



TATA NETWORK FORUMS

GLOBAL UPDATES
APRIL 2021 - MARCH 2022



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Chairman - Governing Council,
Tata Business Excellence Group
(TBExG)

From the Desk of S Padmanabhan

As we slowly return to normalcy after a tumultuous 2+ years dealing with COVID-19, it is a time for reflection and imbibing of the learnings we have taken away from this period. We have realised the importance of staying connected with others for receiving as well as providing support, no matter the medium.

During the past year, despite unprecedented challenges, Tata Network Forums (TNFs) across the world came together in the COVID-19 period to not only help Tata companies in challenges they were facing, but also support the communities in which the companies are functioning. The COVID-19 response from various Tata companies during the peak of the second wave included medical supplies, oxygen, ventilators, air ambulances and more. Once vaccines were available, Tata companies also arranged for vaccination drives for employees and their families.

In addition to this, as the world learnt to connect virtually, TNFs conducted sessions in areas of importance to Tata companies, including Public Affairs, HR, Risk Management, Strategy, Ethics, Customer Centricity, Data Privacy, Product Innovation, CSR, Employee Engagement, Data Privacy, Business Excellence, Sustainability and much more. TNFs thus became a critical medium for Tata companies to continue sharing knowledge.

In an indication of the increasing popularity of TNFs, many of them have started location- and subject-centric sub-chapters with their own Chairmen and Conveners, who organise focussed sessions. We hope that companies continue to leverage TNFs, whether for physical or virtual coming together on various areas of interest.



TNF Chairmen, Conveners and TBExG coordinators

TNF MENA

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CONVENER
REJIL KUMAR, Voltas

TNF KSA

CHAIRMAN
SUMANTA ROY, TCS

CONVENER
SUDHIR SREEDHARAN, TCS

TNF BAHRAIN, OMAN & QATAR

CHAIRMAN
AR SURESH KUMAR, Voltas

CONVENER
DS MURTHY, Voltas

TNF India - North

CHAIRMAN
ROHIT KHOSLA, IHCL

CONVENER
UMA GUPTA, Tata Services

TBEXG COORDINATOR
DEEPAK DESHPANDE

TNF China

CHAIRMAN
JAMES ZHAN, Tata Sons

CONVENER
AARON DU, Tata Sons

TNF North America

CHAIRMAN
MICHAEL MCCABE, Tata Sons

CONVENER
DHARNA DHAMIJA, Tata Sons

TNF Europe

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TIM JONES, Tata Limited

CONVENER
MARTIN SHAW, Tata Limited

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CONVENER
CLARE MEEK, TBExG

ETHICS WORKING GROUP

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PROCUREMENT WORKING GROUP

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CONVENER
CLARE MEEK, TBExG

CORPORATE RESPONSIBILITY

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CONVENER
MARTIN SHAW, Tata Limited

TNF India - South

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SABHARATNAM N, Titan

KOCHI CHAPTER

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DINESH THAMPI, TCS

CONVENER
ANUP RAKKANCHAT, TCS

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SONI SARAN, TCS

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CHAIRMAN
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CONVENER
IAN DUBIER, IHCL

**TBEXG COORDINATOR FOR ALL
SOUTH CHAPTERS**
DEEPAK DESHPANDE

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R MUKUNDAN, Tata Chemicals

CONVENER
BRINDA SHERMAN, IHCL

TBEXG COORDINATOR
SIDDHARTH BHATT

TNF India - East

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TV NARENDRAN, Tata Steel

CONVENER
PANKAJ KUMAR, Tata Steel

TBEXG COORDINATOR
SUBHRAJIT BASU

TNF ASEAN

CHAIRMAN
KV RAO, Tata Sons

CONVENER
HARSHAD SARDESHMUKH, Tata Sons

TNF THAILAND

CHAIRMAN
RAJEEV MANGAL, Tata Steel Thailand

TNF INDIA

The Indian chapter of TNF is comprised of TNF India - East, TNF India - West, TNF India - South and TNF India - North.

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 2021 to March 2022

Ethics Conclave

On February 15, 2022, TNF India - East organised an Ethics Conclave on 'Living the Code: Building Resilience' on a virtual platform. The Chief Guest of the conclave was TV Narendran, CEO & MD, Tata Steel, and Chairman of TNF India - East. The keynote speaker on the occasion was Amit Midha, President, Asia Pacific & Japan and Global Digital Cities.

Speaking on the occasion, Mr Narendran said: "It is important for us to continue to build on the trust, and scale it up as we go across geographies and grow organically as a company and Group. Ethics is the most important asset to preserve and live with. Credibility comes from doing the right things consistently and constantly".

In his keynote address, Mr Midha said: "We can't be successful over time without the values of trustworthiness, integrity or ethics. In the context of ethics and people, it is important to listen to them to protect them as sometimes they tell the truth that is not understood or known to the

organisation."

The conclave was also addressed by Zulfikar Gadhiya, Director/Partner - Operations, Empliance Information Services India, who spoke on the topic 'Risk of Third-Party Management and Third Party Due Diligence', while Sachin Mishra, Head - Legal & Company Secretary, Tata Consulting Engineers, shared his views on the topic 'Mitigating ethical risks related with contract management'.

Strategy Session

TNF India - East conducted a Strategy session on June 23, 2021, with 18 Tata employees from 11 Tata companies. The session was attended by S Padmanabhan, Chairman of the Governing Council, Tata Business Excellence Group (TBExG), along with TNF India - East sub-council conveners and moderators. In view of the present pandemic scenario, the challenges in organising future TNF events were discussed. Themes for future events were also finalised through a brainstorming session. ■

TNF India - West

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

Activities, events and programmes: April 2021 to March 2022

Risk Management & Business Continuity

Held on February 21, 2022, this session was aimed at making organisations resilient and sustainable. The session captured some of the changes in the risk management practices that group companies had implemented over the past 18-24 months in the wake of black-swan events like the COVID pandemic and increased VUCA-ness of the economic and business environment. The session was attended by more than 300 employees from various Tata companies. To ensure deep focus, two sectors were picked up for this session, namely financial services and FMCG & retail, and the two Tata experts from the group flagship companies in these respective sectors, Sanchita Mustaphy, Chief Risk Officer, Tata Capital; and Raghupathi Rao, Global Internal Auditor, Tata Consumer Products, shared some of the key perspectives on this topic.

Ms Mustaphy shared how Tata Capital had revised the Enterprise Risk Management (ERM) framework along with market risk, compliance risk and operation risk framework by introducing risk-based internal audit, increasing risk awareness, and fostering risk culture. Mr Rao explained how the internal audit & risk function underwent a transformation from a compliance checker to a proactive, business-connected and process & risk-insights provider to enable secure and efficient business growth.

Session on India in 2025: Key Industries & Investment Growth Opportunities

As the Indian economy reinvigorated in the aftermath of COVID, and as group companies began drawing up their strategy plans, a

session on emerging mega themes based on customer behaviour, resilient planning, and state-led initiatives was planned as a 2-part series. These sessions acted like a crystal ball gazing into what opportunities may emerge in the post COVID world.

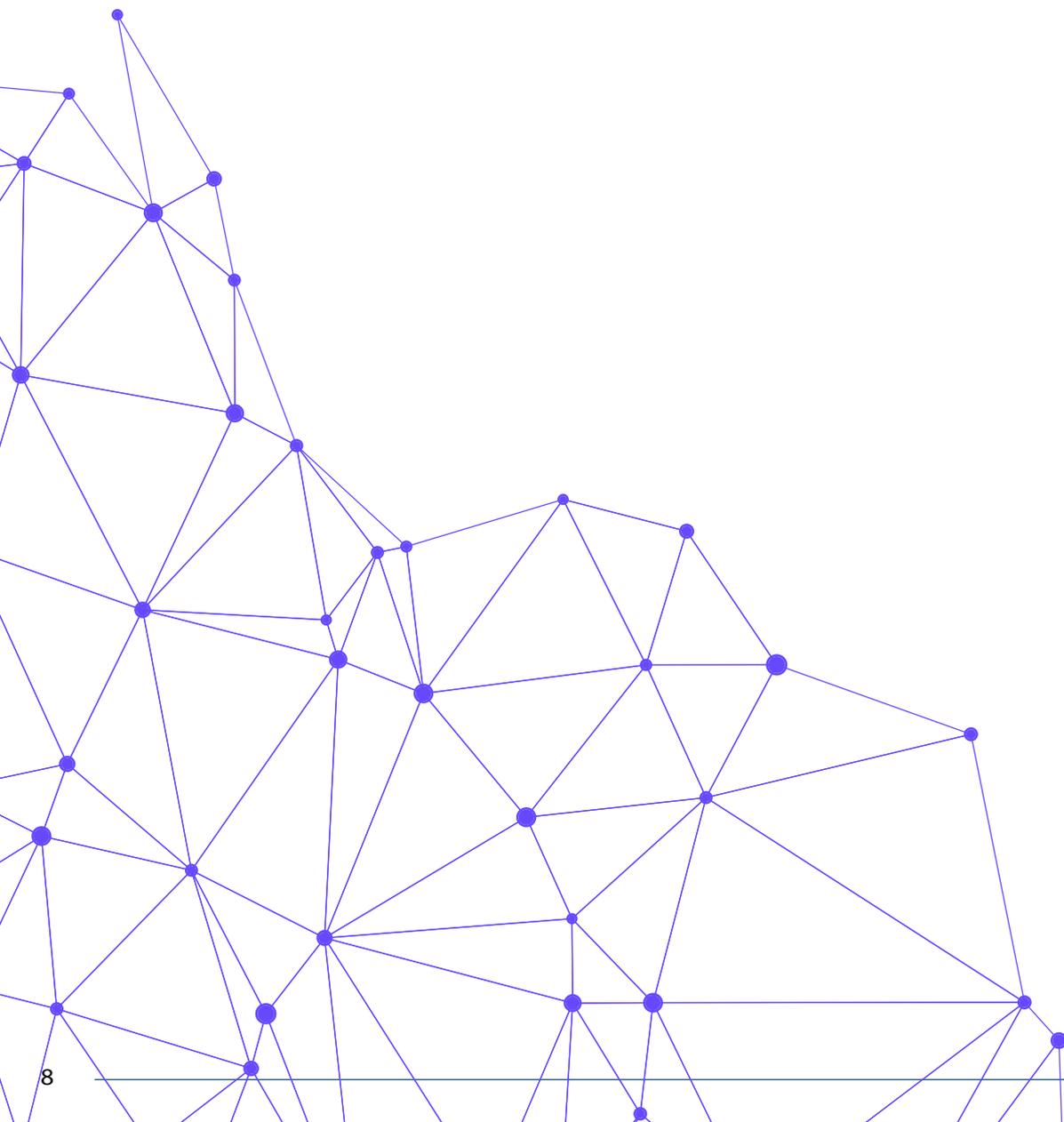
- Part 1, held on November 10, 2021, focused on covering key sectors like automotive, energy & power, and information & communications technologies. A panel from Frost & Sullivan was invited to discuss the opportunities in these sectors to set the stage for the ensuing strategy planning cycle. The panel comprised Shylesh Narayan, Regional Head for Client Engagement South Asia; Kaushik Madhavan, Vice President - Automotive Practice; Rudranil Roysharma, Director - Energy & Environment; and Rahul Agarwal, Director - Information & Communications Technologies.

Some of the key aspects discussed were evolving business models on EV platforms and integrated mobility solutions, digitalisation of purchase value chain for pre-owned vehicles, changing trends in customer journeys, energy storage market, trends in ICT market by 2025, technologies transforming the digital transformation landscape in India, top mega trends driving energy sector transition globally and strategic growth roadmap for energy business.

- Held on January 13, 2022, this Part 2 session was organised at the commencement of the new year amidst the third wave of COVID in India. This session focused on

opportunities in the chemicals, materials, nutraceuticals, battery technologies and food & wellness sectors, which were discussed in detail by the eminent panel of experts of Frost & Sullivan. The panel comprised Mukund Devnani, Director - Chemical & Material; Aarthi Janakiraman, Research Director - TechVision on Nutraceuticals Food & Wellness Technologies; Shrinivas Tukdeo, Research Director - TechVision on Energy storage, Battery technologies, Fuel cells; and Ajay Joshi, Senior Consultant - Chemicals & Material.

The panelists discussed ideas related to urbanisation, rising health awareness and focus on sustainable consumption, changing consumer trends towards dietary supplements and functional foods, potential growth in nutraceuticals market, role of technology in disrupting food & beverages and nutraceuticals applications. Other information shared was related to emerging trends in battery recycling, growth outlook in agrochemicals industry etc. This session was aimed at helping group companies strengthen their focus on the emerging opportunities during the strategy planning cycle. ■



TNF India - South

Bengaluru Chapter

Chairman: Sunil Bhaskaran, AirAsia India
Convener: Sabharatnam N, Titan Company

Kochi Chapter

Chairman: Dinesh Thampi, TCS
Convener: Anup Rakkanchat, TCS

Chennai Chapter

Chairman: Suresh Raman, TCS
Convener: Soni Saran, TCS

Hyderabad Chapter

Chairman: V Rajanna, TCS
Convener: Ian Dubier, IHCL

The TBExG Coordinator for all TNF India - South Chapters is Deepak Deshpande.

Activities, events and programmes: April 2021 to March 2022

Customer Centricity session by the Hyderabad Chapter

Ian Dubier, Area Director - Indian Hotels (IHCL) and General Manager, Taj Krishna, conducted a session on customer centricity at IHCL, on March 8, 2022. Mr Dubier emphasised customer centricity's role in a sustained business model and how it is built into the culture of IHCL. Senior leaders and their teams of around 25 members who handle the customer relationship management vertical at Tata Consultancy Services (TCS) attended the session.

Data Privacy session by the Chennai Chapter

On November 23, 2021, the Chennai chapter conducted a session with 357 employees from 44 different Tata companies and its subsidiaries. The session had an NPS of more than 75. The topic of the session was data privacy and was presented by Logamurugan V, Principal Consultant from TCS. He covered the need for data privacy, common terminologies and data privacy framework. The programme started with a safety pause from Sabharatnam N, Convener, Bengaluru chapter, and then a context setting session by Suresh Raman, Chairman, Chennai chapter. The Q&A was moderated by Swaminathan Gopal, General Manager, TBExG. Special thanks to Sonie Saran, Head - Business Excellence, TCS, for her efforts in making this session possible.

Physical meet to discuss TNF India - South Chapter Goals

TNF India - South organised a physical meeting on October 12, 2021, at Taj West End, Bengaluru, to firm up the goals for TNF South chapters and the core committee. Invites were sent to all the CXOs and the team also invited Hari Menon, CEO, Bigbasket; Prashant Tandon, CEO and Co-founder, Tata 1mg and Mukesh Bansal, President, Tata Digital, to induct them into TNF India - South and help them meet all the dignitaries. 60 employees from various Tata companies attended the meeting. Mr Padmanabhan shared a brief overview of the TNF. Participating companies like Tata Management Training Centre (TMTTC), Tata Digital, IHCL, Titan Company and Tata 1mg presented company updates. The meeting concluded with Bhaskar Bhat sharing details on the TNF plans and requesting all members to join hands in propagating the culture of the Tata group.

Driving Product Innovation at Titan

On August 5, 2021, a virtual session was conducted on 'Driving Product Innovation at Titan'. The key speaker was Suparna Mitra, CEO, Watches and Wearables, Titan Company. The session brought out the essence of product innovation at Titan Company and helped attendees understand what goes behind each new product that is launched. 115 employees from



The Tata group unites for support during COVID-19; vaccination drives conducted for employees and their families.

23 different Tata companies were present for the online session.

Senior Leaders Business Excellence Workshop

TNF India - South started 2021 with a Senior Leaders Business Excellence Workshop. The exclusive, invitation-based workshop was organised on April 16, 19-20, 22-23 and 26-27, 2021. It was a case-study based workshop, where the organisers deployed experiential learning pedagogy and leveraged individual experiences and collective intelligence on business excellence and the TBEM model. 28 employees from different Tata companies attended the workshop.

Tata Group's support during COVID-19

The COVID-19 pandemic presented an unprecedented challenge to mankind, impacting people across all walks of life. The devastation and loss caused by the pandemic, and the proliferation of new variants of the virus, have affected people's psyche and left the entire world vulnerable. In keeping with the spirit of the Tata group, TCS Hyderabad (TCSH) has been doing its best to

support TCS and Tata employees and serve society in these trying times.

During the lockdown in the first wave, TCSH formed a core committee to assist TCS employees and their family members with issues pertaining to transport, hospitals and provisions for food. The team also supported associates from Tata companies during this period.

When the nation was reeling under the impact of the second wave, this committee extended its services to help the larger Tata group, creating the 'Tata Group COVID-19 Emergency Response Team'. This team comprised representatives from Tata companies across Telangana and Andhra Pradesh. They helped arrange ambulance and air ambulance services, hospital beds, 19 ICU and 31 oxygen beds, 12 ventilator beds, oxygen concentrators, plasma and lifesaving medicines such as Remdesivir and Tocilizumab for critical patients. They also shared time-critical information about quarantine and isolation centres set up by hospitals, hotels and agencies providing home delivery of medicines, food and transport services. A WhatsApp group

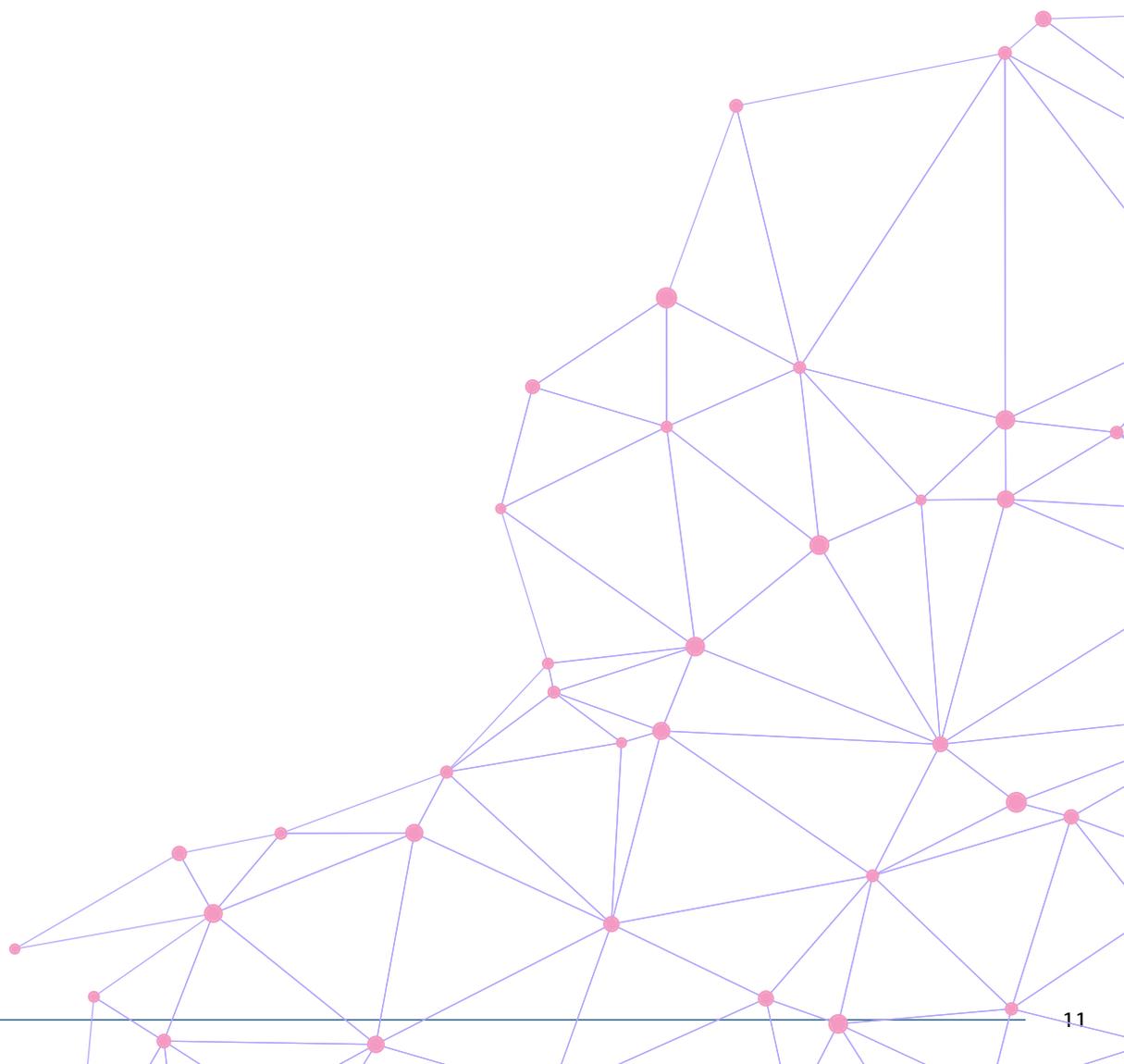
was created for leads to enable information sharing and provide quick, real-time access to updates.

Tata companies that were a part of this initiative were Tata Communications, Tata Advanced Systems, Tata Teleservices, Trent Hypermarket, IHCL, Infiniti Retail and Tata Coffee.

After the government approved the administration of COVID-19 vaccines, TCS partnered with reputed hospitals for supplying and administering vaccines across select TCS premises. A series of vaccination drives were conducted for associates and beneficiaries of Tata companies where all COVID-19 protocols were strictly followed.

Vaccination drives were conducted in all major towns across Telangana and Andhra Pradesh, enabling a large number of Tata employees and their families to avail the facility. TCS also went the extra mile by organising drives in select Tata company project sites that were remotely situated. TCSH organised the administration of 93,492 vaccines, of which TCS employees were given 66,933 vaccines, Tata employees were administered 23,673 vaccines and BA/contractors/subsidiaries were given 2,886 vaccines.

Once again, all the Tata companies came together and stood tall in the face of adversity to serve a larger cause. ■



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 2021 to March 2022

From Tata Sky to Tata Play

TNF India - North, conducted a physical session, 'A Journey from Tata Sky to Tata Play', on February 15, 2022, at the Tata Play office in Chhatarpur, New Delhi. The speaker was Anurag Kumar, Chief Communications Officer, Tata Play. Mr Kumar described the journey from the formation of Tata Sky in August 2006, a DTH and PAY TV platform, till the formation of Tata Play in January 2022. The new brand identity is in line with the idea to not only remain in the DTH segment but also offer OTT platforms. Through the new identity as Tata Play, the company simply aims to signify its expanded range of products and services and its desire to be future-ready while making tomorrow better than today for homes and families. The session was followed by a walk to its technology centre, which was appreciated by all the participants.

Transforming Employee Engagement to Employee Experience

On January 7, 2022, TNF India - North conducted a virtual session on 'Transforming Employee Engagement to Employee Experience'. The speaker was Subir Verma, Chief HR, IR & HS at Tata Power Delhi Distribution (Tata Power-DDL). The session was initially planned physically but due to the third wave of COVID, was done virtually. Mr Verma shared inspirational work by Tata Power on its transformation journey, providing holistic experiences, development and recognition-oriented culture.

TNF Annual Leadership Meet

The first leadership meet by Rohit Khosla, EVP - Operations, North, East and West - IHCL and Chairman of TNF India -North, was



TNF India - North conducts a physical session on February 15, 2022, on 'A journey from Tata Sky to Tata Play'.



Participants attend the TNF annual leadership meet on October 27, 2021, at the Taj Palace Hotel, in New Delhi.

arranged on October 27, 2021, at the Taj Palace Hotel, New Delhi. The session was curated to share latest updates and formally launch the 'Tata Neu' super App. Several senior Tata leaders like Pratik Pal, CEO, Tata Digital; Tanmoy Chakrabarty, Group Government Affairs Officer, Tata Sons; Tarun George, COO & Designate CEO, Tata IQ; Mr Tandon; Rahul Shah, COO, Tata Projects; and Anand Shankar, Director, TMTC, shared company updates with the audience.

Sailing through with Synergy

TNF India - North conducted a webinar on 'Sailing through with Synergy/Business Lessons from Sailing' on October 4, 2021. The speaker was Amish Ved, Head - Pilot Development Unit, Tata SIA Airlines, Former World Champion in Cadet Class Training and Asian Games Coach. This session was appreciated by all the participants and companies are exploring ways to incorporate the learnings within their own organisations and functions. Mr Ved explained that experiential learning can change perspective to help you bring about paradigm shifts in the way business is conducted.

Using the sailing metaphor, he took the participants on an experiential and interactive journey to link the sailing experience to the business world. Participants learnt how synergy in processes and within the team are needed to succeed; new products, processes and ideas must be tested thoroughly; and risks must be evaluated or tested before implementation.

Delhi Market - Insight & Trends

A panel discussion on 'Delhi Market - Insight & Trends' was organised on August 3, 2021. The event was chaired by Mr Khosla. Speakers included Mr Chakrabarty; Nirmal Lobo, Business Head - North, Titan Company; Anu Batra, Business Head - North, Trent; and Ajit Verma, Regional Sales Director - North, Tata Consumer Products. Mr Verma shared how they faced logistics issues during the pandemic and struggled to meet the high demand of food products. Ms Batra threw light on how difficult it was to meet business targets during the lockdown and Mr Lobo discussed how they managed to work on new ideas. ■

TNF EUROPE

Heads of Companies

Chairman: Tim Jones, Tata Limited
Convener: Martin Shaw, Tata Limited

Business Excellence Working Group

Chairman: Nigel Blenkinsop, JLR
Convener: Clare Meek, TBExG

Ethics Working Group

Chairman: Guy Higgins, JLR
Convener: Keith Steel, TBExG

Procurement Working Group

Convener: Keith Steel, TBExG

Human Resources

Chairman: C Ramkumar, TCS
Convener: Clare Meek, TBExG

Corporate Responsibility

Chairman: Tim Jones, Tata Limited
Convener: Martin Shaw, Tata Limited

Activities, events and programmes: April 2021 to March 2022

Procurement Working Group Sessions

- On March 18, 2022, TNF Europe organised the final procurement event of the financial year. 5 employees from 4 Tata companies attended the event. Discussions included exploring the potential opportunities and overlap of providers in logistics, temporary labour and utilities. Each participating company shared details of their contracts in these areas. As the procurement TNF does not have a Chairman, Andrew Mant from Tata Consumer Products offered to fulfil this role for the coming financial year. All attendees were happy with this proposal.
- A brief meeting was held on December 9, 2021, with 3 employees from 3 Tata companies. A discussion on logistics contracts took place and a plan was made to conduct an information gathering exercise across the Tata UK companies.
- On September 9, 2021, TNF Europe organised a short catch-up session with 5 employees from 5 Tata companies, where the participants provided updates on the main procurement activities within their organisations. As a result, two separate meetings have been held on timber & pallets

and security services, due to interest of several companies in these areas.

- TNF Europe arranged a meeting on May 20, 2021, with 6 Tata employees from 6 companies. The key topics of discussion were importing goods from Europe (post-Brexit) and general company updates related to supply hot-spots and new/renewed contracts.

Ethics Working Group Sessions

- TNF Europe organised the final Ethics session on March 8, 2022. 7 employees from 6 Tata companies attended the session. Due to the Ukraine/Russia situation, there was low attendance and several last minute drop-outs. Attendees shared updates on various ethics-related activities and events within their own organisation. Several companies reported that they were providing support to employees directly impacted by the Ukraine/Russia situation. A significant amount of work is being undertaken to minimise the supply chain impact from that situation.
- On November 1, 2021, TNF Europe organised a session for 14 Tata employees from 12 companies. The key focus of the session

was an update from Ashwani Kumar from the Group Ethics Office. He covered topics like the TCoC e-learning modules available on the Tata Tomorrow University website, virtual masterclasses on Ethics and Investigation, benchmarking study on anti-bribery and corruption and the Ethics Conclave to be held on February 2, 2022, among many others.

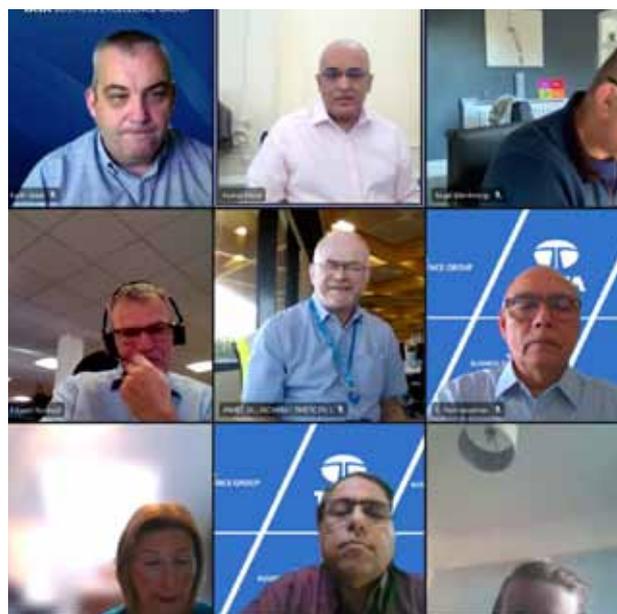
- TNF Europe conducted a meeting on May 19, 2021, with 8 Tata employees from 7 companies. The key topic of discussion was Ethical Supply Chains. Speakers shared their concerns around modern slavery and environmental concerns within the extended supply network.

Human Resources Sessions

- An HR TNF session was held on January 26, 2022, with 13 Tata employees from 10 companies. Participants included new attendees from Tata Consumer Products, Ashorne Hill and Tata Steel Canada Minerals. Updates included return to work, COVID policies, employee benefits, and sharing of best practices and policies.
- On October 20, 2021, another session was held with 8 Tata employees from 7 companies. Discussions included alignment of company strategy to HR, employee attrition, update on return to work and COVID policies.
- An HR TNF session was conducted on July 21, 2021, with sharing and learning on future working strategies and approaches to returning to the workplace following lifting of COVID restrictions. 11 employees from 10 Tata companies attended the session. Presentations from Tata Steel Europe and Jaguar Land Rover (JLR) were discussed by representatives from each company. The TNF also welcomed Rajeev Bhat who recently joined Tata Elxsi based in London as their Head of HR for International Markets (US, EMEA and APAC).

Business Excellence Working Group Sessions

- A session was held on December 10, 2021, with



TNF Europe conducts a virtual session on September 29, 2021.

10 employees representing 6 Tata companies including new attendees Shaun Thomas, Head - Quality Assurance Management for Tata Steel UK; and Herve Duval, Director - Business Excellence for Tata Steel Netherlands. The TBExG update covered both a summary of the 2021 assessment cycle focusing on the European involvement and the Capability Building plan. Additionally a sharing & learning session on 'Sustainable Operational Excellence' was delivered by Dave Bright of Tata Steel UK.

- TNF Europe conducted a session on September 29, 2021. 13 Tata employees from 9 companies attended the event. Nigel Blenkinsop, Executive Director, JLR and new Chairman of the Business Excellence TNF, welcomed Asaman Patnaik, Deputy General Manager, Tata Consulting Engineers. Mr Patnaik is an experienced TBEM assessor and has been based in the UK since 2018. Guest speaker Sanjeev Singh, VP, TBExG, joined to give an update on "The Journey of Excellence".
- On June 30, 2021, TNF Europe organised a meeting with 12 Tata employees from 6

companies. Mr Padmanabhan welcomed Mr Blenkinsop as the new Chairman of the Business Excellence TNF. Other topics discussed were the capability building plan for TBExG Europe, and the guest speaker, Vinod Kumar, AVP, TBExG, shared details on Data Maturity with all the participants.

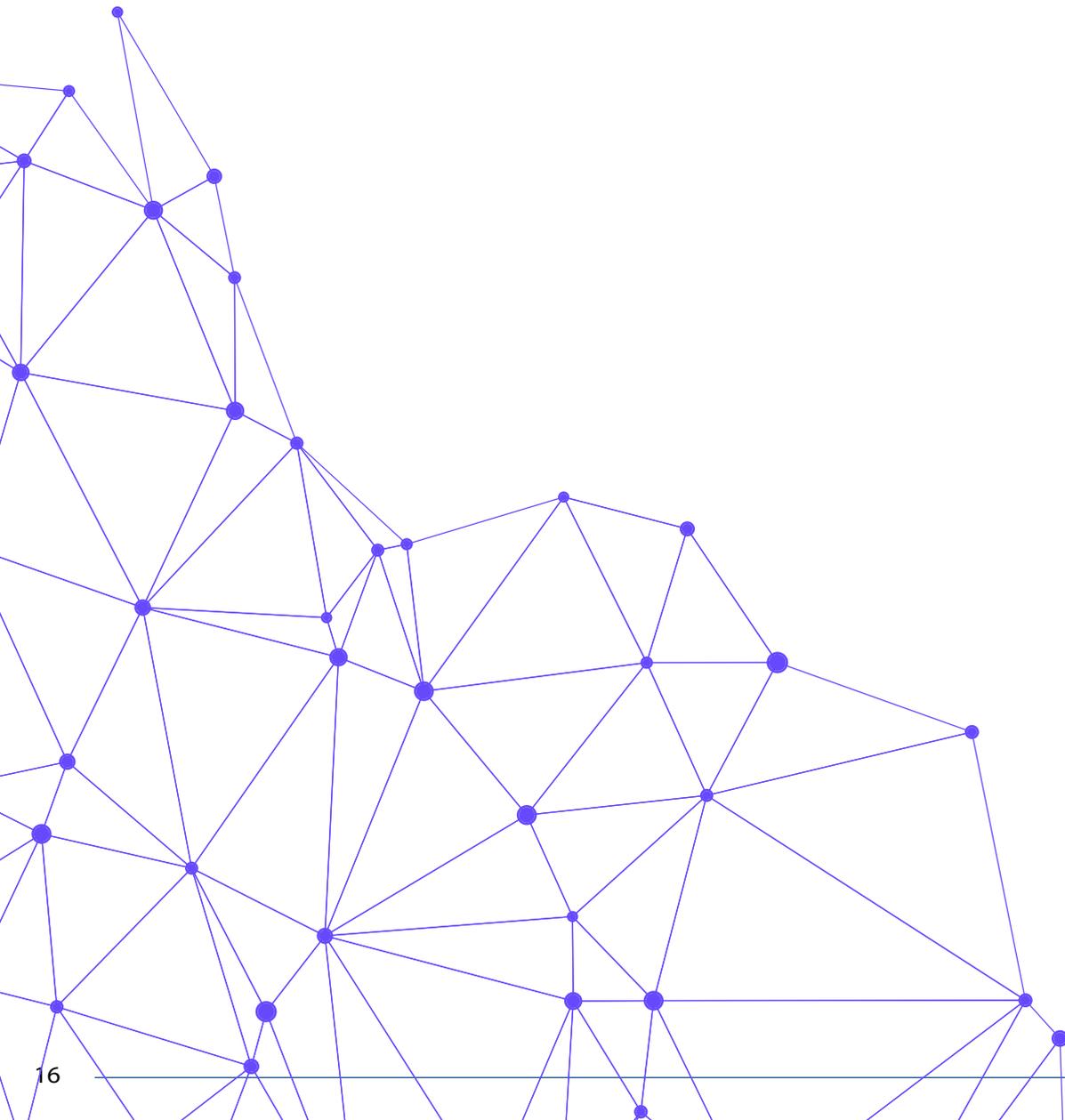
Heads of Companies Meeting

On June 18, 2021, TNF Europe organised a meeting with 22 Tata employees from 12 companies. The guest speaker for the event was Lord Grimstone

of Boscobel Kt, Minister for Investment, who shared an update on the India-UK Roadmap 2030. Banmali Agrawala, President – Infrastructure, Defense & Aerospace and Global Corporate Affairs, Tata Sons, also shared updates during this meet.

CSR Meeting

The meeting was held on June 9, 2021, with 21 Tata employees from 13 companies. The guest speakers from Teneo, a global advisory firm, joined to give an overview of the 2021 United Nations Climate Change Conference (COP26). ■



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 2021 to March 2022

Virtual meetings in Beijing

- On December 10, 2021, the Tata Sons Beijing office organised a virtual TNF meeting. 24 Tata employees from various Tata companies operating in China attended the event and actively participated in the Q&A session. Chirag Bijlani, General Manager of TKM Global China, gave a presentation on the shipping industry's status, supply/demand situation and near-term predictions. Q&A and interactive discussions followed soon after.

The shipping industry has witnessed drastic changes in the past 12 months. Many Tata companies operating in China have had challenging times in dealing with sky-rocketing container rates from China to Europe/US/India and around the world. On this occasion, colleagues from different Tata companies learned from TKM about the shipping industry dynamics and the industrial forecast for 2022.

Surya N Lenka, Head (Container Management

& Logistics Services) of Group Shipping, One Supply Chain, Tata Steel, was also invited to participate in the event. The Tata Steel Logistics team was also facing a serious challenge about shipping arrangement from China to India. The event provided them a basic background about the shipping industry statute in China.

- The Tata Sons Beijing office organised a virtual TNF meet on Nov 4, 2021. More than 30 Tata colleagues participated in the event. He Shanshan, Head - Intelligent & Connected Mobility Academy, and leader of Automobile, Data and Artificial Intelligence Group of Law Firm Anli Partners, was invited for a session on China's new Data Security Law and Personal Information Protection Law.

China issued trial guidelines on automobile data protection in August 2021 in a move to protect drivers' privacy and safeguard national security as vehicles are becoming increasingly digitalised in the world's largest auto market.



Attendees at a virtual event on November 4, 2021.



Virtual meeting in progress on December 10, 2021.



Participants at an industry-focused meeting in Shanghai, on May 14, 2021.

The aim of the new policy is to cut disorderly collection and illegal use and encourage its efficient use to facilitate the sector's healthy development.

Industry-Focused Meeting in Shanghai

TNF China held a meeting on May 14, 2021, in Shanghai, with 23 Tata employees from various Tata companies attending. The attendees were senior management members from JLR China, TCS China, Tata Steel, NTACO, Tata Projects, Tata International, TKM and Tata Technologies. Dr. N. Nandakumar, the new Consul General of India in Shanghai, was also invited as a special guest for the event.

Unlike previous TNFs which focused on internal interactions within Tata group, this event was more industry focused. A China International Capital Corporation (CICC) team, led by Dr. Deng Xue, Managing Director, CICC, and a well-known analyst for electric vehicles, delivered a speech

on 'Analysis of automobile carbon neutralisation and layout in the next 20 years'. During the presentation, Dr. Xue reviewed China's energy revolution, as well as peaking carbon emission and carbon neutralisation commitment by the Chinese government, and its effect on the auto industry. As per CICC prediction, the total carbon emission of the automobile industry will reach a peak before the national emission timeline; for passenger cars, the carbon peak will be in 2028, and carbon neutral will be in 2060. For passenger car ownership, Dr. Xue predicted that the growth rate will slow down after 2030 and reach the peak in 2045.

The presentation was followed by a team discussion. Many participants asked questions in all aspects in the sector, such as how the China subsidy policy for new energy vehicle sector works, charging infrastructure across the country, China's local NEV company developments, China's double points policies, etc. ■

TNF ASEAN

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

TNF Thailand

Chairman: Rajeev Mangal, Tata Steel Thailand

Activities, events and programmes: April 2021 to March 2022

Video Calls to Stay Updated

There were a few instances of lifting of restrictions on gatherings and travel but these were quickly followed by news of reimposition of restrictions. In this constant stop-start situation, most of the companies continued to work from home and physical gatherings were not possible. TNF ASEAN continued to connect and engage with members and company heads in the region via video calls. These calls served as information sharing exercises for the company heads to know about the updates on the group and other companies, and for the company heads to provide updates on their

business as well as the regions. These calls also served to share and disseminate best practices and tackle issues that were being faced by companies. As an example, Tata Communications, which has a small presence in Philippines, was able to connect with the TCS team in Philippines to help get their employees vaccinated.

First Phygital Event

With the turn of the year, and the slight easing of restrictions, TNF ASEAN hosted its first event on February 28, 2022, in a phygital mode. TCS Digital Experience Centre hosted the Singapore leaders



TNF ASEAN's first phygital event on February 28, 2022.



TCS's Digital Experience Centre host the Singapore leaders on February 28, 2022.

in person, while other colleagues from the region joined in via video link. The event had two guest speakers, Shailesh Chandra, MD, Tata Motors Passenger Vehicle and Tata Passenger Electric Mobility; and AS Lakshminarayan, MD & CEO of Tata Communications. There were close to 20 participants in person, with regional heads of TCS, Tata Power, Tata Capital and Tata NYK joining in. Regional heads of Tata Communications, JLR, Tata Steel Thailand, Titan Company and Tata Motors Indonesia connected online. This was also the first

time that the chapter welcomed colleagues from Air India into the forum. The regional head of APAC for Air India joined in person, while his colleagues from the region were on video link.

The meeting kicked off with a welcome address by KV Rao, Chairman, TNF ASEAN. He gave a brief update of the key activities of the group in the past year. Individual company heads shared updates and highlights of their business for the past financial year, which was followed by guest sessions. ■

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 2021 to March 2022

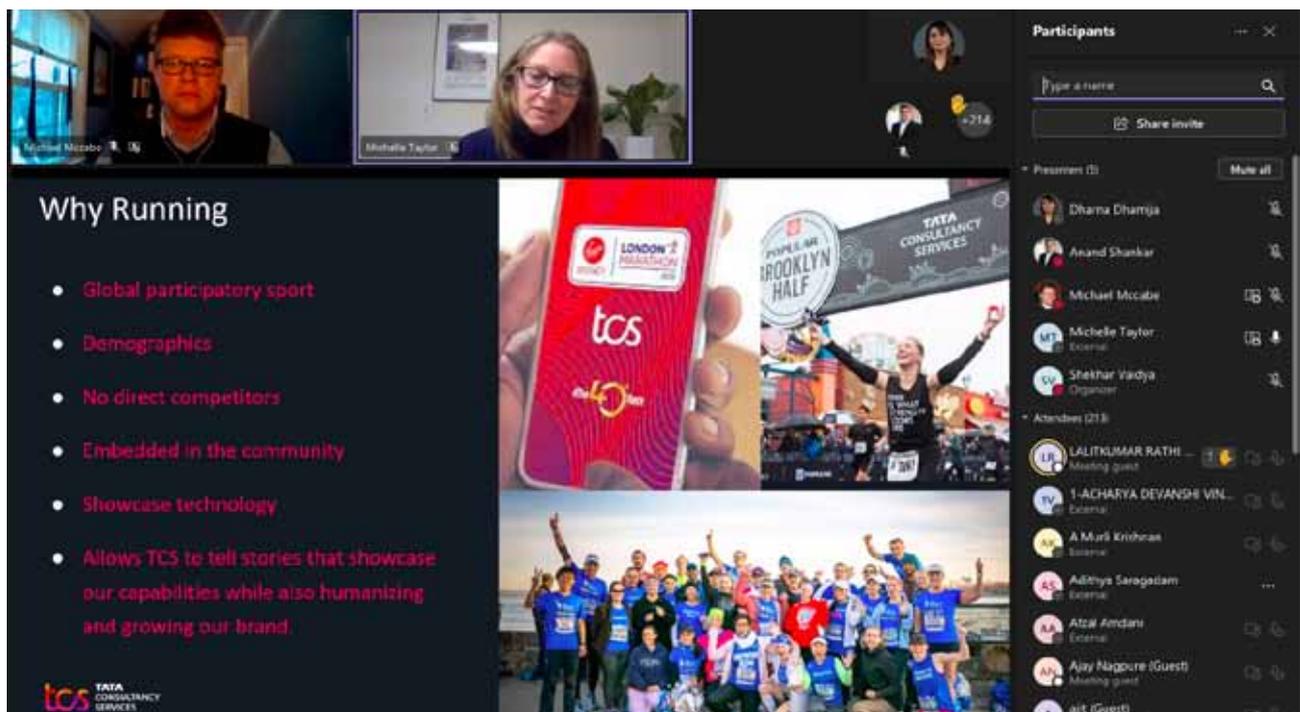
Learning Latitudes Webinar Series

The Learning Latitudes Webinar Series has provided a knowledge rich platform, bringing in expert speakers from a range of institutions, covering a broad spectrum of themes. These discussions saw attendance from 50-200 colleagues across different gatherings.

- TNF North America arranged a session on March 29, 2022. The main speaker of the session was Professor Kelly Gallagher, Professor of Energy and Environmental Policy at Tufts University.

- A webinar on 'Women in Leadership' was organised on March 7, 2022. The programme featured a panel discussion between Sonal Ramrakhiani, COO, Tata Technologies; Lisa Youngers, International General Counsel, Tata Communications; Lina Klebanov, Head, CSR - NA, TCS; Corinna Luebbe, General Manager, Taj Campton Place, San Francisco; and Dharna Dhamija, Senior Director, Tata Sons, North America.

- On February 22, 2022, TNF North America



Participants attend webinar on 'How TCS is Building on Beliefs through Sports' on February 22, 2022.



Online meeting with Rep. Steve Chabot on June 16, 2021.

conducted a webinar on 'How TCS is Building on Beliefs through Sports', with Michelle Taylor, Head of Sports Sponsorships and Michael McCabe, Resident Director, Tata Sons, North America.

- TNF North America hosted a session on December 21, 2021. Prof David Kirsch from University of Maryland and Ram Ramaseshan, Geography Head - Americas, Tata Elxsi, spoke on 'Electrification Technologies in the Auto Industry'.
- A webinar on 'Global Geopolitical Trends' was arranged with Ambassador Marc Grossman and Mr McCabe, on September 21, 2021.
- TNF North America conducted a webinar on June 29, 2021, on 'Data Privacy and Data Governance' with Jordan Crenshaw, US Chamber of Commerce Tech Policy Center; and Siobhan Macdermott, Global Managing Partner, Risk and Cyber Strategy at TCS.
- On May 28, 2021, TNF North America organised a meet to talk about the 'Future of the Workforce & the Impact of the Pandemic' with Dr Annelies Goger, David M Rubenstein Fellow, Brookings, and moderated by Francois Luiggi, The Pierre.
- A session was arranged on April 28, 2021, to discuss 'Global Outlook on Economy and Post-Pandemic Recovery' with Xavier Chapard from Credit Agricole Investment Bank.

Public Affairs Working Group Meetings

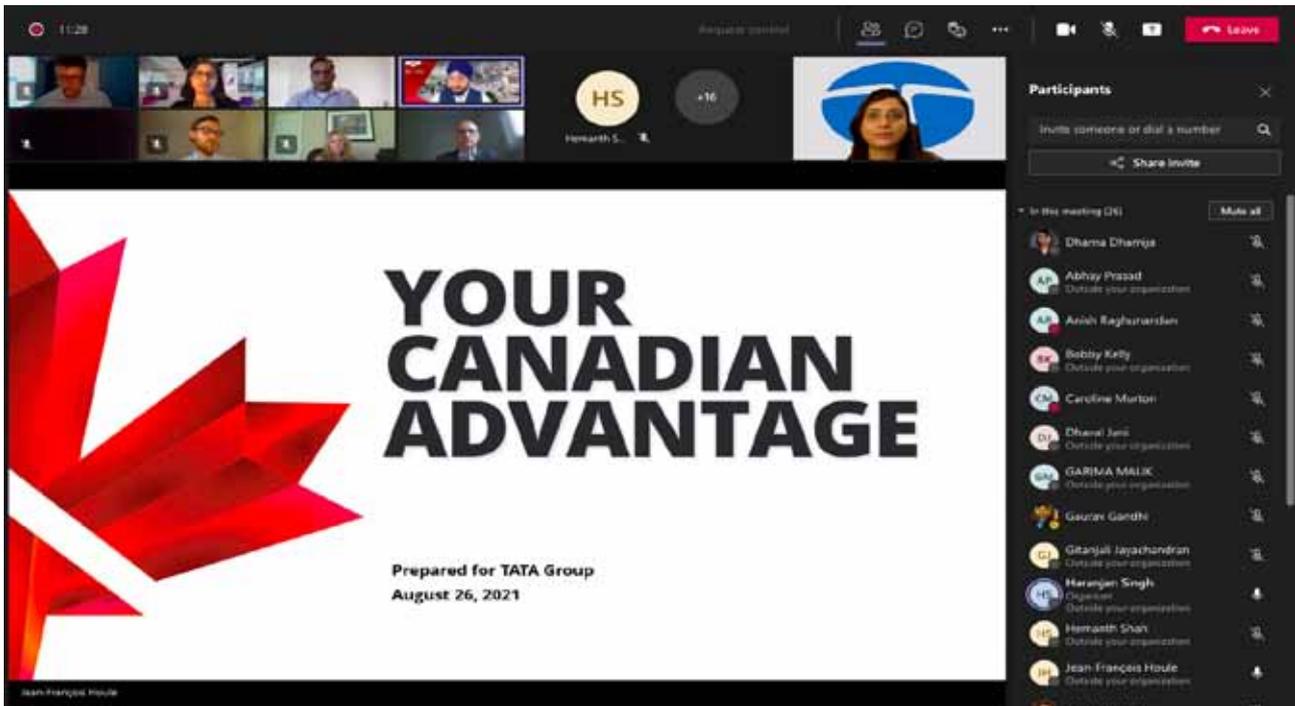
The Public Affairs Working Group came together multiple times during the year to discuss various policy-related priorities under the new administration. Each session had 3-6 participant companies with 10-15 employees from each company. Key discussions included:

- Strategy discussion with companies to identify priority areas on February 10, 2022
- Discussion on the Bipartisan Infrastructure Package on November 19, 2021
- Logistics and Supply Chains with John Drake, Vice President of Supply Chain Policy at the U.S. Chamber of Commerce, on October 21, 2021
- Political update with Squire Patton Boggs on September 8, 2021
- Political media landscape with George Condon (National Journal) on June 30, 2021
- Corporate Tax under the Biden Administration on May 19, 2021
- Biden's Infrastructure Plan with Ret. General Paul Kern (Cohen Group) on April 23, 2021
- Trade Policy in the Biden Era on April 6, 2021

U.S. Congressional Meetings

The Tata Sons North America office hosted outreach programmes for key stakeholders on Capitol Hill and in the Administration to better familiarise them with the Group's operations, economic/workforce investments and community contributions. Each programme had around 3-6 participant companies with 5-10 employees from each company. Key interactions included:

- Meeting with Sen. Cornyn's office (Texas) on December 16, 2021
- Meeting with Rep. Brad Wenstrup (Ohio) on September 2, 2021
- Meeting with Sen. Ben Cardin's office (Maryland) on August 4, 2021
- Meeting with Sen. Cynthia Lummis (Wyoming) on July 28, 2021
- Meeting with Rep. Carolyn Maloney's office (New York) on July 15, 2021
- Meeting with Rep. Anthony Brown



Participants attend an online session on August 26, 2021, with the National Research Council (NRC).

(Maryland) on July 8, 2021

- Meeting with Rep. Steve Chabot (Ohio) on June 16, 2021

First Book

Volunteers from multiple Tata companies come together to read to students over virtual volunteering events and book reading celebrations, in partnership with First Book.

- On April 7, 2021, a reading session was organised with Riverview East Academy in Cincinnati, Ohio. 3 Tata companies with 20 employees participated in the session.
- TNF North America arranged a session on March 4, 2021, with Reedy Fork Elementary School. The event had 20 participants from TCS, Tata Steel, The Pierre Hotel and Tata Sons.

TNF North America Leadership Virtual Meet

The TNF North America Leadership Virtual Meet was convened on October 27, 2021. Mr Agrawala shared a perspective on key developments within the Group and priorities for the year ahead. Tata

employees from Tanishq, Tata Digital and Vistara were invited to share their expansion plans for the US geography.

Sustainability/HR Working Group Meeting

On June 11, 2021, Tata companies met for the Sustainability/HR Working Group Meeting, where the group received a briefing from Ambassador McKinley on United States' and Canada's Sustainability priorities, budget priorities and goals & targets; and the potential impact on the Tata group on sectors like automotive/EVs, steel, mining & power, consumer products, chemical industry and ICT sector. This was followed by an update on group-level sustainability/HR initiatives over the past year and plans for the coming year.

External Meetings

- Tata companies in North America met with the Commercial Wing of the Indian Embassy on February 8, 2022. Each participating company shared details of its operations. 12 employees from 7 Tata companies attended the meeting.

- On February 3, 2022, a meeting was organised with the New Jersey Economic Development Authority. 10 employees from 5 Tata companies participated.
- A Global Business Alliance Dinner was hosted on December 8, 2021. 6 employees from 6 Tata companies attended.
- The third season of the Tata Global Internship Programme was launched on November 30, 2021, along with the Innovation Dialogue presentation from Mr McCabe at University of Maryland. The programme was attended by the Tata Sons team and 100 UMD students.
- TNF North America organised a session on August 26, 2021, with the National Research Council (NRC) and Invest in Canada on healthcare and life sciences in Canada. 20 employees from 6 Tata companies participated in the session. This session

was aimed at providing an overview of the Canadian healthcare and life sciences ecosystem across identified thematic areas, including medical devices, digital technologies, opportunities for strategic collaborations, access to innovation programmes and funding support from the Government of Canada.

- On August 6, 2021, a meeting was arranged with the US State Department representative on US-India relations.
- Maryland Governor Larry Hogan toured the Eight O'Clock Coffee facility on April 29, 2021, and tested the Jaguar I-PACE. He also discussed FDI and business opportunities in Maryland with Mr McCabe. 10 employees from 3 Tata companies participated in the event.
- On April 19, 2021, TNF North America hosted an event for the Tata/Brookings Briefing: The Biden Administration's Climate/Sustainability Agenda. ■

TNF MENA

Bruce Robertson from JLR is the Chairman of TNF MENA. Rejil Kumar from Voltas is the Convener.

TNF KSA

Chairman: Sumanta Roy, TCS
Convener: Sudhir Sreedharan, TCS

TNF Bahrain, Oman & Qatar

Chairman: AR Suresh Kumar, Voltas
Convener: DS Murthy, Voltas

Activities, events and programmes: April 2021 to March 2022

TCS MoU Signing Ceremony with Mohammed Bin Rashid School of Government (MBRSG)

In a first of partnering with a private organisation, MBRSG signed a memorandum of understanding with TCS on February 7, 2022. The collaboration will ensure knowledge transfer and capability development between both the organisations, wherein TCS has also pledged scholarships for Emirati students. TCS will further support MBRSG in contributing to the Agile Government Systems initiative and development of a policy sandbox for good governance.

Dubai Expo 2020

Expo 2020 Dubai is the universal exhibition held

in the United Arab Emirates from October 1, 2021 – March 31, 2022. This is the first-of-its-kind to be held in an Arab country. The larger-than-life event is the Middle East's first world fair featuring over 192 countries showcasing exponential opportunities from around the world. The Expo's overarching theme was 'Connecting Minds, Creating the Future,' with three sub themes of 'Opportunity', 'Mobility', and 'Sustainability'.

■ Tata Group Participation

As an Indian-born brand that has grown alongside the world, the Tata group was invited to showcase its most innovative and forward-thinking businesses including Titan Company, TCS, Tata Communications, Tata Steel, Vistara



Participants at the Dubai Expo 2020 from October 1, 2021-March 31, 2022.



The semi final and final rounds of the TCS ITWiz Quiz on February 11, 2022.

and IHCL. Since the Expo's inception, the Tata group has been a part of this journey and has created opportunities for business. Voltas has completed the MEP work for the Conference & Exhibition Centre. Tata Steel has provided differentiated products and solutions for more than 30 projects in Expo 2020 such as UAE, Mobility, Sustainability, KSA, France, Germany, pavilions and Dubai Expo's new Metro route project. Taj Hotels with its unmatched warmth and hospitality has been hosting the Indian delegation involved in Expo preparations.

At the Expo 2020, the teams have worked hard to ensure that the Tata brand establishes a strong presence at the Indian Pavilion. Bombay Brasserie has opened its doors at the Indian Pavilion, delighting visitors with a delectable culinary spread. Titan Company showcased its product range for a three-month period at a dedicated space in the retail area. The corporate booth hosted Tata's various ground companies, which has attracted various delegates and visitors interested in learning more about the Tata brand and its companies, including the senior leadership teams from Tata Steel, Titan Company and Tata Aerospace & Defence.

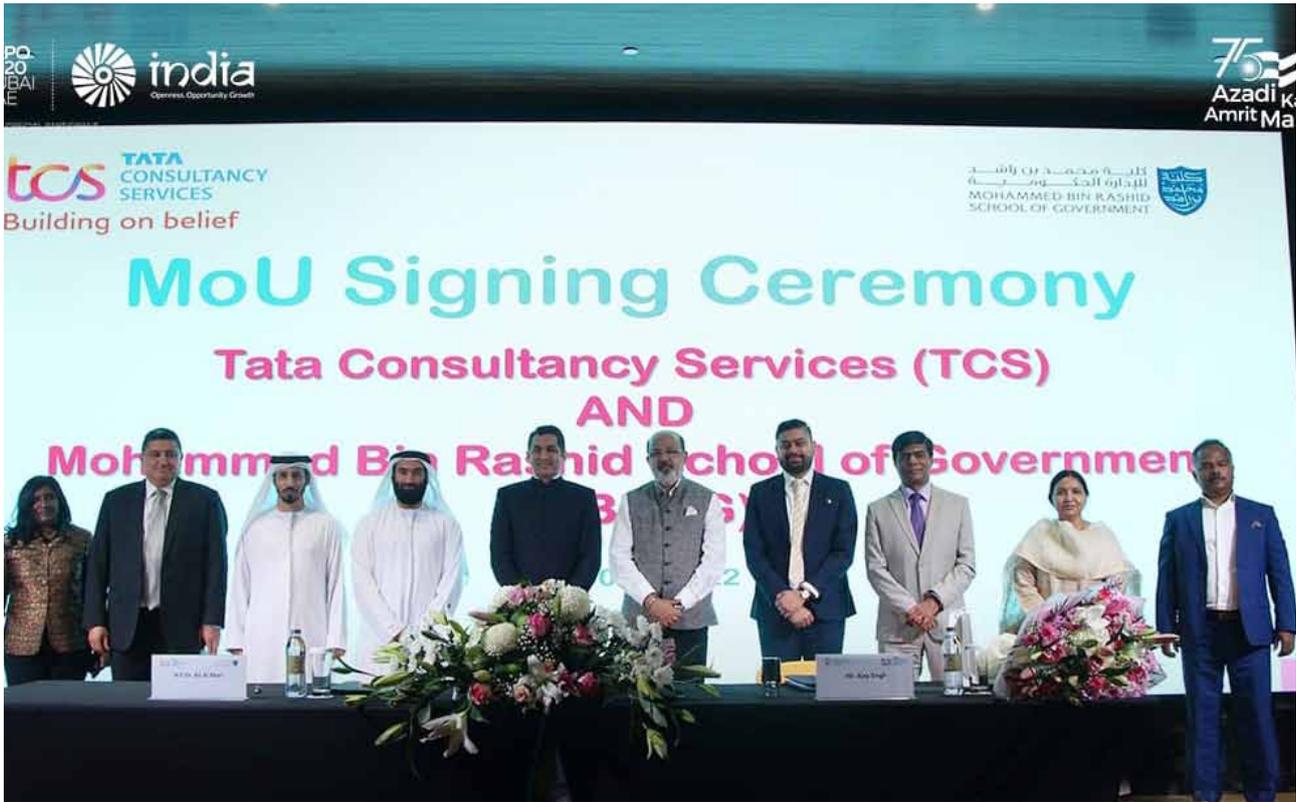
Several leaders from the Tata group visited the India Pavilion and Dubai Expo, including Noel Tata, Chairman, Trent; Mr Narendran; and Sandip Biswas, CEO, Tata Steel UK.

■ Inaugural Session of 'TCS ITWiz Quiz'

The first edition of the flagship quiz programme 'TCS ITWiz Quiz' was hosted in line with the theme of the Expo and aimed to garner interest in information technology and related technologies for the school students of UAE. India's largest annual inter-school IT quiz competition made its debut in the Middle East this year, with UAE students aged 14 to 17 invited to take part and flex their IT knowledge skills. The competition saw 1,600 entries from over 250 schools, and 12 participants were invited to the semi-final and final rounds held at the India Pavilion on February 11, 2022.

■ Quarterly TNF MENA Meetings

The second TNF MENA meeting was held on December 8, 2021, at Taj Dubai, attended by 50+ participants including Heads and extended leadership colleagues from 14 Tata companies in the region. Bruce Robertson, Chairman - TNF MENA, shared the opening



MBRSG and TCS sign an MoU on February 7, 2022. This collaboration will help in knowledge transfer and capability building between both organisations.

remarks and introduced Rejil Kumar, General Manager, Weathermaker (Voltas), as the new TNF MENA Convener. Ankur Gupta, Head - Corporate Affairs & Growth, Tata Sons, briefed the audience about the overall Tata group and Dubai Expo 2020 participation update. This was followed by company presentations by representatives from IHCL and Titan Company. Nenad Pacek, President and Founder, GSA Global Success Advisors & CEEMEA Business Group, discussed the 'Regional Outlook: Expo 2020 Legacy' and the upcoming World Cup, which was followed by a Q&A session.

- The TNF MENA quarterly meeting was held on June 28, 2021, at Taj Dubai, which was attended by 47+ participants, physically and virtually, including senior executives and extended leadership from 20 Tata companies in MENA and India. The highlight of the meeting was the virtual presence and participation of Mr Agrawala who shared his views and comments on the Tata group updates and took questions from the audience. The meeting started

with welcome and updates on TNF MENA activities by Prabhakar Kesavan, former Convener - TNF MENA, followed by an update on Tata group companies in MENA by Mr Gupta. Sunil Sinha, Resident Director, Tata Sons - MENA, provided an overall update on activities carried out by the TNF thus far and about his long term association and memorable experiences with the group during his farewell speech.

Quarterly TNF KSA Meet

The TNF Saudi Arabia meeting was held on December 7, 2021, at TCS's All Women Digital Services Centre at Riyadh. The meeting was attended by 21 participants including senior and extended leadership from 10 Tata companies, physically and virtually. The meeting started with welcome and opening remarks by Sumanta Roy, Chairman - TNF KSA. In this meeting Sudhir Sreedharan, Convener - TNF KSA, shared updates about TCS's operations in the Saudi ecosystem and opportunities for future partnerships. Representatives from various Tata



Participants at the TNF MENA quarterly meeting on June 28, 2021, at Taj Dubai.

companies in KSA, introduced themselves and their business plans for Saudi Arabia. This was followed by a session from Christopher Johnson, Legal Consultant, Johnson & Pump Law Firm, Saudi

Arabia, who talked about 'Saudi Arabia - An external viewpoint on economic indicators'. Following this, TCS facilitated a site visit to its new Innovation Lab. ■



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