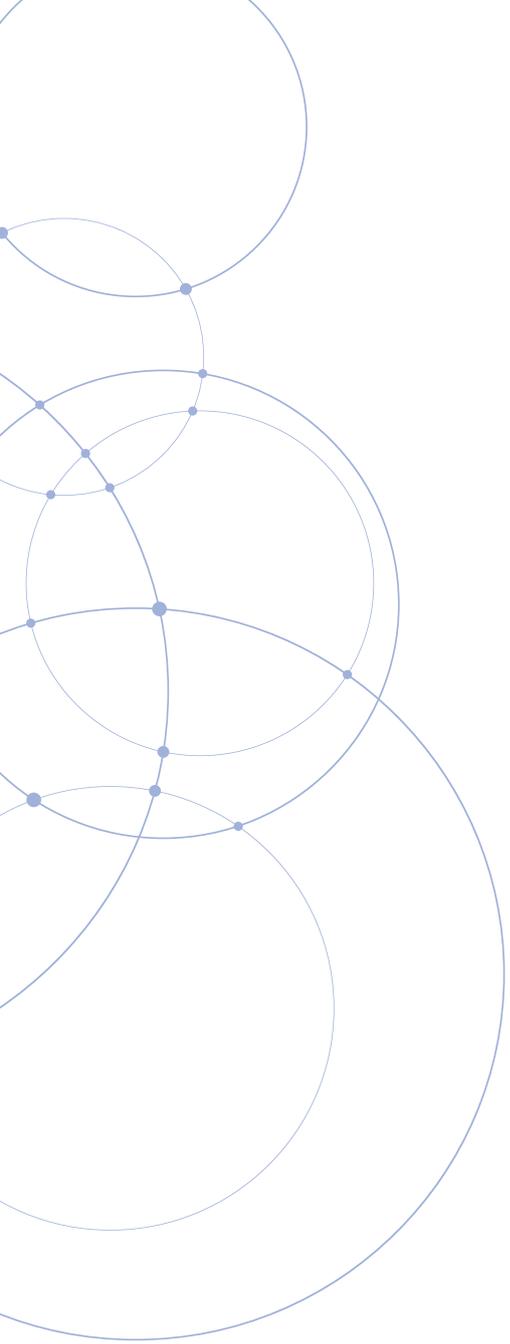


# TATA NETWORK FORUMS

GLOBAL UPDATES

APRIL 2020 - MARCH 2021





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**Executive Chairman,**  
Tata Business Excellence  
Group (TBExG)

## From the Desk of **S Padmanabhan**

**F**or people across the world, the past year has been unprecedented. In the backdrop of the pandemic, professionals across the globe looked for ways to connect and support each other to achieve the milestones they had set for themselves. They needed to do so from the confines of their homes, without the support of office infrastructure.

Within the Tata ecosystem, Tata colleagues rose to the occasion for collaboration and connect. Despite difficult conditions and constraints, Tata Network Forums (TNFs) across the world rallied together and truly brought the One Tata spirit into being. Tata colleagues leveraged virtual mediums to conduct learning sessions on topics of interest. The use of virtual mediums enabled more colleagues from across Tata companies to participate in such sessions. In addition to updates related to the COVID-19 situation, employees from Tata companies connected on topics like Ethics, HR, Sustainability, Innovation, Business Excellence, Data Analytics, Customer Centricity, Cyber Security, Public Affairs, and much more. Non-business events like Tata Sangam, Tata Trivia, book reading sessions, fitness and wellness sessions were also conducted. Multiple new sub chapters and working groups were started to support different regions within the TNFs.

As we go forward, TNFs will play a crucial role in bringing companies together and strengthen the spirit of 'Tata-ness' across the world.

# TNF INDIA

The Indian chapter of TNF is comprised of TNF India - East, TNF India - West, TNF India - South and TNF India - North. Due to the COVID-19 pandemic, all events in India took place virtually and were open to all regions across India.

## TNF India - East

TV Narendran from Tata Steel is the Chairman of TNF India - East, and Pankaj Kumar from Tata Steel is the Convener. The TBExG Coordinator is Subhrajit Basu.

### Activities, events and programmes: April 2020 to March 2021

#### A Session on Present Geopolitical Situations and its Implications

On October 29, 2020, TNF India - East organised a session on present geopolitical situations and its implications with 86 employees from 16 Tata companies. Debashish Choudhury, Chief Corporate Strategy & Planning, Tata Steel, and Lead - Strategy sub-council of TNF India - East chaired the session. Gloystein Henning, Director, Global Energy & Natural Resources, Eurasia Group, Singapore, presented his thoughts on the external geopolitical environment. Joybrata Roy, Head - Corporate Strategy, Tata Steel, also shared his views on megatrends accelerated by COVID-19 and its implications on the steel industry.

#### A Robotics Webinar

A webinar on the theme of 'Robotics and its Application in Industries' was held on September 29, 2020. The event was chaired by Dr. Arpan Pal, Chief Scientist & Research Area Head, Tata Consultancy Services (TCS), Research & Innovation, and Lead - Digitalisation sub-council, TNF India - East. 192 employees from 18 Tata companies attended the webinar. Dr. Sankha Dev, Mechanical Engineering Department, IIT Kharagpur, presented his thoughts on the subject of 'Ongoing Work in Robotics at the DHI Centre of Excellence in Advanced Manufacturing Technology'. Mahesh Rangarajan, Head - Smart Machines and Robotics Accelerator, TCS

Research & Innovation, made a presentation on 'Robotics and a Play for the New Normal'. Prof. Laxmidhar Behera from the Department of Electrical Engineering, IIT Kanpur, also shared his views on the subject of 'Brainwave Controlled Robots and other Applications of BCI'.

#### A Webinar on Organisational Culture

A webinar on the theme of 'Organisational Culture' was conducted on August 27, 2020. The event was chaired by Tarun Daga, MD, Tata Steel Utilities & Infrastructure Services, and Lead - HRM sub-council, TNF India - East. Bosco D'Mello, Founder & Senior Faculty, Leadership Capital Development, Conscious Development, and Raj Narayan, Senior Vice President & Chief Human Resource Officer, Titan Company, presented on the subject. More than 150 employees from 15 Tata companies attended the webinar.

#### An Ethics Webinar

A webinar on the theme of 'Corporate Ethics: Responsible Me, Responsible We' was presented on August 4, 2020. The event was chaired by Soni Soni, Chief Ethics Counselor, Tata Steel, and Lead - Ethics sub-council, TNF India - East. R Rabi Prasad, President, Tata Workers' Union; S Padmanabhan, Executive Chairman, Tata Business Excellence Group (TBExG); and TV Narendran, CEO & MD, Tata Steel, and Chairman, TNF India - East, were the keynote speakers

in this event. 290 employees from 21 Tata companies participated in this event. Dr. Pankaj Kumar, Convener, TNF India - East ended the session with the formal vote of thanks.

### A Webinar on Customer Centricity

A webinar on the theme of 'Customer Centricity' was organised on July 17, 2020. The event was chaired by R N Murthy, MD, Tinplate Company of India, and Lead - Customer Centricity sub-council of TNF India - East. Dr. K Rajeshwari, Senior Associate Professor, Great Lakes Institute of Management Chennai, and K Dharmarajan, Chief Product Officer & Shweta Srivastava, Head - CS and Customer Experience, from Tata Unistore, shared their thoughts on customer centricity in B2B and B2C scenarios with the attendees. 188 employees from 16 Tata companies participated in the event.

### Safety Sustainability and CSR Webinar

A webinar on the theme of 'Building Resilience for Climate Change' was held on June 16, 2020, with 294 Tata employees. Speakers at the event were Siddharth Sharma, Group Chief Sustainability Officer, Tata Sons; Suvojoy Sengupta, Partner, Mckinsey; and Dr. Anurag Priyadarshi, Global Sustainability Manager, Tata Consumer Products (TCPL). The event was chaired by Sanjiv Paul, Vice President - Safety, Health and Sustainability, Tata Steel.

### Supply Chain Management Webinar

On June 12, 2020, a webinar was conducted on the theme of 'Creating a Lean Supply Chain'. 207 Tata employees attended the session. Deepak Garg, Founder and CEO, Rivigo Logistics, and Shailesh Solkar, Head - Merchandising and Supply Chain, Trent, were the speakers. The event was chaired by Vishal Badshah, Jamshedpur Plant Head, Tata Motors.

### A Webinar on Data Analytics - Business Excellence

A webinar on the theme of 'Building Insightful Organisations with Data Analytics' was organised in collaboration with Tata Insights & Quants (Tata iQ) on May 22, 2020. 320 Tata

**TATA STEEL**  
#WeAlsoMakeTomorrow

**TATA**

## Tata Network Forum India East WEBINAR

Join the session on  
**'Building Resilience for Climate Change'**  
with diverse speakers from across the Tata Group  
**June 16, 2020 | 3:00 to 4:30 pm**

<b>Welcome Note</b>	 Ms. Madhulika Sharma Chief Corporate Sustainability, Tata Steel 3:00 - 3:05 pm	<b>Setting the Context</b>	 Mr. Sanjiv Paul VP SHS Tata Steel & Lead Safety Sustainability & CSR Sub-council TNF India East 3:05 - 3:15 pm
<b>Speaker 1</b>	 Mr Suvojoy Sengupta Partner McKinsey India 3:15 - 3:35 pm	<b>Speaker 2</b>	 Mr Siddharth Sharma Group Chief Sustainability Officer Tata Group 3:35 - 3:55 pm
<b>Speaker 3</b>	 Mr Anurag Priyadarshi Global Sustainability Manager Tata Consumer Products 3:55 - 4:15 pm	<b>Vote of Thanks</b>	 Dr. Pankaj Kumar Convener Tata Network Forum India East 4:25 - 4:30 pm

*Webex link shared in the mail body*

**TATA**  
Network Forum



employees participated in the event, which was organised by the Business Excellence sub-council of TNF India - East and chaired by N K Sharan, Vice President, TBExG. In addition to the presentations made by Tata iQ, a case study on use of data analytics at Tata AIG was shared by Chakradharreddy Gampala, Vice President - Transformation & Analytics, Tata AIG. ■

## TNF India - West

R Mukundan from Tata Chemicals is the Chairman of TNF India - West. The TBExG Coordinator is Shreyas Desai.

### Activities, events and programmes: April 2020 to March 2021

#### Webinar on the COVID-19 Situation and Impact on Businesses

TNF India - West organised a webinar for providing a macro economic outlook in the ongoing COVID-19 situation on June 26, 2020. Titled 'Finding Opportunity in the Face of Adversity - An Economist's View', the speakers at this webinar were Roopa Purushothaman, Chief Economist and Head of Policy & Advocacy, Tata Sons and Vishal Vaibhav, General Manager, Economics and Policy Advocacy, Tata Sons. More than 500 Tata employees participated in this webinar through the medium of Microsoft Teams.

Ms. Purushothaman highlighted that economic activity across the world is picking up faster in developed markets than in emerging markets, and the Service industry is quite badly affected by COVID-19. She also shared her views on global trends in the post-COVID-19 situation, which include digital acceleration with a focus on virtual; rebalancing of supply chains (rise in local and traditional); and pivot towards homebase (work from home). Mr. Vaibhav discussed the trends being observed in India and how the pandemic has affected the country, causing its real GDP to contract sharply since the past four decades. ■

The graphic is a blue-to-purple gradient rectangle. In the top left corner, there is a white box with the 'TATA Network Forum' logo. In the top right corner, there is a white box with a green tree icon and the text 'OVERCOMING COVID-19'. On the left side, there is a portrait of Roopa Purushothaman. To the right of the portrait, the title 'Finding opportunity in the face of adversity - An economist's view' is written in white. Below the portrait, her name and title are listed: 'Roopa Purushothaman, Chief Economist and Head of Policy & Advocacy - Tata Sons'. At the bottom left, the 'TATA BUSINESS EXCELLENCE GROUP' logo is displayed.

## TNF India - South

Sunil Bhaskaran from Air Asia India is the Chairman for this TNF. The region has multiple sub-chapters with respective Chairmen and Conveners.

### Activities, events and programmes: April 2020 to March 2021

#### Tata Sangam 2021

TNF India - South, in collaboration with the Tata Sports Club, conducted the Tata Sangam 2021, on March 3, 2021. Tata Sangam is an annual cultural event that helps bring together Tata employees from companies in Bengaluru under one platform. The event serves to not only strengthen bonds but also give employees an opportunity to showcase their diverse talents and help their family members learn more about the Tata group through several company stalls, which are displayed during the event. This year, Mr. Ratan Tata, Chairman Emeritus, Tata Sons, engaged with chosen youth panellists from Titan Company, AirAsia and Indian Hotels (IHCL). Group Chairman, Mr N Chandrasekaran, also addressed all the participants. Conducted virtually, the event saw registrations close to 4,000.

#### Staying Fit During the Lockdown

A fitness session was planned for November 26, 2020, with Ali Haider. Mr Haider is a fitness influencer, sports nutritionist and a life coach. The virtual gathering was conducted to motivate employees to take up some physical activity during the lockdown to keep themselves fit. Topics like healthy living, nutrition and exercise were discussed, and employees from 9 Tata companies attended the virtual gathering.

#### AI-Driven Integrated Supply Chain Management

On November 4, 2020, TNF India - South organised a session on 'AI-Driven Integrated Supply Chain Management'. Initiated by the Technology subcommittee headed by Sunil Deshpande, the session was conducted by three speakers from TCS - Harshad Khadilkar, a scientist

in the data & decision sciences research area; Naga Krishna Kiran, a functional consultant in retail; and Shilpa, Product Head for AI-powered strategic intelligence and retail optimisation suite. The meeting had more than 100 employees from 9 Tata companies, and covered the capabilities and conceptual thinking from TCS R&I that powers the intelligent replenishment suite in TCS Optumera.

#### TNF Hyderabad Chapter Inauguration

The Hyderabad chapter was formally inaugurated on October 29, 2020, with more than 100 employees from 7 Tata companies attending the virtual function. Harish Bhat, Brand Custodian, Tata Sons, shared the story of nation building which has been an integral part of the Tata group for the last 152 years. He narrated 10 inspiring stories from the Tata Group, which threw light on the role of Tata in India's history and the nation's progress - from kick-starting India's path to industrialisation, giving wings to a nation, placing Indian IT on the global map, to serving the community in times of need.

#### Building a Sustainable Ethical Climate

This TNF organised a session with CK Venkataraman, MD, Titan Company, on October 19, 2020, on the theme of 'Building a Sustainable Ethical Climate'. Mr Venkataraman covered several personal experiences and how the group pillar of integrity helps time and again to surge ahead. The meeting was attended by 121 employees from 14 Tata companies.

#### Cyber Security in the New Normal and Safeguarding Security

On October 16, 2020, TNF India - South conducted an online session on the topic 'Cyber Security in the New Normal and Safeguarding Security'.



The first phygital Tata group synergy luncheon meet on August 14, 2020.

Around 50 employees from 12 Tata companies attended the session. Sunil Bhaskaran, MD, Air Asia India, and Chairman, TNF India - South, graced the occasion. Deepak Deshpande, Assistant Vice President, TBExG, and Sabharatnam Narayanan, Head - Retail Training, Titan Company, spoke about TNF India - South. Suresh Raman, Head - TNF Chennai, welcomed the participants and introduced the topic, outlining the major threat of cyber security to businesses today, especially with most businesses being conducted from home during the pandemic.

### **Advocacy-Based Marketing Workshop**

On October 16, 2020, TNF India - South organised a workshop on 'Advocacy-based Marketing with Adrian Terron, Head - Customer Centricity, Tata Sons, and Kavita Mahto, General Manager, Tata Sons. This workshop was organised for professionals in Sales & Marketing, and HR functions with a minimum of 10+ years of experience. The objective was to learn how to leverage the secrets of the most successful campaigns to create positive word of mouth, drive consumer choice and change customer beliefs.

### **Purpose with Passion**

A 'Purpose with Passion - Fireside Chat' with Mr Venkataraman and Mr Bhaskaran was organised by the HR subcommittee on October 15, 2020. More than 200 employees from 19 Tata companies participated in the event. The virtual meet was organised to make the youth aware of the Tata culture and how senior leaders drive their area of passion despite being very busy. It was appreciated by one and all and similar sessions have been planned with other CEOs too.

### **Making Decisions Through Optimisation**

TNF India - South conducted a session with Vijaya Deepthi, CEO, Tata iQ; and Gertjan Delange, Product Owner, AIMMS, on October 8, 2020. The theme of the meet was 'Building a decision-making process of future through optimisation'. It was attended by technical experts from 13 Tata companies. How optimisation is transforming the decision-making process in supply chain and operations, and how it is extremely crucial in today's times were some of the topics discussed.

## Leadership During Turbulent Times

On September 28, 2020, a virtual meet was arranged with Ajoy Chawla, CEO, Jewellery Division, Titan Company, which was attended by 550 employees from 38 Tata companies. Mr Chawla was candid about his approach to leadership and shared his lessons during the COVID-19 crisis. This was a highly motivating session for one and all.

## Gala Night

TNF India - South arranged for a gala night on August 27, 2020. The main agenda was to thank Bhaskar Bhat, Former MD, Titan Company, for his contribution to the TNF and also seeking his advice for future plans. Though it was virtual, the session invoked great participation from all Tata companies, with more than 100 employees connecting online. Opportunities for TNFs in the post COVID-19 world were discussed at length, along with the next course of action.

## Tata Group Synergy Luncheon Meet

On August 14, 2020, TNF India - South, held the first phygital meet post the lockdown. It was a luncheon meet at the Taj West End, Bengaluru. Hosted by IHCL, there were 6 MDs and 15 business heads who were physically present. Tata employees who joined virtually received Qmin lunch delivered at their homes. While Titan Company showcased its offerings, IHCL presented its initiatives to overcome the ongoing crisis.

## 116th JRD Tata Birth Anniversary

TNF India - South invited Dr. JJ Irani, Former MD, Tata Steel; and Mr Bhaskaran on July 31, 2020 to share their experiences with JRD Tata on the occasion of his 116th birth anniversary. Dr. Irani also provided some tips on leadership for one and all. It was an engaging meeting with 800 Tata employees registering for the event. Post the session, a quiz was arranged with employees from 22 Tata companies. The winner was Aniruddh Dutta from TCS. Gifts were sponsored by Titan Company, IHCL, Tata Coffee and Infiniti Retail.

## Aviation: The New Improved Normal

Manish Uppal, Head - Operations, AirAsia,

conducted a session on July 6, 2020, during which he threw light on new guidelines for air travel, new digital initiatives, contactless process and the enhanced safety measures. He even spoke about the agility shown by AirAsia regarding arrangement of PPE kits within 48 hours. Around 326 employees from 36 Tata companies attended this talk.

## Know Your Leader - Coffee with Chacko

On June 18, 2020, a new series was started, wherein business leaders share their stories; this inaugural address was by Chacko Thomas, MD & CEO, Tata Coffee. Mr Thomas was very candid and his stories inspired the participants. After this extremely successful session, this series will be continued with other leaders.



The banner features a central illustration of a diverse group of people celebrating, with a large white circle above them containing the text 'TATA SANGAM 2021' and 'RESILIENCE The TATA Way'. Below the illustration, the text reads: 'Knock Knock Who's there? Its TATA SANGAM 2021!'. Further down, it asks: 'Are your laptops charged? Audio systems connected? Enthusiasm refilled? Because it's time for the biggest virtual event ever.' At the bottom, it says 'Welcome to TATA SANGAM 2021!' and includes a 'Click here to LOGIN NOW!' button.

"In a free enterprise, the community is not just another stakeholder, but is in fact the very purpose of its existence"  
- Jamshetji Tata

**Harish Bhat**  
Brand Custodian  
Tata Sons

**Adrian Terron**  
Head, Customer Centricity  
Tata Group

**Prabhat Verma**  
EVP – Operations  
IHCL

**TATA Network Forum – South**  
Invites you  
for  
An Exclusive session on

**“Crafting Customer Strategies  
In the Post Pandemic World”**

**Friday, 29 May 2020 : 15:30 Hrs – 17:00 Hrs**

Join us @  
<https://tinyurl.com/yddj25ln>

Leading with Trust; Living by Values  
Integrity || Responsibility || Excellence || Pioneering || Unity

## A Session on Customer Experience

TNF India - South organised an extremely engaging session on June 12, 2020, on 'Excellence in Customer Experience'. It was filled with real incidents and examples that helped the audience understand the excellence journey. Jamshed Daboo, MD, Trent Hypermarket, shared his experience of Titan Company and IHCL and brought in many anecdotes to understand the importance of customer experience. Throwing light on product, service and process obsessions by bringing examples from Titan Company, IHCL and Star Bazaar, he stressed on the need to build a customer-centric culture and how leaders can craft the same for their respective companies.

## Customer Strategies in the Post Pandemic World

On May 29, 2020, a virtual meeting was organised

on 'Crafting Customer Strategies in the Post Pandemic World'. The main speakers were Mr Bhat and Mr Terron. Mr Bhat gave his perspective on consumer sentiments and spoke about the importance of safety in a post pandemic world.

## Multiple Virtual Sessions

TNF India - South conducted four virtual sessions in May and June 2020 to know how companies were engaging with their employees during the lockdown. During these virtual gathering, multiple Tata companies shared their best practices including Tata iQ, Infiniti Retail, TCPL, Titan Company, AirAsia, Tata Elxsi, IHCL, Tata Coffee, Tata Projects, Rallis India, Tata Capital, Tata Advanced Materials, Tata AutoComp Systems (TACO), Tata Consulting Engineers (TCE) and Vistara. ■



## TNF India - North

Rohit Khosla from IHCL is the Chairman of TNF India - North, and Uma Gupta from Tata Services is the Convener. The TBExG Coordinator is Deepak Deshpande.

### Activities, events and programmes: April 2020 to March 2021

#### Webinar on Systematic Innovation

TNF India - North organised a webinar on 'Introduction to Systematic Innovation' on November 27, 2020. The main speaker was Lokesh Venkataswamy, CEO & MD, Innomantra Consulting. He discussed how to amplify innovation using the 'design thinking way', and presented several case studies on innovation. This was appreciated by participants and companies are exploring ways to incorporate the learnings within their own organisations and functions.

#### Virtual Motivational Talk Series

The first episode of the virtual motivational talk series 'Dilli Ke Sitare' on October 30, 2020, featured Chetan Bhagat, renowned author and columnist. This series is an initiative to celebrate, share and learn from success stories of Delhi's shining stars. Tata Power Delhi Distribution (Tata Power-DDL) anchored in organising and executing the event, the feedback received has been very encouraging.

#### A Discussion on Leveraging the Best Practices Programme

On September 29, 2020, TNF India - North conducted a session on 'Leveraging Best Practices Programme and Benchmarking'. The TBExG Best Practices platform was shared with all the participants along with how companies were using this platform to improve their business processes. Companies shared their experiences and experts from American Society for Quality (ASQ) shared how Tata companies can leverage the ASQ association. The speakers for the event were Ajit Maleyvar, Head, Business Excellence, Strategy & Quality,

Tata Power; Anindya Sarangi, Director & Head, ASQ, South Asia; Vikrant Bhatnagar, AVP - Talent Management & Development, Vistara; and Devraj Chattaraj, Deputy General Manager, TBExG.

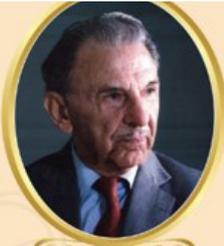
#### JRD Tata Memorial Lecture

The third JRD Tata Memorial Lecture was organised by Tata Power-DDL under the banner of TNF India - North, on August 27, 2020. The main speaker for this virtual event was Ms. Meera Shankar, former Indian Diplomat. She shared her thoughts on the importance of ethics in varied aspects of life and also presented personal examples. A brief Q&A session was conducted after the lecture.

#### Overcoming Covid-19 Series Webinars

The 'Overcoming Covid-19 series' webinar is a special series launched by TNF India - North, to discuss the impact of the pandemic on Tata companies and steps undertaken to overcome challenges. Two webinars were conducted under this series in July and August 2020.

- The first webinar was conducted on July 13, 2020, on the themes of 'Navigating Customer Experience through Covid and Beyond', by Vistara, and 'R.E.S.E.T 2020', by IHCL. The main speakers were Vinod Kannan, Chief Commercial Officer, Tata SIA Airlines, and Rohit Khosla, EVP - Operations, IHCL, and Chairman, TNF India - North. Around 734 employees from 38 Tata companies participated in this session. It was an extremely successful event with an NPS of over 78.
- On August 17, 2020, the second webinar was conducted with IHCL. The theme of the session was 'Leveraging Finance to Build Resilience' led by Giridhar Sanjeevi,



**TATA POWER-DDL**  
TATAPOWER-DDL

## Invitation to Annual JRD TATA Memorial Lecture

Under the aegis of TNF, Northern Region

Dear Ma'am/Sir,

The Birth Anniversary of **Bharat Ratna late Shri JRD Tata** is celebrated each year on July 29. To celebrate the rich legacy imbued in time-tested values of the leader, who was a multi-faceted personality, businessman par excellence, pioneer in aviation, philanthropist and a thinker, Tata Power-DDL instituted the annual **Tata Power-DDL: JRD TATA Memorial Lecture** series in 2018.

It has been our endeavour to invite eminent speakers from as diverse hues as possible to share their thoughts and experiences which they have gained while traversing the ethical path in their long cherished careers. These thought leaders have guided and influenced team Tata Power-DDL to persevere on the Ethical path and to achieve higher standards of conduct in Business and Personal Ethics.

**Ms. Meera Shankar, former Indian Diplomat**, has kindly consented to grace the occasion and deliver the **3<sup>rd</sup> Tata Power-DDL: JRD Tata Memorial Lecture**. Ms. Shankar will share her thoughts and enlighten us on the importance of Ethics in varied aspects of life, out of her own experiences.

Considering the present social order in wake of COVID-19, the lecture shall be brought to you over web conferencing.

**Date: Thursday, August 27<sup>th</sup>, 2020**  
**Time: 11.00AM to 12.30PM**

The lecture shall be followed by a brief Q&A session. The audience may send their questions to the chat box during the course of the talk. A select set of questions shall be taken up post the lecture.

We request you to please block your calendar accordingly and grace the event with your e-presence.

A web-link for joining the event shall be sent separately.

We shall be grateful if you could kindly confirm your participation through return e-mail.

Regards



**Sunil Kumar Sharma**  
Chief Ethics Counsellor  
TATA Power-DDL

**TATA Network Forum**  
India - North

**TATA BUSINESS EXCELLENCE GROUP**

Executive Vice President and Chief Financial Officer, IHCL. He discussed details from an organisational, functional and personal perspective. The webinar was attended by 400+ participants from multiple Tata companies.

### Tata Trivia Quiz

On June 30, 2020, TNF India - North organised a quiz on the history of the Tata group, led by Mr Khosla. The response to the quiz was phenomenal, with more than 137 entries from multiple Tata companies. Prizes were distributed among the 16 selected winners. Sponsors for the event were IHCL, Titan Eyeplus, Infiniti Retail and Starbucks.

### Customer Centricity and New Normal at IHCL

A session on 'Customer Centricity during Crisis' was conducted virtually on May 15, 2020. The keynote speakers were Mr Bhat and Mr Terron. Mr Bhat delivered a talk on 'How to Build a Customer-Centric Organisation'. He emphasised on the hallmarks of a truly customer-centric organisation and how such features can be developed. Another session was arranged with Mr Khosla, who discussed how IHCL is preparing for the 'new normal'.



Tata companies distributed food to doctors in 7 hospitals from April 2-15, 2020.

### CSR Initiative during COVID-19 Crisis

From April 2-15, 2020, multiple Tata companies carried out CSR activities by distributing 2,000 free lunch packets to doctors and medical staff of 7 hospitals. Tata companies in the Northern region that supported this initiative and made it a 'One Tata' theme were IHCL, Tata Power NDPL, Vistara and TCPL. ■

# TNF EUROPE

Tim Jones from Tata Limited is the Chairman of TNF Europe. The region has multiple Working Groups with respective Chairmen and Conveners.

## Activities, events and programmes: April 2020 to March 2021

### Business Excellence Working Group Sessions

- The third virtual Business Excellence Working Group session was held on January 27, 2021. 7 employees from 5 Tata companies attended the online session. Updates included 2020 EA Cycle, BEC, Data Maturity, European Assessor feedback, Capability Building Calendar 2021, among many others. Tata Steel Europe (TSE), TCPL, Tata Limited and Tata Motors European Training Centre (TMETC) provided updates during the session. TSE presented the company's new Digital TBEM application and its wider application.
- On November 25, 2020, TNF Europe organised a virtual meet. 12 Tata employees from 7 companies attended the meet. Mr Padmanabhan gave an update on Assessments adding that great feedback has been received from CEOs so far. Other topics discussed were 2021 TBEM Capability Building Embracing Business Excellence trainings and upcoming dates in Q4 and the virtual BEC planned for January 2021. TSE, Jaguar Land Rover (JLR), TCS, TCPL, Tata Limited and TMETC shared updates. Guest Speaker Ved Sen, Digital Evangelist of TCS presented on Digital & Transformation Imperative at TCS.
- TNF Europe conducted a session on August 25, 2020, in which 10 employees from 9 Tata companies were in attendance. In addition to an overview of the Business Excellence TNF Meeting Charter and guidance on virtual meetings, discussions included 2020 TBEM Capability Building, 2020 External Assessment Cycle and upcoming trainings planned. JLR, Tata Communications, TCS, TCPL, Tata

Limited, TMETC and TSE shared updates with the group.

### Ethics Working Group Sessions

- On January 26, 2021, TNF Europe organised an online session for 13 employees from 12 Tata companies. The group discussions were related to the Ethics Conclave that took place on January 21 and 22, and data privacy at TSE.
- TNF Europe organised a virtual session on November 11, 2020, with 10 employees from 8 Tata companies. Topics discussed included the Ethics Conclave in January 2021, an Ethics Masterclass, and KPIs for Ethics. Companies shared updates regarding the impact of COVID-19 on their offices and plans of returning to work.
- On July 28, 2020, an online session was conducted for 8 employees from 7 Tata companies. The Leadership of Business Ethics Survey, online programme on leading workplace investigation and inputs from the UK Ethics Masterclass were discussed during this session.
- An Ethics Working Group session was conducted on June 2, 2020, online via Microsoft Teams. 12 employees from 11 companies participated in the session. Guy Higgins from JLR discussed the Chief Ethics Counsellor's Call on May 2, 2020, along with the Ethics Masterclass held on February 5 and 6, 2020, in Pune. Participating companies explained the present conditions and impact due to COVID-19 and plans to return to offices.

### Procurement Working Group Sessions

- An online Procurement Working Group

session was held on February 11, 2021. 4 Tata employees from 4 companies logged in to the session. The participating companies – Tata Limited, Tata Steel, TMETC, TCPL – shared difficulties and present conditions, procurement, suppliers, contracts and upgrades at their respective offices.

- Another virtual session was organised on December 1, 2020, in which 5 employees from 5 Tata companies logged in. TMETC discussed people working from home, becoming a part of Tata Motors PV subsidiary and moving to paperless solutions. Tata Limited shared details on conducting procurement on behalf of group companies in India (Tata Steel, Tata Motors) and investments for office equipment. Tata Chemicals provided updates that all employees and staff were working from home and new joiners before the lockdown needed extra attention for induction. TCPL explained the change in company name (earlier Tata Global Beverages), meeting budget targets with people buying via retail and impact of COVID-19 on third parties.

### **COVID-19 Communication**

In the initial stage of the pandemic, Tata Limited summarised and communicated all UK Government requests connected to COVID-19 to Tata group companies with UK operations, so they had an opportunity to see and respond to the different 'asks'.

### **Pride 2020**

As the annual London Pride parade was cancelled, Adam Barriball from Tata Limited and Filipe Mota da Silva and team from TCS UK coordinated a series of online keynote discussions and activities.

Employees from TCS and other Tata companies logged in too.

### **Heads of Companies Meeting**

TNF Europe held a Tata Heads of Companies Meeting on December 17, 2020. 18 Tata employees from 14 companies attended the session. Thierry Bolloré, Chief Executive, JLR, gave interesting insights after his first 90 days of joining. Company updates were presented by Ernst Hoogenes from TSE and Adil Ahmad from TCPL. Nick Lombardo from Tata Sons, North America, and Alexander Ehmann from Tata Limited, gave an overview of the US economy, results of the US election and the US-EU/US-UK political update.

### **European HR TNF – Relaunch**

On November 18, 2020, the HR TNF was relaunched (after a period of approximately three years of inactivity) with a session attended by 8 Tata employees from 8 companies. The purpose of the session was two-fold: firstly, to introduce key HR contacts to one another (as many role changes had happened since the previous session), and –secondly, to identify a set of discussion topics to be included in future meeting agendas.

### **Tata Europe 5G Meeting**

TNF Europe held a Tata 5G brainstorming session over VC on August 27, 2020. 14 Tata employees attended, with 6 Tata companies represented. Digital Catapult UK joined and helped organise the various discussions. Virtual breakout rooms were used to enable all attendees to share their ideas and perspectives on potential future 5G applications/businesses. ■

# TNF CHINA

James Zhan from Tata Sons is the Chairman of TNF China and Aaron Du from Tata Sons is the Convener.

## Activities, events and programmes: April 2020 to March 2021

### Remote Electrical Study Room Donation

Employees from the Tata Sons Beijing office and the TCS China team visited Kangyang Primary School in Gansu province, on October 28, 2020, and donated a remote electrical study classroom to the school.

### Library Donation

On September 18, 2020, colleagues from Tata Sons Beijing office and Nanjing TACO visited a rural primary school in Lu'an city, Anhui province, and donated a library to the school. It was also a part of the group's initiative-volunteer week activities in China.

### First Face-to-Face Gathering in Shanghai

TNF China organised the first face-to-face gathering on August 26, 2020, in Shanghai. Over 20 Tata colleagues from various companies in China attended the event, including JLR China, TCS China, Tata Motors, Tata Steel, NTACO, Tata Projects, Tata Technologies and Tata Elxsi. James Zhan, Chairman, TNF China, first introduced the overall performance of Tata companies in China during the COVID-19 period. Suneet Puri, Head of TCS China introduced the company's business development this year, as well as the impact of COVID-19 to the business in China



Tata employees in China donated a remote electrical study classroom to Kangyang Primary School, on October 28, 2020.



The first face-to-face gathering in Shanghai, on August 26, 2020.

and globally. He also shared employee donation activities for fighting COVID-19. Lijie, EVP of JLR China introduced the business in H1 of the year, and lessons learnt during the coronavirus outbreak. Jerry Wang, GM, Tata Technologies, showed that following the situation control in China, its business achieved significant growth in the last two months.

### **First Online TNF Meeting**

On April 21, 2020, the first online TNF meeting was held in the Greater China region. Due to COVID-19, the TNF China had not held any

event since January 2020. The main purpose of this meeting was to get firsthand information about Tata companies' staff status and business operations during this period. Over 20 employees from Tata companies attended the meeting, including JLR China, TCS China, Tata Motors, Tata Steel, NTACO, Tata Projects, Tata Technologies, Tata Elxsi and Titan Company. N Sivasamban, EVP, Group Corporate Affairs, also joined the meeting. Participants shared their current situation and challenges faced. All Tata companies in China agreed to work closely to overcome the uncertainty. ■

# TNF ASEAN

KV Rao from Tata Sons is the Chairman of TNF ASEAN and Harshad Sardeshmukh from Tata Sons is the Convener.

## Activities, events and programmes: April 2020 to March 2021

### TNF ASEAN Meet in Singapore

In March 2021, the TNF ASEAN Chapter held its first physical meeting for FY20-21. With the easing of local restrictions, it was a chance for the TNF group to get together after a long hiatus. More than 30 employees from Tata companies attended the session. The meeting kicked off with a welcome address from the TNF Chairman and a brief update on group activities in the region and globally. This was followed by individual updates from group company heads on business activities during the financial year, the challenges, achievements, and highlights for the year. Mr Padmanabhan joined the session via call and

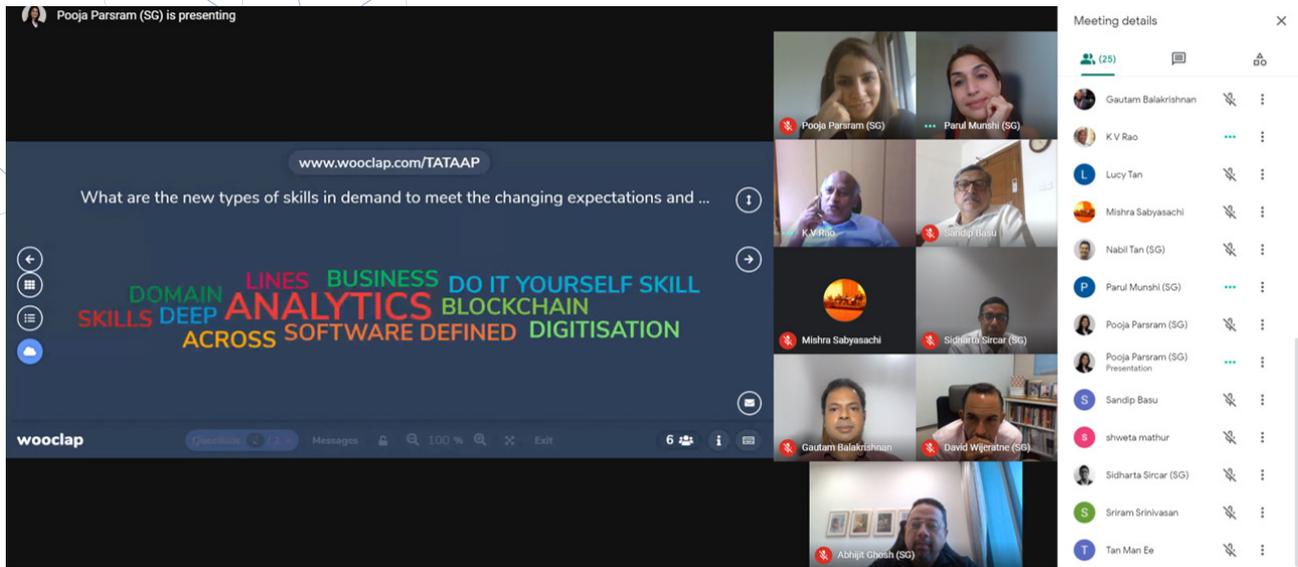
provided insights on the changing nature of business and responsibilities of leaders in this changing world. Banmali Agrawala - President, Infrastructure, Defence & Aerospace and Global Corporate Affairs, Tata Sons, also joining via call, gave an update on the group activities during the last year and some key focus areas for the future.

### Online Calls for Company Heads

With Tata colleagues in different countries in the region and each country facing their own set of challenges, the TNF Chairman conducted regular calls with Company Heads across the region. The purpose of the calls was to take stock of



The first physical meet of TNF ASEAN in Singapore, in March 2021.



Tata employees attending a virtual knowledge sharing session led by PricewaterhouseCoopers.

the on-ground situation and the steps taken by companies to ensure safety of colleagues and measures to facilitate work from home. Challenges faced by each company were discussed and tackled collectively, especially for smaller companies with limited resources. The teams were in constant touch with government agencies in the countries and the platform served as an effective medium to share information and next steps. Four such calls with regional heads were held during the year.

### Functional Group Meetings

The TNF ASEAN chapter created functional groups for Marketing & Communications, HR, and Finance, with a special functional focus for companies within the region. The groups are headed by one of the functional heads from the group companies. Each of these functional groups also had online meetings during the year, concentrating on sharing best practices, which could be especially essential during the pandemic. For example, the TCS HR team shared a slew of measures which they undertook during the lockdown to ensure employee well-being such as online quiz sessions, one on one with leaders, online cookbooks and so on.

The functional groups also help solve similar problems which companies encountered. A number of companies faced issues related to insurance and credit lines during the year and the TNF functional group for Finance was a good avenue to discuss and come up with solutions for these problems. Another area which was of concern for companies was the situation of colleagues in dormitories, which were severely affected by the COVID-19 outbreak. The HR teams from NatSteel and Voltas shared information on advice, steps and measures to help colleagues.

### Knowledge Sharing Session with PwC

PricewaterhouseCoopers (PwC) has published a report on the future of ASEAN post the pandemic and key growth areas for the region in the coming years. The team hosted sessions with practice leaders from supply chain, digital economy, labour, RCEP and taxation, highlighting the key growth factors in each of these areas and how companies can gear up to be in a position to take advantage of these growth areas. The online session was attended by 20 group heads from the region and was highly informative and engaging. ■

# TNF NORTH AMERICA

Michael McCabe from Tata Sons is the Chairman for TNF North America. Dharna Dhamija from the same company is the Convener.

## Activities, events and programmes: April 2020 to March 2021

### Learning Latitudes Webinar Series

TNF North America launched a series of Learning Latitude webinars for North American audiences. So far, five webinars have taken place under this series from September 2020-February 2021. Around 100 employees from 10 Tata companies participated in each of these webinars.

- The fifth Learning Latitudes Series webinar was conducted on February 25, 2021, with William Sisson, Executive Director, North America, World Business Council for Sustainable Development, and Alka Upadhyay from the Tata Sustainability Group. Mr Sisson spoke about trends in the sustainability policy under Biden's administration.
- On January 24, 2021, the fourth webinar was organised with Robert Knake, Senior Fellow, Council on Foreign Relations, and Lisa Youngers, Tata Communications. Mr Knake discussed details on the US digital trade and foreign policy.
- The third webinar was hosted on December 10, 2020, with Neil Bradley, Chief Policy Officer, Chamber of Commerce, and Bobby Pauly from Tata Capital. Mr Bradley's talk addressed post-election analysis and priorities for the new administration.
- On October 27, 2020, the second webinar was arranged with Dr Daniel Ahn, Chief Economist, North America, BNP Paribas, and Soumen Roy, Head, TCS, Canada. Dr Ahn shared his views on the shape of the post-pandemic global economy, impact on digitisation of services and accelerated de-globalisation of physical supply chains.
- The first webinar of the series was launched on September 24, 2020. It was curated with Ambassador Nicholas Burns, Senior

Counselor at The Cohen Group, and Professor of Diplomacy & International Relations at Harvard, and was moderated by Mike McCabe, Chairman, TNF North America. Ambassador Burns' talk addressed the impact of global and political trends on businesses.

### Public Affairs Working Group Calls

The Public Affairs Working Group organised multiple calls during the year to connect on various topics in the area. Some key discussions amongst these include:

- On February 24, 2021, the call was with Global Business Alliance to discuss issues for foreign-headquartered corporations under the Biden administration, which was attended by 20 employees from 5 Tata companies.
- On August 25, 2020, all the public affairs leads of Tata companies in the region came together for a discussion on supply chain security for critical minerals and related actions being taken by the U.S. with partner nations, in an effort to identify potential interest areas for the group in North America. 12 employees from 4 Tata companies attended this call.
- On February 8, 2021, 20 employees from 5 Tata companies connected on the call to discuss energy policy and the path forward for the Biden-Harris administration. Main speakers were US Chamber of Commerce's Marty Durbin, SVP for Policy and President of the Chamber's Global Energy Institute; Chuck Chaitovitz, VP for Environmental Affairs and Sustainability; and Lauren Diekman, Senior Director for Energy, Environment and Infrastructure, at the US-India Business Council.



A recent interaction with Ambassador Sandhu, CII, and Governor Hogan of Maryland.

### Geography Heads Meet

The TNF for Regional Heads was convened on February 10, 2021. Mr Agrawala discussed the global perspective for the year ahead for the Tata group. Ambassador Marc Grossman of the Cohen Group discussed the political landscape, priorities of the Biden administration, and outlook for the year ahead. Geography Heads shared priorities for each of their offices. The meeting was attended by 15 Tata leaders.

### Virtual Consulting Trek

On January 15, 2021, TNF North America organised a virtual consulting trek with Cornell SC Johnson College of Business. Hemanth Shah from TCS spoke to 40 students from the university on consulting as a career path and TCS's co-innovation network philosophy to advance the TCS/Cornell partnership.

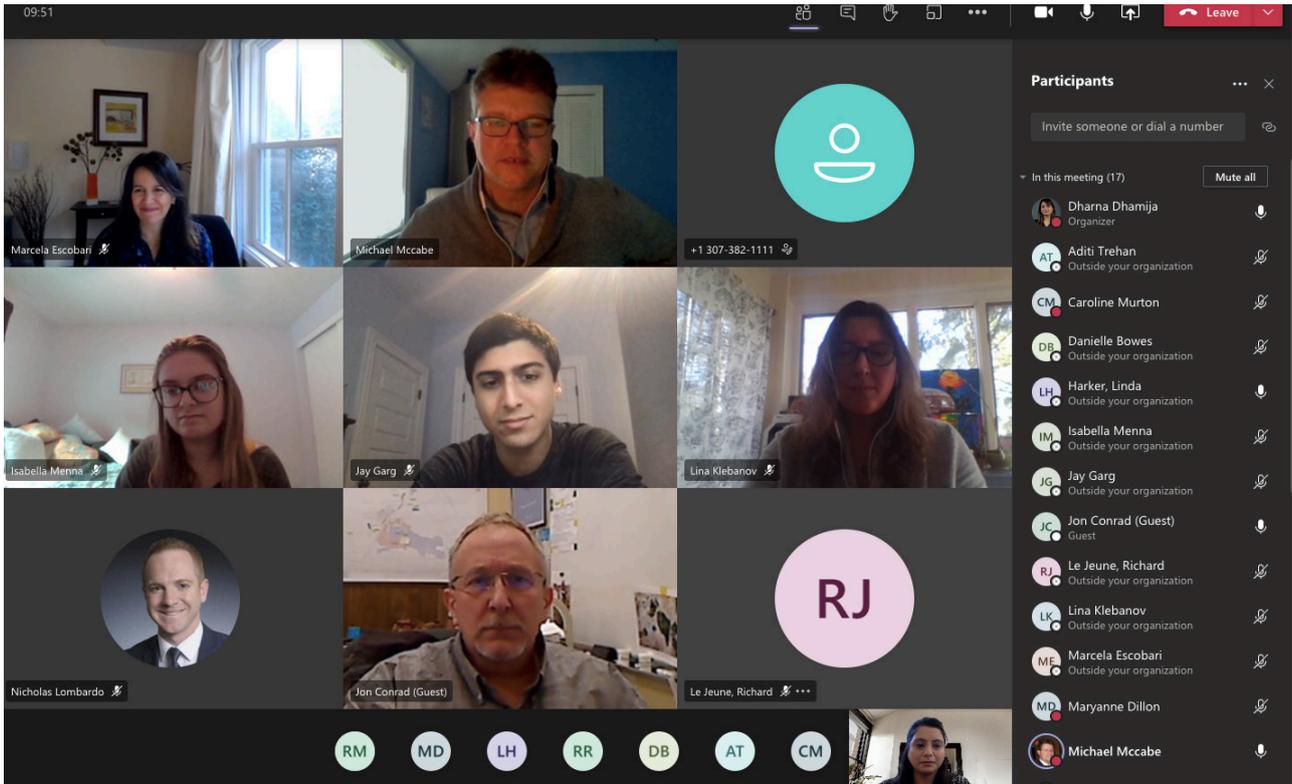
### Sustainability Awards

The Tata Group celebrates the efforts of its employees on Sustainability in the North American region through the North America

Sustainability Awards. Entries are accepted from Tata companies identifying efforts of colleagues who have gone over and above to integrate sustainability into their company's business or community outreach. These efforts include social or environmental programmes, covered by the Sustainable Development Goals. The fifth edition of this annual award series was concluded in December 2020, with 40 employees from 5 Tata companies receiving acknowledgements for their contributions.

### Reading Sessions with First Book

Volunteers from multiple Tata companies read to students over virtual volunteering events and book reading celebrations, in partnership with First Book. Three such events took place in the US and one event will take place in Canada, covering schools in New Jersey, San Francisco and Montreal. This year's efforts also involved contributions to bridging the digital divide across the most vulnerable sections of the society, and this contribution was made to Cincinnati Public School District. A total of 80 employees from 9



A Sustainability Working Group discussion in progress.

Tata companies were present at these reading sessions.

### Sustainability Working Group Calls

This TNF organised two Sustainability Working Group discussions during the past year to bring together employees in the region on the subject of sustainability.

- At the meeting held on December 15, 2020, 20 employees from 5 Tata companies came together for a briefing on the impact of COVID-19 on multiple industries by Marcela Escobari, Senior Fellow, Brookings; followed by a presentation from Lina Klebanov from TCS, on initiatives to ensure business continuity in the pandemic, and planning for the year ahead.
- On July 24, 2020, the Working Group convened for a discussion on leveraging the learning resources of Tata Tomorrow University. This discussion also included a presentation with their long-standing partners at the World Business Council for Sustainable Development with guest speaker

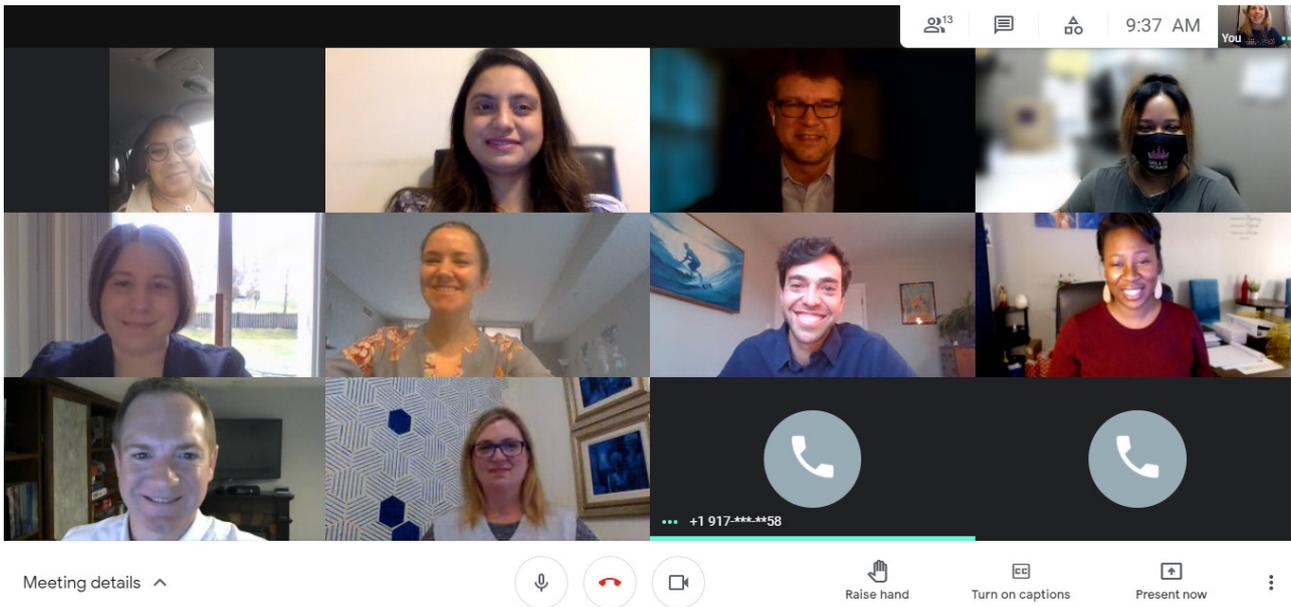
Bill Sisson, Executive Director, WBCSD North America. 20 employees from 5 Tata companies were a part of the discussions.

### Canada-India Business Council Mumbai Business Forum

On December 3, 2020, this TNF participated in the Canada-India Business Council Mumbai Business Forum. Mr McCabe spoke about the 'One Tata' approach to the pandemic. Jodi Le Blanc from IHCL addressed the return of business to India. Tata Sons was a sponsor of the forum, which was attended by 10 employees from 5 Tata companies.

### TGIP Presentation and Innovation Dialogue

On October 8, 2020, the second season of the Tata Global Internship Program (TGIP) was launched, coupled with the Tata Innovation Dialogue at University of Maryland and University of Toronto. The customer-centricity team gave a virtual talk to 80 students of the university on the topic of innovation at UMD, followed by a presentation on TGIP.



A virtual handshake with the Cincinnati Public School district along with the TCS leadership team and First Book.

### Launch of Innovation Working Group, North America

The Innovation Working Group Forum was launched on September 25, 2020, with representation from Tata companies including Tata Motors, JLR, TCS, Tata Communications, Tata Technologies, Tata Elxsi, Tata Medical & Diagnostics (TataMD), Tata Capital, Group Technology and Innovation Office (GTIO) and Tata Industries. This group convenes monthly to discuss technology priorities, areas of convergence and uses this platform to leverage the collective innovation network in North America. 14 employees from 5 Tata companies are a part of this Working Group.

### Tata Canada Outreach

On August 12, 2020, TNF North America undertook an outreach programme with key Canadian stakeholders and organisations. The engagements included political and economic briefings and discussions with Canadian business development organisations to discuss opportunities for Tata companies in Canada and virtual engagements with Canadian federal officials.

### Tata Group Interaction with Ambassador Taranjit Sandhu

The TNF North America team curated a virtual interaction with Ambassador Taranjit Sandhu on August 4, 2020, wherein each participating Tata company shared details of its operations in North America and areas of collaboration. 10 employees from 4 Tata companies participated in this interaction.

### Tata North America COVID-19 Response

As part of the North America office’s support to companies in the region during the pandemic, this TNF initiated an ongoing series of calls to share information and discuss the US government’s response to the pandemic, economic stimulus measures for businesses, and related operational issues for Tata companies. These calls were held twice a month between April and June 2020. The team also collated internal and external resources, webinars and reports pertaining to the current health and economic crisis, and worked with companies to gather information on the community response efforts undertaken by Tata companies. The participation for each of these calls included close to 130 employees from up to 11 Tata companies, across series of sessions. ■

# TNF MENA

Sunil Sinha from Tata Sons is the Chairman of TNF MENA. The TNF has multiple chapters with respective Chairmen and Conveners.

## Activities, events and programmes: April 2020 to March 2021

### Interaction with Shane Warne

During the IPL cricket tournament held in the UAE, Tata companies provided bio-bubble support to the Rajasthan Royals team. On the back of this engagement, an event was arranged on October 15, 2020, with the participation of Shane Warne, the team mentor and management of the team. This provided an opportunity to the Tata MENA leadership team to listen to an address from Shane Warne on the theme of 'Winning in Adversity', followed by a Q&A session. 40 employees from 18 Tata companies were present at the session.

### TNF Oman Meeting

On August 24, 2020, a TNF Oman meeting was organised to brief the group on Oman and MENA activities and discuss opportunities for business in the region. Sunil Sinha, Resident Director, Tata Sons – MENA, gave the welcome address. Prabhakar Kesavan, Chairman, TNF Oman and Convener, TNF MENA, shared updates for the TNF. Jaldeep Virani, Convener, TNF Oman, and Heads of Tata companies shared updates on activities in the region. Other speakers included H.H. Dr Adham Al Said, Managing Partner & Co-Founder of The Firm for Business and Economic Consulting; Dr. Ismail Al Balushi, CEO - Special Economic Zone at Duqm; Vaneet Mehta from Tata Communications. 65 employees from 22 Tata companies were present at the meeting.

### TNF KSA Launch and First Session

TNF MENA sub-chapter, the Kingdom of Saudi Arabia (KSA), was launched on June 29, 2020, with Dr. Amal Fatani, then VP - TCS, as the Chairperson, and Syed Kabeeruddin, COO of Nesma Tata Projects, as the Convener. Ambassador of India to KSA HE Ausaf Sayeed was the chief guest for the

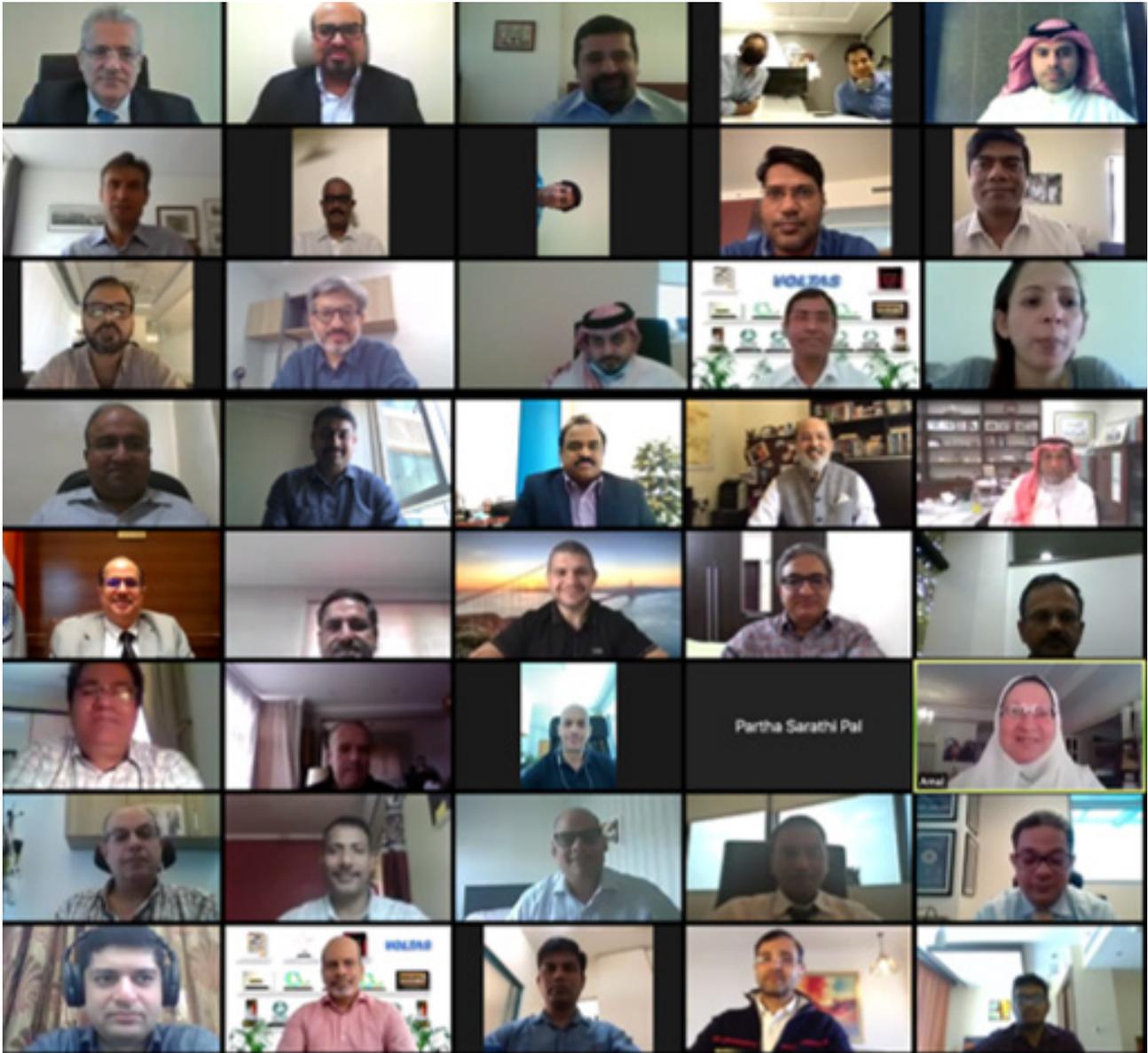
launch. Eng. Kamel-Al-Munajjed, Chairman, Saudi India Business Council; Sudhir Sreedharan, Head (KSA & Bahrain), TCS; Mr Sivasamban; and Rafeek Khateeb, CEO, Nesma Tata Projects, shared their perspectives of business opportunities for Tata companies in KSA and experiences of carrying on operations in the Kingdom. 50 employees from 21 Tata companies were a part of the launch.

### Margin Improvement Practices

In the face of the current pandemic as well as its long lasting aftermath, one of the key priorities across all businesses was improving margins and managing overheads – to be more efficient and competitive. A brief sharing, learning and ideating session was held on June 7, 2020, among Tata companies in the region on some of the initiatives, which may help generate ideas and help other companies in their endeavour. Group Heads like Sumanta Roy from TCS, Ranjit Phillipose from IHCL, and Suresh Kumar of Voltas, shared their ideas and actions on this topic. Around 42 employees from 24 Tata companies attended the session.

### Presentation on the Infrastructure and Steel Sector

A session was conducted by Frost & Sullivan, on May 18, 2020, on some of the major macro trends in the sectors of steel and infrastructure in the GCC region stressing on the impact of COVID-19. Some of the macro themes that arose from this session included the importance given to health and well-being, and the new digital reality and how companies must look at adapting to these trends in order to thrive in the business environment. There was also a brief discussion on the effect of COVID-19 on the GDP of the countries and the fiscal and monetary measures



Launch of TNF KSA on June 29, 2020.

taken by these countries to minimise the damage. 27 employees from 10 Tata companies participated in the session.

### Session on Major Macro Trends in Mobility and Technology

On May 13, 2020, a session was held by Frost & Sullivan on major macro trends in the sectors of mobility and technology in the GCC region stressing on the impact of COVID-19. Some of the macro themes that arose from this session included the rise of the platform economy and the new digital reality, and how companies need to adapt to them to thrive in the business

environment. There was also a brief discussion on the effect of COVID-19 on the GDP of the countries, and the fiscal and monetary measures taken by these countries to minimise the damage. Around 20 employees from 8 Tata companies attended the session.

### Weekly News Updates & Quarterly Publications

In an effort to stay connected with the latest updates in the MENA region during the COVID-19 pandemic, an initiative to curate a weekly round-up of press and online news relevant to the sectors of interest was started on February 15,



Tata employees attending a session on margin improvement practices on June 7, 2020.

2020. This was done to help the Tata MENA team stay updated on information and publicly available news, relevant to all sectors within a larger forum and build a deeper connect within the group. 130+ employees from 23 Tata companies are a part of the updates, which have continued for over 52 weeks.

There was an increasing need to strengthen connect within the group due to limitations placed by the Covid-19 pandemic. In addition to the weekly news roundup, the Tata Sons MENA team also instituted quarterly regional outlook reports to share insights of the latest

developments in the region, and the economic impact of Covid-19 and various stimulus measures in key countries. Four quarterly publications were issued in April, July, October and January.

The Tata Sons MENA team also started a quarterly newsletter which highlighted key company stories, launches, relevant articles from Tata Review as well as regional updates. This became a focal platform to keep up with the key regional development for the wider Tata ecosystem. Three publications were released in this financial year. ■



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