programmes included the Advanced Tata Leadership Programme (ATLP), two sessions of the Affirmative Action Assessors Programme (AAAP), two sessions of the Affirmative Action Orientation and Capability Building Programme (AAOCP), three sessions of the Experienced Affirmative Action Assessors Programme (EAAP), and a focused sensitisation session specifically tailored for supply chain professionals in Mumbai. Additionally, targeted in-house sensitisation sessions and meetings with AA Champions and senior leaders were organised.



Tata Steel TAAP feedback team.



Participants at the Affirmative Action Assessors Programme conducted in December 2023.

“ I am immensely pleased with the team composition and the level of maturity exhibited by the members assigned to our TAAP Assessment. Their deep understanding of our business and the challenges we face and their proactive approach to proposing viable solutions has been noteworthy. This level of insight and dedication speaks volumes about the team’s capability and sets a high benchmark for future engagements.



Amit Sharma, MD and CEO, Tata Consulting Engineers



Participants at the Advanced Team Leaders Programme on November 7-8, 2023.



Participants at the Experienced Affirmative Action Assessors Programme in Mumbai.

Advanced Team Leaders Programme

Organised on November 7-8, 2023, the programme included 70+ participants from 26 Tata companies. They deliberated and discussed the revised TAAP Criteria and identified areas for improvement in the current year's Assessment cycle.

Affirmative Action Assessors Programme

Two Assessor training programmes were held in Mumbai and Jamshedpur with 51 new Assessors from 24 Tata companies to expand the pool of Assessors in the Social Excellence movement. It was a good learning and sharing opportunity.

Affirmative Action Orientation and Capability Building Programme

TBExG conducted three sessions, including one in-house session for Tata Communications attended by the cross-functional team held from the sustainability, administration, marketing and talent acquisition departments.

Best Practice Sharing and Edge Webinars



TATA AUTOCOMP



Changing the Face of Disability

Café Dil: Driving Inclusivity

PWD Inclusion

DigitALL: Innovation and Technology for Gender Equality

Shaping an Equal Workplace - Equity, Diversity and Inclusion (EDI)

Social impact through TAAP initiatives



- ▶ Tata Motors - 1,800+ farmers supported, 1,000,000 saplings planted
- ▶ Tata Consultancy Services - Around 246,602 students trained under the 'Ignite My Future' initiative
- ▶ Tata Communications - 'ANEW initiative' covered 4,000 students enrolled in schools



- ▶ Tata AutoComp Systems - 'Café Dil' initiative trained 50+ PwD baristas
- ▶ Indian Hotels Company - 'Paathya' employed 139 PwDs



- ▶ Tata Steel - Entrepreneurship opportunities with a business volume of over 100 crore for AA vendors
- ▶ Tata Power - 'Anokha Dhaaga' supported 25,000+ self help groups



Participants at the TAAP workshop for Supply Chain Officers in Jamshedpur.

Experienced Affirmative Action Assessors Programme

Three refresher programmes were conducted for 42 experienced Assessors. These Assessors will manage the Assessment process alongside the TAAP team in the upcoming Assessment cycle.

TAAP Workshop for Supply Chain Officers

Following the programme conducted in Jamshedpur in FY22-23, a dedicated programme for the procurement team was facilitated in Mumbai as well.

The workshop's emphasis was

on the TAAP Criteria updates focused on supply chain. Participants engaged in collective re-imagination and co-creation exercises that were focused on raising TAAP adoption and inclusion AA across partner-based companies (downstream and upstream), looking at a common database of AA vendors, and the ESG reporting framework, with an important task to involve diversity & inclusion. There were 29 participants from 10 Tata companies who shared their respective companies' Best Practices for creating and carrying out various policies related to AA entrepreneurship.

AA Champions Meet

The virtual Champions Meet involved 52 AA Champions



“ I must thank the TBExG team for doing a fabulous job in designing the content, imparting a meaningful and impactful culture for our AA programmes. These programmes infuse a passion in you and enable you to take the journey forward.

Shweta Bhatnagar, Manager - Corporate Social Responsibility, Tata AIA Life Insurance

from 25 Tata companies. Sessions were conducted on 'Responsible Supply Chain - Enhancing Social Security of Contract and Informal Workers in the Tata Group', 'Tata Steel - Entrepreneurship Programme for AA Vendor Development' and 'Roadmap for PWD Inclusion Alignment with RPWD Act'.

TAAP E-modules

TAAP e-modules are available on the Tata Tomorrow University website to understand more about the TAAP journey and Best Practices across Tata companies. Module 1 is designed to build an understanding about the basics of TAAP and Module 2 delves into the Assessment framework and process steps. This learning

module can also be accessed by external stakeholders outside the Tata group as well (<https://www.tmtctata.com/programmes/tata-businessexcellence-group/socialexcellence/>). Over 3,100 learners on the Tata Tomorrow University website have completed this module and some companies uploaded web-

based trainings on their internal learning management systems.

Global TAAP Representation

The Consulate General of India, New York, organised a one-day conference titled 'Diversity & Inclusion for Sustainable Growth' on July 12, 2023, at the New York consulate to

“ The agenda of the TAAP programmes is tailor-made to our specific needs. Thank you for bringing us learnings from across the Group companies and across industries and thank you for telling us where to focus on.



Shaurya Patel, Manager - Corporate Social Responsibility, Tata Communications



Conference titled 'Diversity & Inclusion for Sustainable Growth' on July 12, 2023, at the New York consulate.

discuss the strengths, challenges, opportunities and impact of diversity & inclusion. N K Sharan, Vice President, TBExG (now retired) presented TAAP.

Retail Association of India - EKAM All Inclusive Summit 2023

The TAAP initiative and its impact on marginalised communities with a new addition on Persons with Disability was presented at the EKAM summit in Mumbai.

The summit agenda was on equity and inclusion in the retail industry.

One Tata Scholarship by FAEA

The Tata Foundation for Academic Excellence & Access (FAEA) scholarship was established in 2008 under the leadership of Dr JJ Irani. Over 1,100 professional scholarships have been distributed to the marginalised community,

particularly among the economically disadvantaged sections of society, with more than 92% of SC and ST youth receiving scholarship.

Around 49% of them are first-generation students, and 68% are pursuing or have completed BE/BTech/MBBS courses at government colleges. In FY23-24, 76 students were sponsored by 12 Tata companies.



CYBER EXCELLENCE

6 Tata companies underwent Cyber Excellence Assessments

2 EDGE webinars

28 Tata companies participated in the group-level benchmarking study

2 Cyber Excellence Assessor Programmes conducted in Mumbai and Kolkata with **25 SMEs from 14 Tata companies and 22 SMEs from 8 Tata companies** respectively

4 Leadership Sensitisation workshops

Cyber Excellence Journey

The fundamental purpose of the Cyber Excellence Assessments using the Tata Cyber Excellence Framework, is to ensure that the Tata group is well-prepared to navigate the challenges of an increasingly digital future, with Cyber Excellence serving as the cornerstone of their approach to cyber security. The Tata group's Cyber Excellence framework is designed to help companies achieve and measure best-in-class cyber security excellence. TBExG, along with the Group Digital Office, evaluated multiple frameworks and selected the TCS Blue Tick framework based on parameters such as comprehensiveness, compatibility across industries, simplicity, and the ability to identify critical safeguards which will help companies develop their cyber security roadmap. The Cyber Excellence Assessment process is tailored to the unique needs of diverse businesses. The Cyber Security Excellence Reference

Manual was launched in BEC 2022 by N Chandrasekaran, Group Chairman, Tata Sons, in the presence of S Padmanabhan, Chairman - Governing Council, TBExG (now superannuated), and Aarthi Subramanian.

Key Highlights

Assessments

Recognising the need to fortify digital defences, Tata companies are paying greater attention to Cyber Excellence by undergoing comprehensive Cyber Excellence Assessments. In 2023-24, six Tata companies participated in the Cyber Excellence Assessment.

These companies include Trent, Tata Steel Utilities and Infrastructure Services, Tata Unistore, Tata AutoComp Systems, Tata AIG General Insurance Company and Jaguar Land Rover. The Assessments were conducted by 24 Assessors from 12 companies and 4 SMEs from TCS. Sanjay Pai, VP, Tata AIG; Dr Pawan Sharma, CISO, Tata Motors; Senthil Raman, Sr Architect, Tata Technologies; Mandar Joshi,

Head - Cyber Security, Tata Technologies; Sambasivam S, Managing Partner, TCS; Mrinal Kanti Pal, Chief - Cloud Infra Network & Cyber Security, Tata Steel, were the Team Leaders in these Assessments. SMEs from TCS included Srimant Acharya, Head - Shared Services, Cybersecurity Practice; Debasish Das - CISO, One Tata Operating Network; Bulbul Das - Consultant, Cybersecurity; Somen Das - Practice Head, EVM & DFIR. All Assessments were customised to deliver actionable and business imperative-based feedback.

Excellence Competencies

TBExG organised two Cyber Excellence Assessor Programmes (CEAP) this year to establish a pool of Assessors for Cyber Excellence Assessments. Designed for senior executives and managers, these programmes aim to familiarise participants with the Tata Cyber Excellence Framework and equip them to become Cyber Excellence Assessors.



Very comprehensive feedback, and this Assessment opens up windows for us to embark and accelerate on this journey. We can learn a lot from the platform.

Ritu Raj Sinha, MD, Tata Steel Utilities and Infrastructure Services

The inaugural three-day CEAP programme took place in Mumbai from June 21-23, 2023, with the participation of 25 SMEs from 14 Tata companies. It also featured a revamped learning agenda and refreshed content tailored to meet programme requirements.

The second programme was held in Kolkata from December 11-13, 2023, and attended by 22 SMEs from eight Tata companies. Participants commended the inclusion of mock scenarios, guidance on Assessment methodologies, and the use of industry-agnostic examples.

These CEAP sessions serve as vital platforms for knowledge exchange and capacity building, empowering Tata companies to navigate cyber security challenges effectively and elevate their standards of excellence in this critical domain.

Leadership Sensitisation Workshops

TBExG organised four leadership sensitisation workshops on

Cyber Excellence during the year. These workshops were attended by senior leaders from eight Tata companies, including CEOs and CXOs. The primary objective of these workshops was to cultivate an appreciation for the Cyber Excellence framework and highlight its advantages. By engaging with this framework, leaders gain insights into enhancing cyber security practices and driving excellence within their organisations.

EDGE Webinars

TBExG conducted two EDGE webinars on Cyber Excellence this year. The first webinar was on 'How to Think about Information Security' by Samir Aksekar from Tata Digital on August 2, 2023. This session provided valuable insights into information security, emphasising its critical role in today's digital landscape. The second webinar was on sharing outcomes of the 'Benchmarking Study on Cyber Security Practices' on February 14, 2023. Senthil; Bhushan Deo, CISO,



“ Compliments for coming up with a framework for a group like ours. Very healthy to be challenged with the feedback.

P Venkatesalu,
CEO, Trent

Tata AutoComp Systems; Pawan Chawla, CISO & Data Privacy and Protection Officer, Tata AIA; and Sushant Mallik from TBExG were the session speakers.

Over 600 participants from 60 Tata companies and their subsidiaries actively participated in these two webinars.

Benchmarking Study on Cyber Security Practices

A comprehensive group-level benchmarking study was conducted to evaluate, assess and compare cyber security practices

“ This is good work, team. It is always helpful to get the third-party view and we would continue this journey to be ahead in the upcoming Assessments.

Gopal Asthana, CEO, Tata UniStore



“Extremely useful to get an outside-in view. As an organisation, we have recognised cyber as one of the strategic pillars and not a tick-mark activity.

Neelesh Garg, CEO & MD, Tata AIG

across Tata companies. A total of 28 Tata companies participated, spanning both B2B and B2C (across eight business verticals). Based on insights from other Tata companies, Best Practices were identified and communicated to the participating companies.

Reflections Workshop

The inaugural Cyber Excellence Reflections Workshop, held on January 17, 2024, provided a platform for insightful discussions. Team Leader, Sambasivam; TCS SMEs -- Debasish and Srimant; Ranjeet Kadam, CIO, Tata AutoComp Systems; and Aparna Ganesh, AVP, Group Digital — shared their views and Cyber Excellence Assessment experience in the workshop. All the participants universally appreciated the workshop.

Celebrating Excellence

The diligent work of Assessors

was acknowledged through a recognition architecture during the BEC held in December 2023. N Chandrasekaran, Group Chairman, Tata Sons, recognised Santha Subramoni, Srimant and Debasish from TCS, along with Aparna and Saikumar



“Thanks a lot for the time and effort. We will work on the OFIs and will get it revalidated next time to see where we are.

Arvind Goel, Chairman, Tata AutoComp Systems

Swamy from Group Digital, Tata Sons, for their significant contributions to the Tata Cyber Excellence Programme.

Looking Ahead

The Cyber Excellence roadmap for 2024-25 entails the following:

- Launch of self-paced web-based training module.
- Cyber Excellence Assessor Programmes.
- Leadership sensitisation workshops.
- EDGE webinars and benchmarking study.



KNOWLEDGE SHARING

50 promising practices posted on the EDGE portal by **20 Tata companies**

46 EDGE webinars, including **5 Leadership Series Webinars**, conducted

56 Best Practice sharing sessions facilitated

Knowledge Sharing Journey

EDGE Portal and EDGE Webinars

TBExG's offerings aim to bring all Tata companies together as a family — as 'One Tata' — for all to learn from one another. Some notable highlights from FY24 are:

- 50 promising practices posted on the EDGE portal by 20 Tata companies.
- 46 EDGE webinars, including five Leadership Series Webinars, were conducted.
- 56 Best Practices sharing sessions, engaging 59 Tata companies were facilitated.
- Tata Motors and Tata Play contributed the maximum number of practices; nine from Tata Motors and eight from Tata Play were published on the EDGE portal.

The EDGE portal hosts a collection of 865+ Best Practices

and is getting stronger with the addition of one new practice every week. Additionally, it serves as a repository for 435+ webinar presentations and recordings. There are over 57,000 active EDGE users and 890+ practices have been shared by 50+ Tata companies. Around 50% of users have implemented practices from the portal.

EDGE webinars are highly popular sessions across Tata companies, with numerous employees across geographies participating every week. The average number of webinar participants crossed 614 this year. The main reason was the improvement in the webinar communication process and use of technology to inform users of the upcoming webinars.

Leadership Series Webinars

Leadership Series Webinars are

conducted every alternate month by senior leaders from Tata companies, and participation in this series is as high as 665+ access points per session. In FY24, five such webinars were hosted.

Best Practice Sharing Sessions

For five years now, the Tata Best Practices Programme has been successfully enabling the transfer of Best Practices from one Tata company to another. To facilitate the Best Practice sharing sessions, TBExG captures opportunities from all its offerings each year.

Broadly, TBExG identifies the Best Practices requirements of Group companies through thorough analysis of TBEM or other Excellence Framework Assessments feedback. These topics are then prioritised through discussions with

<p>Transforming Tata Technologies into a Healthy Organisation</p> <p>May 24, 2023</p>  <p>Warren Harris CEO & MD</p> <p>TATA TECHNOLOGIES</p>	<p>Making Tata Steel and its People a Future Ready Company</p> <p>November 1, 2023</p>  <p>Atrayee Sanyal Vice President - HRM</p> <p>TATA STEEL</p>	<p>Building Ingrains for Sustained Business Leadership</p> <p>November 29, 2023</p>  <p>Pradip Nath MD & CEO</p> <p>nelco UNIQUE POTENTIAL</p>	<p>Execution Excellence for Business Transformation</p> <p>January 24, 2024</p>  <p>Sanjay Kumar Banga President - T&D</p> <p>TATA POWER</p>	<p>Execution Excellence at BigBasket and Way Forward</p> <p>March 13, 2024</p>  <p>TK Balakumar Chief Operating Officer</p> <p>bigbasket</p>
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respective TBExG relationship managers, who subsequently engage with the BE Head of the recipient company.

The findings and recommendations from this process are then shared with all participating companies. Following their feedback, TBExG organises Best Practice sessions on the finalised topics. TBExG regularly receives periodic




















requests directly from Group companies to schedule Best Practice sharing sessions.

In FY24, TBExG facilitated 56 Best Practice sharing sessions on a wide array of topics such as new product development, net promoter score (NPS), treasury, supply chain, internal audit, warehousing, retail store expansion, franchisee management, IPR, BSC,

knowledge management and risk management, to name a few.

TBExG facilitated 12 Best Practice sharing meets with four dedicated to each cluster: treasury and investment management, internal audit, and supply chain management. These sessions witnessed active participation from 59 unique recipient companies and 24 provider companies within the Tata group.

Best Practice Sharing Sessions

Forum	Host company			
Treasury				
 No. of Companies	25	25	14	25
 No. of Participants	60	65	22	50
Internal Audit				
 No. of Companies	26	30	20	15
 No. of Participants	40	48	30	18
SCM	 			
 No. of Companies	19	20	12	30
 No. of Participants	34	15	27	100



“ There is a lot of positive impact on the organisation because of the engagement with TBExG, which brings in a tremendous amount of knowledge and experience. The company has been able to truly leverage the learnings and has embarked on a journey to build future-ready processes and culture. All the projects are well on their way to demonstrating their intended objectives. The company has been able to leapfrog in many areas, truly leveraging the advantage of being a Tata company, and looks forward to contributing to other companies through the practices it embeds.

P J Nath, MD & CEO, Nelco

“ Would like to express our sincere acknowledgment and appreciation to Group companies (Tata AIA, Tata Unistore, Tata Play, IHCL) for giving us the opportunity to learn and improve. A crucial role played by the TBExG team that needs special mention for facilitating this entire spectrum of learning and integration.

**Rajeev Kharyal, Head (Customer Services, KCG and Govt Affairs),
Tata Power Delhi Distribution**

“ TBExG has supported our improvement journey by connecting us with the right partners and Best Practices. We now have a clear roadmap for developing a distribution project management system and digitised plan for all the subgroups of the distribution projects team.

Dalip Kumar, GM, Head of Department (Distribution Projects), Tata Power Delhi Distribution

Best Practice Forums in Progress

3.6k man hours of learning and sharing | **7** implementations | **~250** participants



Internal Audit

4th Internal Audit Meet hosted by TCS, Mumbai, on November 23, 2023

Sessions focused on applications of analytics and AI in internal audit

1 Implementation

Multiple companies implementing Alteryx tool and IA use cases

Upcoming Meets: Tata Chemicals, Tata Communications, Tata Capital, Tata AIA



Treasury & Investment Management

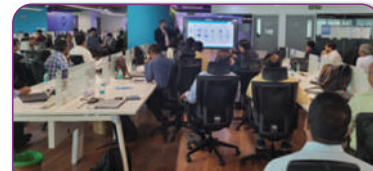
6th Treasury Meet hosted by Tata Motors, Mumbai, on December 8, 2023

Sessions on an array of treasury specific subjects

3 Implementations

Liquidise tool implementation in progress at Vistara, Air India, Tata Realty, Tata Motors and Tata Starbucks

Upcoming Meets: IHCL, Tata Realty, Tata Play and Tata Motors



Supply Chain

4th SCM Meet at Titan and Tata iQ in Bengaluru on February 22-23, 2024

Sessions on Theory of Constraints, use of AI/ML in supply chain, forecasting and optimisation

3 implementations

Upcoming Meet: Tata Steel

In FY24, TBExG received an intimation of 25 (+127% vs YA) instances of Best Practice implementations. Among these, in 13 instances, representing a +85% increase compared to the previous year, resulted in the companies reporting tangible business benefits.

Best Practice Sharing Forums

The Best Practice sharing forums on treasury, internal audit and supply chain offer Tata companies a platform to convene and exchange Best Practices collaboratively. In FY24, TBExG

facilitated 12 Best Practice sharing sessions across these three forums, drawing participation from more than 500 senior SMEs representing over 59 Tata companies.

Benchmarking Engagements

TBExG benchmarking studies play a pivotal role within the Tata group, catalysing enhancements across strategically significant business areas. These studies help companies to benchmark their performance levels. TBExG fosters a network of SMEs on specific topics. Performance

benchmarking enables Tata companies to compare their business metrics with industry leaders, driving continuous improvement.

TBExG has partnered with APQC to enable Tata companies to measure and compare their performance with leading international organisations, using APQC's Open Standard Benchmarking Assessment, Rapid Performance Assessments and Benchmark's on Demand.

During FY24, TBExG facilitated

APQC's Open Standard Benchmarking Assessment with Nelco that was well appreciated.

TBExG also conducted process benchmarking studies across three crucial domains: NPS in April 2023, Data Excellence in August 2023 and Cyber Excellence in February 2024. The primary objective was to evaluate the maturity level of companies in these specific areas and identify Best Practices and tailor opportunities for improvement through customised reports. In line with this initiative, TBExG established a forum to facilitate learning and knowledge exchange among Group companies.

Here are the key highlights of these studies:

- **Participation:** More than 25 companies actively participated in these surveys, offering valuable insights across various topic dimensions.
- **Webinar Sharing:** The survey findings were shared with companies through an informative webinar. With over 600 participants from 50 Tata companies across all

“ It was wonderful to participate in the Tata group internal audit forum. Lots of learnings, sharing of Best Practices, insights and perspectives. The session by Puneet Chhatwal was highly inspiring and made all of us very proud of our group heritage and the Taj Brand!

S Bhaskar, Chief Internal Auditor, Tata Capital

- three topics, the webinar served as a platform for initiating discussions to enhance their processes.
- **SME Involvement:** SMEs from diverse industries within the Group played a pivotal role. They contributed to questionnaire design and led discussions during the outcome webinar, sharing Best Practices and use cases related to NPS, Data Excellence and Cyber Excellence.
 - **Best Practices Learning & Sharing:** TBExG is actively facilitating sessions for Best Practice sharing among companies. Furthermore, a forum is being established dedicated to foster continuous exchange of Best Practices across all study topics.

Looking Ahead

Going forward, TBExG's agenda comprises the following initiatives:

- Enhancing the programme effectiveness by leveraging emerging technologies like analytics and Gen AI with Best Practice 2.0.
- Improving the user experience by implementing self-serve options for EDGE portal users.
- Prioritising Best Practice sharing sessions with the potential to deliver tangible/intangible business benefits.
- Establishing a defined cadence for process benchmarking surveys to monitor the process maturity in the Group focus areas.
- Expanding the Tata Best Practices Sharing Programme to encompass other initiatives by TBExG, such as Data, Social, Safety, Cyber and Digital Excellence journeys.



IMPROVEMENT INTERVENTIONS

14 Deep Dives conducted for **11 companies**

25 successful Best Practice implementations
including **13** with business impact

Improvement Interventions Journey

Deep Dives

TBExG’s Deep Dive offerings support Tata companies in their improvement journey by identifying opportunities and formulating tailor-made solutions in key areas.

The TBExG Deep Dive programme proposes effective solutions to improve the KPIs of the participating Tata company in critical functional aspects. Over a period of one to four months, a dedicated team from TBExG examines specified areas such as Customer Centricity, Operations Excellence, Strategy Deployment and Safety.

Customer Centricity

The Customer Centricity Deep Dive engagements cover the following:

- Customer Experience Mapping
- Voice of Customer (VoC) Study
- Customer-Centric Culture Analysis
- Key Account Management
- Sales Productivity and Effectiveness
- Customer Segmentation
- Consumer Insights
- Channel Management and

- Effectiveness
- After-Sales and Service Excellence

Operations Excellence

The Operations Excellence Deep Dives help Tata companies improve operational excellence by examining the following:

- Enterprise Process Management
- Supply Chain
- Enterprise Project Management
- Production Efficiency Management
- Continuous Improvement Programmes
- Quality Strategy Formulation and Quality Management System Deployment

Strategy Deployment

TBExG Deep Dives are designed to help Tata companies explore various facets of Strategy

Deployment by:

- Revisiting Vision-Mission Values (VMV).
- Evaluating and improving the quality of the strategy.
- Implementing strategy through tested frameworks to ensure alignment and integration.
- Building a Competitive Intelligence (CI) function to enhance strategic decision-

making.

- Strengthening Enterprise Risk Management.
- Assessing the organisation’s process maturity for BSC deployment.
- CI approaches and methodologies.

Safety

TBExG offers the following engagements in the area of Safety & Health:

- Training
- Safety Audits
- Safety Culture Assessments
- Deep Dives
- Strategy Creation
- Facilitating the creation of safety policies and standards.

Deep Dive Projects

TBExG was engaged in 14 Deep Dives for Tata companies in FY23-24. The highlights are:

Air India Express

The Tata group announced the merger of Air Asia India with Air India Express to create a single low cost carrier (LCC) offering. The combined LCC entity is expected to compete with existing players and provide a compelling value proposition to the customers by bringing cost efficiencies and economies of scale going forward.

While the broader integration of both airlines is currently underway, the company had expressed the need to commence alignment of its goals, purpose, KPIs etc. across both airlines to create common scorecards for the LCC model. To meet this requirement, Air India Express engaged with TBExG, to strengthen their enterprise and functional scorecards and assist in cascading the same to individual functions and sub-areas.

This exercise also aimed to bring both airlines together to the drawing board to jointly conceptualise, brainstorm and arrive at common business priorities, while taking cognisance of their respective interim goals until the merger is completed.

The assignment entailed understanding the current state of business in terms of key strategic priorities, business imperatives and strategic projects for the LCC business. Based on this, the TBExG team studied the existing enterprise and functional scorecards, created a model template and carried out several guidance workshops and reviews for cascading the goals, KPIs and KRAs to sub-

areas. Given the transition that the combined entity was going through, the TBExG team applied different approaches for different functions, such as: one-to-one sessions with six CXO teams (HR, engineering, IT, security, ground services and safety), group townhall approach with the entire finance team (up to CXO-3), and workshops for CXO-2 and CXO-3 combined (across functions).

Some of the key outcomes achieved through this assignment were:

- Creation of enterprise, functional and sub-area scorecards for Air India Express.
- Increased awareness of the importance of KPIs, goal sheets and performance management systems as well as uniform adoption of the scorecard methodology by the combined entity.
- Introduction of the KPI measurement system across functions, thereby ushering in the discipline of KPI tracking leading to its achievement and enabling uniformity of measurement across the airline.

Tata 1mg

Tata 1mg is an online health

platform that promises to bring all healthcare requirements under one roof. It seeks to make healthcare a hassle-free experience for the customer and deliver a wide range of products — allopathic, ayurvedic and homeopathic medicines, vitamins and nutrition supplements and other health-related products — in 1000+ cities across India from licensed and verified pharmacies. The company also offers lab diagnostics testing and doctor consultations at home.

As part of its BE journey, the senior leadership at Tata 1mg engaged with TBExG through a Deep Dive on Digital Marketing Effectiveness so that the company could maximise its ROI and positively impact its KPIs in the long term.

The aim was to understand the marketing mix, channel construct, performance marketing, lead management reporting mechanisms, KPIs and tools used across companies with the objective to identify improvement opportunities, and provide recommendations and Best Practices for improvements in digital marketing from other companies.

TBExG designed the engagement to assess current Digital Marketing

Effectiveness at Tata 1mg. The team included five experienced SMEs from Tata AIA Life Insurance, Tata Capital and Tata Unistore.

As part of the study, the SMEs analysed key historical data metrics and spoke with the Tata 1mg digital marketing team, external partners, agency partners and other key stakeholders impacted by digital marketing efforts.

Being a digital-first organisation, Tata 1mg has many strengths in its digital marketing strategy. The study reinforced these strengths and presented areas of opportunities to senior leadership based on the teams' collective experience along with recommendations and Best Practices by the five Tata group SMEs.

Tata 1mg plans to pursue

opportunities in the areas of integration of top and bottom funnel, incrementality measurement of top funnel through geo lift studies, creative performance evaluation through specific tools like cognitive prediction, lead generation, harvesting and conversion.

Nelco

Nelco operates in the niche industry of satellite communication. The industry is currently going through a global technology innovation curve and major regulatory transformation in India. Within the limited set of customers in the market, Nelco has market leadership position in some of the key satcom sectors like ATM, oil & gas, aero and maritime.

The company understands that to stay ahead of the competition, it needs to embark on a structured competitive intelligence

framework and a well-articulated journey of continuous improvement that will encompass the entire organisation like a movement.

To instil a culture of BE in the organisation, Nelco and TBExG had worked together in FY22-23 to develop a customised programme that focused on both strategic and operational priority areas, while adhering to the key principles of excellence.

Building on the successes of that programme, Nelco embarked on a journey to take these improvements deeper within the organisation, taking up 18 projects and involving a larger team of people on the journey in areas like logistics, warehousing, systems uptime, planned maintenance, employee engagement and training effectiveness among others. This journey was branded 'Enhance-a-thon'.

“ The Digital Marketing Deep Dive facilitated by TBExG was highly beneficial for the team at Tata 1mg. It was great to interact with experts across companies and learn the Best Practices being followed across industries. We will build on these learnings and continue to engage with the experts along our journey towards a world-class marketing function.

Gaurav Agarwal, Co-Founder and Chief Technology Officer, Tata 1mg

Each project team had a formal structure of project director, team lead, co-lead and team members with defined roles and responsibilities. A weekly cadence of reviews to guide the project teams and assist with measuring the impact created was also put in place. To embed this framework systematically within Nelco, a consolidated monthly governance at the MD level has been implemented along with a reward & recognition programme.

The improvement project involved a significantly higher number of employees than before. Employee participation increased from <10% earlier to 22% (in FY23) and 45% (in FY24). This increase in participation was beneficial to the entire team at Nelco.

Nelco also leveraged the learnings from various companies across sectors and contextualised them to its business needs to get a step jump in certain key areas. TBExG enabled 15 such Best Practice sharing sessions out of which Nelco implemented eight practices from across 11 Tata companies on the areas of competency management framework, measuring



“ Whatever we have been able to achieve so far is because of the tremendous guidance and support by the TBExG team. Without your support we could not have achieved much. I must also thank the TBExG team for being so patient with us while going through this journey.

PJ Nath, MD & CEO, Nelco

training effectiveness, project marketplace and integrated project management framework.

Tata Chemicals

Tata Chemicals operates in two main verticals — basic chemistry products and specialty products. The company's basic chemistry product range supplies essential ingredients to global leaders in glass, detergents, pharma, biscuit manufacturing, bakery and various other industries. It also operates the largest saltworks in Asia, and ranks as the third largest soda ash and sixth largest sodium bicarbonate manufacturer globally.

Order-to-Cash

Tata Chemicals wanted to

improve its Order-to-Cash (O2C) cycle by learning from companies. Towards this end, TBExG teamed up with an order fulfilment expert from Tata Steel.

The team began the exercise with a study of the existing O2C cycle at Tata Chemicals, through a study of existing documents and interactions with the team. The existing process was then benchmarked against the standard framework of the O2C cycle, as prescribed by the American Productivity and Quality Center (APQC). The team then looked at the possible opportunities that emerged as a result of the study and the comparison, and then presented Tata Chemicals with a set of recommended improvements



“ I think these are very good recommendations and implementing even 30% of these would make a significant difference to our organisation.

R Mukundan, MD and CEO, Tata Chemicals

processes against established industry standards, such as the ISO:55001 framework for Asset Management, and identifying key improvements areas. The team then presented Tata Chemicals with a set of recommended improvements based on these identified areas.

based on these identified areas.

The team also studied practices of other Tata companies to understand their O2C processes and the extent of fit for Tata Chemicals. After a series of brainstorming sessions, discussions and studying various practices, the team shortlisted and recommended the most high-impact practices to Tata Chemicals.

The recommendations included a unified workflow-based approval system, an integrated O2C platform for customers and use of Theory of Constraints for replenishments. These also covered aspects of implementation of digital tools, advanced analytics, micro-segmentation and use of market intelligence for improvements.

Asset Management

With an aim to improve Asset Management practices at Tata Chemicals’ Mithapur plant, TBExG teamed up with an SME from Tata Consulting Engineers.

The exercise commenced with a comprehensive Assessment of the current Asset Management procedures and framework at Tata Chemicals. This involved a series of interactions with the Tata Chemicals team, including an on-site visit to their Mithapur facility. The subsequent phase involved a thorough benchmarking of these

The team also interacted with various Tata companies to understand their Asset Management practices and learn the potential benefits of aligning Tata Chemicals’ practices with theirs. After a series of brainstorming sessions, discussions and studying various practices, the team shortlisted and recommended the most high-impact practices in Asset Management to Tata Chemicals.

The recommendations included areas of reliability-centred maintenance and a revised Asset Management framework and



“ The TBExG team has delivered splendidly on the NeXelence journey we have undertaken. Thanks to the team members for the passion invested.

Dr Richard Lobo, Head Innovation - CQH and Chief Ethics Counsellor, Tata Chemicals

policy. These also covered aspects of optimised cost, increased reliability, use of data for analytics and predictive maintenance.

The senior leadership at Tata Chemicals found the recommendations extremely useful and expressed their commitment for deeper engagements with these companies to gain a more comprehensive understanding of their practices.

Procure-to-Pay

Tata Chemicals extended its successful engagement with TBExG towards improving its Procure-to-Pay (P2P) processes. TBExG requested SMEs from Tata Motors to be a part of this team and share their knowledge and expertise on the subject.

The team started with an understanding of the existing P2P cycle at Tata Chemicals and mapped out the current processes with the help of inputs from the relevant teams at Tata Chemicals.

The team then used the standard framework of the P2P cycle, as suggested by APQC, as reference, and super-imposed the existing processes to identify the potential areas of improvement.

The team also researched practices of Tata companies on the EDGE portal to come up with practices that would be most useful and relevant. Based on these areas of improvements, a set of recommendations was presented to Tata Chemicals and the ones with the highest benefit were selected after discussion.

The final recommendations were in the areas of developing integrated quality plans, automating PO amendments and invoice processing, and a self-service portal for vendors. Standardisation of invoices, tracing of import transaction in ERP and outsourcing of shared services were also recommended.

Infiniti Retail

Infiniti Retail operates a chain of over 470 electronics stores under the brand name 'Croma', making

it one of the largest electronics retailers in India.

As part of its daily operations, Infiniti Retail operates stores, distribution centres (DCs) and service centres for repair of products, monitors constructions at new stores and DC sites, and provides installation services for the products it sells, including televisions and air-conditioners. Such varied operations exposes the company to a multitude of safety risks for employees, customers and extended workforce.

Considering the rapid scale-up and a variety of risks involved in the operations, the company sought TBExG's support on prioritising key risks. TBExG analysed the operations and conducted a workshop to co-create a way forward for the team.

“Extremely well conducted workshop. The pre-workshop was a fantastic idea, due to which everyone was engaged even before the day of the workshop. The conversations during the workshop were focused, generated quality discussions, engaged majority of the participants and concluded within the time frame. We truly benefitted from the insights and experience of the TBExG team.

Atul Jain, Head - Admin and Safety, Infiniti Retail

During the workshop, TBExG worked with the Infiniti Retail team to arrive at risks for each of the locations and their magnitude. The senior leadership designed control plans and decided on KPIs to be monitored to measure the impact of their actions. The workshop helped senior leaders identify and define their roles in driving a safety-first approach at the company.

The team then prioritised risks for each location. For each of the risk areas, TBExG created location-wise key checks to enable audits which would help Infiniti Retail baseline the risks and create location-specific and site-specific mitigation plans.

TBExG also shared a document that provided a high-visibility checklist to enable leadership conduct conversations with the front-end teams during their visits to various business locations.

Tata Steel Downstream Products

Tata Steel Downstream Products (TSDPL) is a subsidiary of Tata Steel and India's largest steel service centre organisation. It has embarked on a journey of '25 years of excellence', and it wanted to revisit its Mission,

Vision and Values (VMV) statement. The existing statement was developed a few years ago and it was time for a revamp considering the company's growth, and need to stay relevant with the changing times.

TBExG helped TSDPL in developing their new VMV statement with consolidated inputs from all stakeholders. This was done through a combination of online surveys, focus group discussions, one-on-one leadership interfaces and senior leadership workshops. More than 500 people across TSDPL were engaged in co-creating the new VMV over a span of two and a half months, and all inputs were put together to coin the new statement.

The format, structure and presentations were very well received and appreciated by all participants. The engagement also helped in collective engagement of cross-functional teams across the company, which is crucial for achieving company-wide alignment and shared commitment towards the VMV statement. With a new VMV statement, TSDPL effectively communicates its purpose, aspirations and values to its stakeholders. The company uses it as a guiding framework for decision-making, strategy development and culture building.

Tata AutoComp Systems

Tata AutoComp Systems (TACO) is one of

“ The engagement was well conducted by TBExG. Compliments to all team members. The inputs provided by 500+ TSDPL colleagues has enriched the process and made it more meaningful and engaging. This has helped TSDPL in its onward journey of excellence.

Monika Agarwal, Chief - Business Excellence & Chief Ethics Counsellor, Tata Steel Downstream Products



India's leading auto component manufacturers, providing products and services to Indian and global automotive OEMs as well as Tier-1 suppliers. The company has multiple joint ventures and a manufacturing presence across geographies, including India, North America, Latin America, Europe and China.

TACO's existing vision statement was developed a few years ago and the company had achieved its vision well ahead of time. Hence, it wanted to recraft its statement to be relevant to the aspiration of its growth trajectory.

TBExG helped TACO in developing the new vision statement with consolidated inputs from all stakeholders through focus group discussions, one-on-one leadership interfaces and senior leadership workshops. More than

“ This collaborative effort of crafting a new vision has fostered collective engagement across our teams, a vital factor for company-wide success. This new vision sets the stage for our continued journey of excellence, reflecting our aspirations. I'm proud of everyone's dedication. Thanks to TBExG for crafting Tata AutoComp's new vision statement as we step confidently into an exciting new era in the dynamic automotive industry.

Arvind Goel, Chairman, Tata AutoComp Systems



100 people across TACO were engaged in co-creating this vision statement over three weeks, and all inputs were put together to coin the new vision statement.

The participants appreciated the format, structure and presentations; the session also helped build engagement of

cross-functional teams across the company.

The new vision statement helps TACO effectively communicate its goals to the stakeholders; it also serves as a guiding framework for decision-making, strategy development, customer centricity and operational efficiency.

Best Practice Implementation

In FY24, TBExG received intimation of 25 instances of Best Practice Implementations, out of which 13 companies could report a tangible business outcome.

Best Practice Implementations

Recipient Company	nelco unlock potential	mjunction innovating for outcomes	TATAPOWER-DDL	TATA PLAY	TATA AUTOCOMP
Topics	<ul style="list-style-type: none"> Digital Reverse Mentoring Programme 4-Student Model Framework Competency Management Framework Linkages & Alignment of HR Strategy with Business Strategy. Training Effectiveness Measurement Framework Project Marketplace 	<ul style="list-style-type: none"> Efficiency of Sales Cycle and Account Management Model. Using NPS for CSAT 	<ul style="list-style-type: none"> Call Centre Voice Training Benchmarking of Distribution Project KPIs & Process. Material Handling Process 	<ul style="list-style-type: none"> Warehouse Management 	<ul style="list-style-type: none"> Knowledge Management
Business Impact	<ul style="list-style-type: none"> 25%+ saving in freight cost achieved in last three months. Planned downtime reduced by 35%. Implemented in 3 cities (10% saving in cost and 15% reduction in MTTA) so far. 25% saving in cost of migration and 40% saving in time expected on deployment. Zero stock-out with 20% less inventory expected on full deployment. <10% earlier to 22% (in FY23) and 45% (in FY24). 	<ul style="list-style-type: none"> Increased acquisition of new non promoter clients in Q2FY24 - 19 as compared to 12 in Q1FY24. Average NPS for top three businesses has been 95 in 2023, against 90 in 2022. 	<ul style="list-style-type: none"> First time resolution rate has improved from 69% in FY23 to a range of 70% to 72% between April and September 2023. Reduced project average duration completion Index from 5 months to 4 months. Led to a reduction in logistics cost by INR 1 Lakh/compared to the same period last year. 	<ul style="list-style-type: none"> Reduced overall warehouse space by 43% from 6.31 Lac to 3.60 Lac sq. ft. and warehouse cost by 23%. 	<ul style="list-style-type: none"> Around 300+ content pieces have been published on the KM portal within 3 months of its launch.



I'm thrilled to announce our successful collaboration with TBExG in crafting TACO's new vision statement. Committed to excellence, we recognised the need to realign with our current trajectory. With TBExG's support, we engaged over 100 stakeholders through focused discussions, shaping a powerful vision statement. This effort not only resulted in a relevant vision but also fostered collective engagement across our teams. Our new vision sets the direction for continued excellence, reflecting our aspirations. I'm proud of everyone's dedication. Together, we're poised for an exciting chapter in TACO's journey, confident that our new vision will propel us to greater heights.



Ravi Chidambar, CEO, Tata AutoComp Systems

“ This relatively new implementation has so far helped reduce 12 logistics trips. Accordingly, saved logistics have been utilised for other activities/locations, leading to a reduction in logistics cost by INR 1 lakh, compared to the same period last year. Furthermore, there have been no quality issues from internal customers and the shed/bay assigned to employees helps in space optimisation up to 20-30% approximately.

P Shine, HOG, Store operations, Tata Power Delhi Distribution



“ Implementations of learnings from Tata Motors have added value and helped our warehouse operations. The innovations have not only optimised our processes but also positively impacted our team's morale and customer satisfaction.

Varun Vij, GM - Supply Chain Management, Tata Play



“ The purpose of the visit to Tata Play was to assess efficiency tools/practices, incorporation of good practices in terms of layout/design, safety protocols, identify areas for improvement, and reinforce a culture of safety within our warehouse operations. Following learnings from Tata Play, Tata 1mg decided to print a fire exit plan (on the back side of the visitor card) to enable quick and orderly evacuation in the event of a fire or other emergencies. Learnings on equipment maintenance, wheelchairs as a crucial emergency aid kit checklist and hawk eye (high resolution CCTV cameras) are also being taken forward.

Sunil Chaturvedi, Director - Supply Chain Business Strategy & Operations, Tata 1mg





“ I appreciate the efforts taken by TBExG to get deeply involved in all the improvement interventions at Tata AutoComp and for helping us get Best Practices from Tata companies. Best Practice sessions on the KM portal helped our team to get better insights on the technology and new features.

Sudipto Marjit, Group Head - Human Resources, Business Excellence and OSM, Tata AutoComp Systems

“ Post implementation of these learnings, we would be looking forward to a gradual improvement in our NPS scores as well as an increase in transaction count done online as the feedback helps us in incorporating required changes to our website and call quality scores which we should observe for at least a year.

Vijay Pillai, Head - Tele Engagement, Tata Asset Management



Looking Ahead

A few focus areas for Improvement Interventions in FY24-25:

- Partnering with Tata companies to design and deliver Improvement Interventions that are strategic in nature.
- Enhancing the scope of the intervention, from understanding the expectations in detail, customising the engagement for execution and post-engagement review and governance, to monitoring the implementation of the recommendations and measuring business and process KPIs.
- Identifying areas of focus at the Group level and the company level, and working on process benchmarking exercises and cluster-based Best Practices sharing sessions.
- Strengthening the SME ecosystem by working with industry and academia.
- Conducting an internal KPI benchmarking exercise across industry clusters within the Tata group and creating a repository of benchmarks within the Group.
- Engaging with companies in their benchmarking journey with a tailored approach, based on the level of maturity of the companies, and offering customised 'Benchmarks on Demand' as per the Process Classification Framework (PCF) of APQC.
- Leveraging ASQ's Insights on Excellence benchmarking tool for Tata companies in their organisational and Operational Excellence journeys.



CELEBRATING EXCELLENCE

JRDQV 2023: 650+ Tata colleagues in person, 3,000 virtual participants

5 JRDQV winners — Tata Motors, Tata Capital, Trent, Tata AutoComp Systems and Tata AIA Life Insurance

BEC 2023: 385+ attendees in person and more than 2,300 virtual participants

TAAP Convention 2024: Tata Steel won the TAAP Jury Award

Tata Safety Heads Meet 2024: 50 safety leaders attended the meet

JRDQV FUNCTION: JULY 29, 2023

The Tata group celebrated the 119th birth anniversary of JRD Tata on July 29, 2023, at the Jamshed Bhabha Theatre, NCPA, Mumbai, with the JRDQV 2023 function. Ratan Tata, Chairman Emeritus, Tata Sons, and N Chandrasekaran, Group Chairman, Tata Sons, along with CEOs, Mentors, and other senior leaders from across the Tata group graced the occasion with their presence. In addition to the 650+ Tata colleagues at the function at the NCPA in Mumbai, 3,000 more colleagues from across the globe joined the event virtually through the webcasting medium.

Sanjeev Singh, Vice President & Head, TBExG, provided a brief

update on the progress made by Tata companies in the areas of excellence over the past year. In 2022, TBExG facilitated BE Assessments of 20 Group companies with support from 247 Assessors drawn from 51 Tata companies; 20% of these Assessors were women. Moreover, over 35% first-time Assessors brought in valuable domain expertise into the Assessment process. Sanjeev highlighted that two Group companies — TCS and Tata Steel — are Benchmark Leaders today, while 12 companies are Industry Leaders.

In addition to BE, he also briefly touched upon the progress made by Tata companies in the areas of

Data Excellence, Safety Excellence and Social Excellence.

The awards presentation began with the Data Excellence category. Two group companies won the award for Significant Adoption of Data Excellence: Tata Capital and Tata AIA Life Insurance Company. This year, Tata Steel became the first company in the Group to win the Data Excellence Leader Award.

This was followed by the BE awards. This year, eight companies were recognised across two categories: Industry Leaders - companies that crossed the 650-point mark, and Emerging Industry Leaders - companies that crossed the 550-point mark.



Tata AIA Life Insurance won the JRDQV 2023 award and was also recognised as Industry Leader.



Tata AutoComp Systems won the JRDQV 2023 award and was also recognised as Industry Leader.



Tata Capital won the JRDQV 2023 award and was also recognised as Industry Leader.



Tata Motors won the JRDQV 2023 award and was also recognised as Industry Leader.



Trent won the JRDQV 2023 award and was also recognised as Industry Leader.

Tata AIG General Insurance, TM International Logistics and Infiniti Retail won the award for Emerging Industry Leaders. Five companies won the Industry Leader recognition: Tata Motors, Tata Capital, Trent, Tata AutoComp Systems and Tata AIA Life Insurance. All five companies were also conferred with the coveted JRDQV Award for winning this distinction for the first time.

N Chandrasekaran, Group Chairman, Tata Sons made an

insightful presentation detailing the global macroeconomic situation and India's role in global growth, and the performance and future plans of the Tata group. He began with a quote from JRD Tata that represents the Group's foundational value: "No success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people and is achieved by fair and honest means."

He stressed that it is a unique time for India, when factors like rising aspirations, fast-paced formalisation of the economy, deployment of digital payments, and favourable demographics are at play. The Group Chairman identified four themes for the future: AI/ML transition, geopolitics and supply chain, talent transition and energy transition. He also elaborated on the philanthropic endeavours and future aspirations of the Tata group.

TATA BUSINESS EXCELLENCE CONVENTION: DECEMBER 6-7, 2023

Celebrating Excellence Business Excellence Convention 2023 December 6-7, 2023



N Chandrasekaran



Dilshad Master



Jonty Rhodes



Robert Fangmeyer



Simon Anderson

The annual Tata Business Excellence Convention (BEC) took place at Taj Lands End, Mumbai, on December 6-7, 2023. The event, which brings together CEOs, Team Leaders, Deputy Team Leaders, Assessors, and various Tata employees from across the world, witnessed a robust participation with 385+ attendees in person and more than 2,300 virtual participants from across the Tata group. The theme of the year was 'Shaping the Future for Long-term Value Creation'.

On Day 1, contributions of employees to the excellence

journeys of the Tata group were acknowledged with a glittering recognition ceremony for BE, Data and Cyber Excellence Assessment Teams, Star Teams as well as Star Assessors.

On Day 2, recognitions across Best Practices and Webinars, including Most Popular EDGE Webinars, Most Popular Practices and Maximum Number of Best Practices Sessions were conducted.

Sanjeev took the stage to throw light on the progress in the various excellence journeys —

Business, Data, Cyber, Social, Safety — within the Tata group. In BE, 15 companies participated in the cycle for 2023, which involved 180+ Assessors from 45+ companies, 23% of whom were women, and 29% being new Assessors. In Data Excellence, Tata Play crossed the threshold of Significant Adoption, the first company to do so. Cyber Excellence Assessments are gaining traction, with 5 companies participating in 2023. He also talked about the impact of the Best Practices Programme, through which there were 21 Best Practice Implementations across 7

companies, resulting in 13 tangible business benefits.

The TBEM 2.0 Reference Manual was then launched by N Chandrasekaran, Group Chairman, Tata Sons, along with Sanjeev. N Chandrasekaran, Group Chairman, Tata Sons, then presented the recognitions for BE, Data Excellence, Cyber Excellence,

Best Practices and Improvement Intervention Programmes.

In an inspiring and insightful address, N Chandrasekaran, Group Chairman, Tata Sons, emphasised the importance of investing in artificial intelligence, data maturity, and cyber-readiness. He highlighted the importance of these technologies and the hiring of young experts,

empowering them for impactful contributions. Mentioning Project Aalingana, he said that companies need to give importance to sustainability goals. With customer experience becoming a critical aspect of business, he also emphasised on the need to focus on it, especially for B2C companies that are rapidly scaling up.

TAAP CONVENTION: FEBRUARY 19, 2024

The TAAP Convention 2024 took place on February 19, 2024, at Taj President, Mumbai, to honour the companies and people who drive the TAAP initiative in the communities that the Tata group operates in. As always, the Convention provided a platform for reflection on TAAP's journey, emphasising its achievements and impact.

Dr R A Mashelkar, Chair, TAAP Governing Council, spoke about the need for compassion to drive TAAP initiatives and how companies are slowly but surely increasing their focus to make

the world a more equitable place. He thanked and congratulated the Assessment teams for their efforts in promoting and growing TAAP, stressing that "Speed, scale and sustainability matter for inclusive and accelerated growth."

N Chandrasekaran, Group Chairman, Tata Sons, presented the Jury Awards, Significant Adoption, and TAAP Adoption to the top performing companies this year, before he addressed the gathering. Tata Steel won the TAAP Jury Award; Tata Communications, Tata AutoComp Systems and Rallis India were

conferred with the Significant Adoption Award; and Tata AIA Life Insurance, Tata Consulting Engineers, Tata Medical and Diagnostics, Jamshedpur Continuous Annealing & Processing Company and Tata BlueScope Steel won the TAAP Adoption Award.

Commencing his address, N Chandrasekaran, Group Chairman, Tata Sons, emphasised that the core objectives of the TAAP programme align with the nation's crucial goals, and characterised TAAP as a means of empowering individuals through



Tata Steel receives the TAAP Jury Award.



Tata Communications receives the Significant Adoption Award.



Tata AutoComp Systems receives the Significant Adoption Award.

the provision of opportunities. While expressing gratitude for the growing number of participating companies, he conveyed his desire to witness every Tata company wholeheartedly embrace TAAP.

He underscored the immense potential for impact through TAAP, urging companies to engage with genuine intent and conviction. Recognitions where companies that demonstrated outstanding performance in the

'Best in Class for Individual E's' category were duly recognised and felicitated.

Ranjan Bandyopadhyay, CHRO, Tata Electronics, then addressed the Convention to share Tata



Rallis India receives the Significant Adoption Award.

Electronics' journey in advancing equity and inclusion. Addressing the challenges encountered, he elaborated on the initiatives undertaken to foster an all-woman workforce in the demanding industry of auto components.

Amidst various noteworthy statistics, a standout moment was emphasised by Ranjan, stating, "The girls in our academic interface programme now had a place at the table back home."

Subsequently, the Best Practices

awards were presented to companies that demonstrated exceptional performance, recognising and commending their achievements in the respective categories.

Taking the stage next, Sudipto Marjit, Group CHRO, Tata AutoComp Systems, shared the company's Affirmative Action (AA) journey, securing victories in three E's within the Best in Class category. He elaborated on the company's approach to cultivating an inclusive culture with a steadfast focus on customer-

centricity. Going beyond diversity initiatives, Sudipto highlighted the implementation of multiple programmes aimed at ensuring the overall wellbeing, both mental and physical, of the workforce. He emphasised the significance of wellbeing, especially in a context of substantial growth,

Sudipto's presentation was followed by TAAP Assessment teams recognitions for their exceptional efforts; the inaugural Star Team Lead award was presented to acknowledge outstanding leadership.

TATA SAFETY HEADS MEET: MARCH 12-14, 2024



Participants at the Tata Safety Heads Meet 2024, from March 12-14, 2024.

The Tata Safety Heads Meet, held from March 12-14, 2024, focused on building synergy, scale and speed in the safety and health initiatives in the journey towards creating safer workplaces. The three-day meet was packed with insightful sessions, engaging discussions, and collaborative group work, all aimed at enhancing safety and health across organisations.


Gautam Gondil, Assistant Vice President - Group Safety & Health, TBExG, provided key

updates from the year gone by and key safety initiatives undertaken across the Group, providing valuable insights into the current safety landscape. A comprehensive analysis of recent incidents was presented, shedding light on common findings and patterns. This session underscored the importance of learning from past incidents to prevent future ones.

The participants engaged in a group work discussion on key topics like revision of the

safety & health policy and the need for updating the policy to reflect current realities and future challenges; enhancing occupational safety through AI & ML interventions and potential of AI & ML in improving occupational safety, among many others.

The discussion then shifted to the common initiatives to be undertaken in FY25 across various industry clusters, including large organisations, IT/ITES, financial services, retail/



consumer products, hospitality, manufacturing and infrastructure companies.

The meet concluded with a report out on the group work

discussions, summarising the key takeaways and action points. The Tata Safety Heads Meet 2024 brought together 50 safety leaders from across the Tata group to share, learn,

network and commit to a safer future for employees. The formal interaction with Sanjeev underscored the importance that the organisation places on safety and health.



TATA NETWORK FORUMS

To know more about the activities of the TNFs from April 2023-March 2024, [click here](#) for the newsletter



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