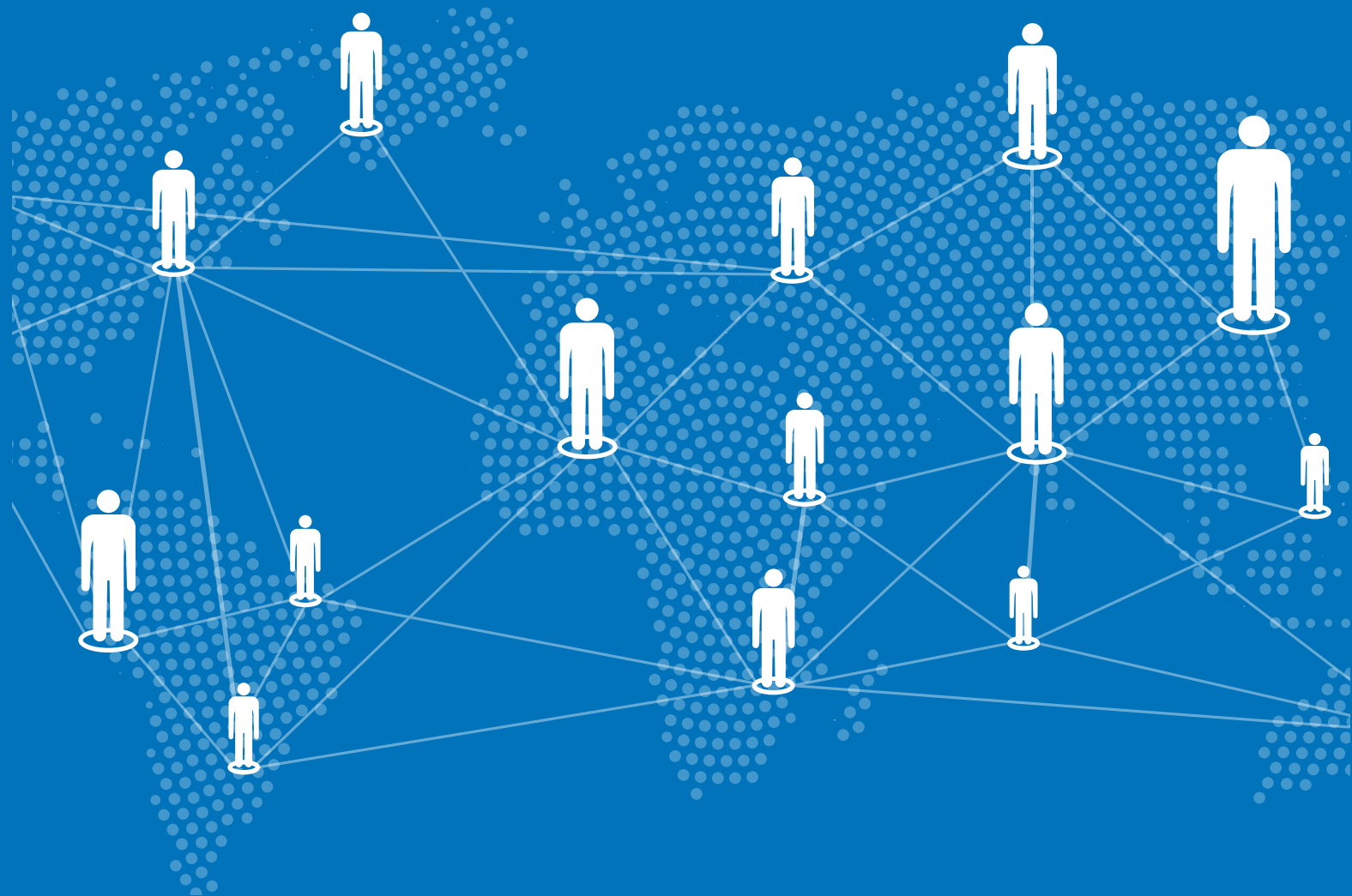


# TATA NETWORK FORUMS

ANNUAL UPDATE

APRIL 2022 - MARCH 2023



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# From the Desk of S Padmanabhan



## **CHAIRMAN - GOVERNING COUNCIL,** Tata Business Excellence Group (TBExG)

Last year has been a very exciting year and I am delighted to see extensive participation in the engagements organised by the Tata Network Forums (TNFs) across the globe.

The TNF platform plays a critical role in fostering collaboration and networking among Tata companies and Tata colleagues across the globe. I take this opportunity to express my deep sense of gratitude to our TNF Chairmen, Conveners and the Tata Business Excellence Group Coordinators.

This year, TNF sessions were organised where topics like Ethics, Customer Centricity and Sustainability were the key highlights. Sessions were also organised on topics like Decarbonisation, Data Centricity, Data Excellence, Data Science &

AI, Supply Chain Network, Cyber Excellence which are also aligned with the overall group focus areas.

The Tata - Toyota Knowledge Exchange Programme organised by TNF India - South, helped participants witness the Toyota way of practice.

A lot of enthusiasm was seen across all the TNF's, which witnessed a large number of in-person attendance. The virtual medium helped many more participate online.

TNFs focus on collaborating, networking and sharing best practices makes it a very good medium to enhance awareness. Group companies should continue leveraging this platform and benefitting from it.

# TNF Chairmen, Conveners and TBExG coordinators



# 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 Tripti Srivastava from Tata Steel is the Convener. The TBExG Coordinator is Loveleen Mishra.

### Activities, events and programmes: April 2022 to March 2023

#### ETHICS CONCLAVE: RESPECTFUL WORKPLACE FOR AN INCLUSIVE TOMORROW

The Ethics Sub-Council of TNF India - East conducted the Ethics Conclave in Jamshedpur on March 21, 2023. The year 2022 was a year of transition and adoption to the new normal following the COVID-19 outbreak. The theme of the year is 'Respectful Workplace for an Inclusive Tomorrow'. Shalini Sulakshana, Head - Ethics, Tata Steel, welcomed over 100 dignitaries who joined the conclave from different parts of the country.

A panel discussion was held at the Beldih Club on this occasion. Avneesh Gupta, Vice President, Total Quality Management (TQM) and Engineering & Projects, Tata Steel; Manik Sharma, General Manager, Ethics, Tata Play; D B Sundara Ramam, Vice President, Raw Materials, Tata Steel; and Sandeep Kumar, Managing Director, Tata Steel Downstream Products (TSDPL), were the keynote

speakers. The session was moderated by Monika Agarwal, Chief Ethics Counsellor, TSDPL.

Soni, Chief Ethics Counsellor, Tata Steel, set the context and talked about the significant contributors: collaboration, cross-learning, and confirmation. The Tata Group has always promoted a culture of respect and inclusion at its workplace, not only for its employees but for all its stakeholders. She shed light on Tata Steel's various companies' efforts to promote an ethical ecosystem.

R Nanda, Chief Human Resource Officer, Tata Chemicals, shared best practices in ethics and emphasised upon the discussion of dilemmas. "Ethics is not confined to a person or specific designation; rather, it should reflect on the three levels, from individual to manager to leadership level." Mr Nanda also shared best practices on ethics deployment at Tata Chemicals.

A panel discussion at the Ethics Conclave in Jamshedpur on March 21, 2023.





Suresh Tripathi, Chief Human Resource Officer, Air India, at the Ethics Conclave on March 21, 2023.

Suresh Tripathi, Chief Human Resource Officer, Air India, was the keynote speaker on the occasion. Speaking on the occasion, Mr Tripathi's major thrust was on collaboration with quality and accountability and a respectful workplace that consists of both individuals and systems. He went on to say that "being on the right side" has now become the norm rather than the goal, and that we should not encourage that culture. While speaking about the Respectful Workplace, he said, "Tata Group has always believed in creating a culture of collaboration and involving diverse thoughts in the work space."

The theme for this conclave was chosen keeping in mind the ambitious target of 25/25 to improve gender diversity and the inclusion of 25 percent women in the workforce by FY25. The theme goes beyond this forum and needs to be continuously strengthened by touching base with the employees, vendor partners, distributors and the community at large through various initiatives throughout the year.

### **AN EVENT ON CUSTOMER OBSESSION**

A virtual event on 'Customer Obsession' was hosted by the Customer Centricity Sub-Council of TNF India - East on September 28, 2022. The invitation being extended to all the chapters of the TNF had over 450+ employees participating, representing over 20 Tata companies.

R. N. Murthy, Chairperson of the Customer Centricity Sub-Council, and MD, Tinsplate Company of India, welcomed the audience and set the context of the event.

Insights on best practices in the B2B segment were shared by Harsh Chhaparia, Partner, McKinsey & Company.

Ajoy Chawla, CEO, Jewellery Division, Titan Company, enlightened the audience regarding best practices in customer obsession in the B2C segment.

### **DECARBONISATION: NEW SUSTAINABLE GROWTH BUSINESS IMPERATIVE**

The Safety, Health and Sustainability (SHS) Sub-Council of TNF India - East conducted its physical session on 'Decarbonisation: New Sustainable Growth Business Imperative' on May 19, 2022. Around 55 senior leaders from 15+ Tata companies attended the day-long event. The host, Sanjiv Paul, Chairperson of the SHS Sub-Council, and VP, SHS, Tata Steel, gave the welcome address.

The expert speaker for the event was Aseem Kumar, Officiating Executive Director & Head, Asia Pacific Resource Centre (APRC), UNGCNI. He gave a dialogue on aligning business goals with SDGs and climate actions.

Awareness about decarbonisation as a lead towards net neutrality was briefed by Rajat



Tarun George, CEO, Tata Insights & Quants, at the 'Business Excellence through Data Centricity' session on March 28, 2022, in Jamshedpur.

Gupta, Senior Partner, Leader of McKinsey's Sustainability Practices in Asia. A Kahoot-based quiz was conducted to engage the audience following lunch.

Koushik Chatterjee, Executive Director & Chief Financial Officer, Tata Steel, spoke about Sustainable Finance for Decarbonisation Journey of Business.

Best Practices about climate action and decarbonisation at the Tata Group was shared by Alka Upadhyay, AVP - Tata Sustainability Group (TSG).

## **BUSINESS EXCELLENCE THROUGH DATA CENTRICITY**

In the new-normal following the Covid outbreak, TNF India - East organised its first physical event on 'Business Excellence through Data Centricity' on March 28, 2022, at Beldih Club, Jamshedpur. Over 15 employees representing around 15 Tata companies were a part of this day-long event.

The session was hosted by the Business Excellence and Innovation Sub-council, led



Rajat Gupta, Senior Partner, Leader of McKinsey's Sustainability Practices in Asia; and Sanjiv Paul, Chairperson of the SHS Sub-Council; and VP, SHS, Tata Steel, at the session on Decarbonisation, on May 19, 2022.

by NK Sharan, Senior Vice President, TBExG.

Vinod Kumar, AVP, TBExG, addressed the audience with an update on Data Excellence in the Tata Group.

Insights on Tata Steel's journey in Data Excellence was given by Sarajit Jha, Chief Business Transformation & Digital Solutions, Tata Steel. Awareness on the TCS Datom™ Framework and its salient features were discussed.

Vishal Badshah, Plant Head, Auto Manufacturing, gave a dialogue about the best practices and digital interventions at the Tata Motors shopfloor.

Tarun George, CEO, Tata insights & Quants, explored the possibilities of data science, artificial intelligence and machine learning. ■

**R Mukundan from Tata Chemicals is the Chairman of TNF India - West. Uttam Soni from Tata Capital is the Convener. The TBExG Coordinator is Siddharth Bhatt.**

**Activities, events, and programmes: April 2022 to March 2023**

**SESSION ON 'MAINSTREAMING SUSTAINABILITY'**

Sustainability has always been deep-rooted in the Tata ethos. Ethical business conduct, care for communities and the environment are fundamental to the way the group operates. With Project Alingana, it has aligned with global priorities and adopted bold ambitions on environmental sustainability. Some of these are becoming net-ZERO by 2045, water neutral and zero-waste-to-landfill by 2030 and being a leader in conserving biodiversity and nature. Additionally, the group is also pivoting its businesses to leverage immense opportunities presented by sustainability trends — transformation of the EV ecosystem in India.

Bringing the needed spotlight on this key focus area, on January 13, 2023, TNF India - West in collaboration with TSG, organised a session on 'Mainstreaming Sustainability' in a first-ever hybrid format (both in-person

and virtually). More than 50 Tata employees participated in-person and over 300 from companies across the world, attended virtually. The session provided an opportunity to bring people together to discuss the latest group-wide developments related to sustainability.

Some of the key aspects discussed in the session were the Group's approach to sustainability, its journey so far, key thrust areas, the current performance and plans for the future; Project Alingana's transformative agenda and its goals; emerging trends of the moment such as, the green financing landscape and opportunities for Tata companies, circular economy, and business & human rights.

The session helped trigger a well-rounded conversation, among the group companies, in one of the key focus areas of the group on sustainability. ■

[The session on 'Mainstreaming Sustainability in progress on January 13, 2023.](#)



## TNF India - South

**Sunil Bhaskaran from Air Asia is the Chairman of TNF India - South. Sabharatnam Narayanan from Titan Company is the Convener. The TBExG Coordinator is Deepak Deshpande.**

### Activities, events, and programmes: April 2022 to March 2023

#### THE TATA-TOYOTA KNOWLEDGE EXCHANGE PROGRAMME

TNF India - South conducted an immersion session on March 10, 2023, with Toyota. 20 Tata employees, across 4 Group companies, namely, Indian Hotels (IHCL), Tata Consultancy Services (TCS), Tata Elxsi and Titan Company, were selected through a nomination process.

The delegates witnessed the Toyota way of practice by going through a guided tour of their plants in India. This helped them understand the working principles of Toyota and Kaizen. The delegates also got an opportunity to see Toyota's eco-zone, a fully sustainable, water-positive and energy

efficient 430-acre property. Toyota has taken a pledge of zero carbon emissions by 2050.

#### SESSION ON 'DATA SCIENCE AND ARTIFICIAL INTELLIGENCE'

On October 21, 2022, TNF India - South organised a session on 'Data Science and Artificial Intelligence'. More than 60 Tata employees from 18 companies attended the session.

Ramakrishna Prasad Nori, a well-known data scientist, shared his insights on the importance of data science and AI for Group businesses, especially in the post-pandemic period. ■

Delegates at the Tata-Toyota knowledge exchange programme on March 10, 2023.



**Rohit Khosla from Indian Hotels (IHCL) is the Chairman of TNF India - North. Uma Gupta from Tata Services is the Convener. The TBExG Coordinator is Deepak Deshpande.**

**Activities, events, and programmes: April 2022 to March 2023**

**SESSION ON CUSTOMER CENTRICITY**

On February 28, 2023, TNF India - North organised a session on the importance of customer centricity in business. 60 Tata employees participated from a record breaking 21 companies.

Rajeev Kharyal, Head of Customer Services, KCG, VAS and New Business Services at Tata Power Delhi Distribution (Tata Power-DDL), talked about the relevance of the three aspects of communication namely, verbal, vocal and visual. He spoke about the importance of an attitude shift in communication, leading to unique customer experience. On employee participation, he showcased vision 'SEQCRET' comprising speed, experience, quality, communication, relationship, empathy & trust framed on TIPPS framework (i.e. technology, infrastructure, process, and people), leading towards satisfaction with slogan 'Building-Trust' to 'Winning-Hearts' to develop emotional connect with vision.

Siji George, Director of Customer Experience at Tata 1mg, spoke about the top three challenges that every team delivering the customer experience must overcome: brands

not capturing relevant data insights, lack of customer-centric mindset and organisational silos. She discussed a unique programme launched called 'One Day With Your Customer' to foster a culture where the needs of the customer come first. Through this, every member of the leadership team had the chance to interact directly with customers, take what they learned back to their respective functions, and attempt to solve at least one big problem for the customer and company.

Anuradha Issrani Gupta, Regional Manager - Customer Service, VAS, North, Croma, shared that they listen to their customers well and stand-by their expectations. Each and every department is aligned to ensure 'Mein Hu Na', a commitment at all touchpoints. They continuously strive to enhance customer experience through various innovations, latest technology and impeccable customer service. ZipCare - A Tata Enterprise, one of Croma's service wings, extends the Croma assurance to maintain devices and all your electronics. Apurva Anand, Head - Revenue, Tata Digital, spoke about synergising digital payment efforts across Tata companies. One of the key areas of his work has been on leveraging payment partnerships to pre-empt user segments

Participants at the 'Customer Centricity' session on February 28, 2023.





Participants at the business overview and best practices in addressing evolving challenges session on December 13, 2022.

and deliver consistent experience across categories and channels. Predictable outcomes via efficient campaigns, reinforce the role of payments in solving complex problems at scale.

Dwijadas Basak, Chief - Customer Experience, Commercial & Social Impact, Tata Power-DDL, shared his learnings from the TQM journey at Tata Power-DDL and emphasised upon the difference between customer satisfaction and customer delight. He further elaborated on the fact that most of the organisations find it difficult to achieve even the customer satisfaction aspects which are patent or stated needs of the customers. The customer delight is much beyond this and can only be achieved by empathising with the customers to understand their latent or unstated needs.

An informative session on the cutting-edge work happening across group companies, beautifully brought out how all are on different paths but in the same direction.

## **BUSINESS OVERVIEW AND BEST PRACTICES IN ADDRESSING EVOLVING CHALLENGES**

On December 13, 2022, TNF India - North in association with Tata Motors - Northern Region hosted a session on the overview of the commercial vehicle and passenger vehicle businesses and the best practices in addressing evolving challenges. A total of 36 Tata employees from 17 companies attended the session.

Anil Shekhar, Regional Head of Tata Motors Commercial Vehicles - North and Ritesh Khare, Zonal Head of Tata Motors Passenger Vehicles - North, were the keynote speakers of the session. The discussions were focused on market growth, evolution of the industry segments, importance and evolution of new categories, and clients' ever-changing

aspirations. It further covered how the industry volume and market share has evolved over the past 10 years, especially in the past few quarters.

The interactions helped the delegates understand how different enablers drive sustainable sales, marketing and customer experience across all distribution channel formats.

## **ULLAS - EMPLOYEE FAMILY DAY**

Tata Power-DDL with support from TNF India - North's group companies, Vistara, Titan Company, Stryder and Tata Capital, celebrated its 21<sup>st</sup> Raising Day on July 1, 2022. Over 5,000 Tata employees from 5 companies attended the event, held at the Multipurpose Hall, Sports Complex, Delhi University. The special annual employee family day — Ullas — was celebrated with great vigour and enthusiasm on July 2, 2022. The employees and their families enjoyed enthralling performances by a professional dance troupe, a stand-up comedy act by famous comedian Amit Tandon, a live music band performance by Faridkot, and an enthralling laser show showcasing the story of Delhi through the ages and the journey of Tata Power-DDL.

## **LEVERAGING INNOVATIONS TO STAY COMPETITIVE**

On May 27, 2022, TNF India - North held a session on leveraging innovations to stay competitive, with an emphasis on the business perspectives of innovation and the innovation practices at Titan Company. 27 Tata employees from 13 companies participated in the session. Sumant Sood, Head of Innovation at Titan Company, took the members of TNF India - North through a brief programme that began with a general background on Titan Company's history. He then took the group through the innovation architecture at Titan Company and the four main verticals innovation is organised into. ■

# TNF EUROPE

**Tim Jones from Tata Limited is the Chairman of TNF Europe and Martin Shaw from Tata Limited is the Convener.**

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## **Activities, events, and programmes: April 2022 to March 2023**

### **BUSINESS EXCELLENCE TNF**

- The final Business Excellence TNF of the year was organised on March 29, 2023, at the Jaguar Land Rover (JLR) site in Gaydon. It was a physical day-long session with a site visit. The agenda covered items like FY24 excellence competencies requirements, resource requirements for data, digital and cyber excellence and the JLR transformation programme.
- The next event was held on December 15, 2022, for 10 Tata employees from 10 companies: JLR, Tata Steel UK (TSUK), Tata Steel Netherlands (TSN), Tata Technologies (TTL), Tata Consumer Products (TCPL), Tata Chemicals (TCL), Tata Consultancy Engineers (TCE) and Tata Limited. Discussions were centred

on the TBEM 2022 Assessment Cycle and excellence competencies including the latest Practitioner Training survey feedback.

Guest Gareth Duggan (TSUK) presented to the forum on the British Quality Foundation (BQF) Excellence Celebration networking event he attended in November 2022.

- 12 Tata employees from JLR, TSUK, TSN, TTL, TCPL, TCL, TCE and Tata Limited attended the Business Excellence TNF on October 6, 2022.

Nigel welcomed the new COO at TCL Europe Jo Graham and Ajay Pratap Singh of TCE to join the forum.

Participants at the Communicators' meeting on July 5, 2022.



Points discussed were the TBEM 2022 Assessment Cycle including an overview of the European assessors and excellence competencies including the latest Practitioner Training and Assessor Programme. Dates for the Assessor Programmes were shared.

Nigel also presented details on the JLR ReFocus Transformation Programme and how TBExG supports the transformation.

- The Business Excellence TNF took place on July 28, 2022, with 9 Tata employees from 6 companies namely JLR, TSUK, TSN, Tata Motors European Technical Centre (TMETC), TTL and Tata Limited.

Topics included the TBEM 2022 Assessment Cycle including an overview of the European Assessors and Rajesh gave an update on the JLR assessment, excellence competencies and Tata Tomorrow University (TTU).

BQF also joined with a representative from Costain to understand more about what they can offer.

## **HEADS OF COMPANIES MEETING**

The Tata Heads of Companies TNF was organised at JLR in Gaydon on November 3, 2022. 18 Tata employees from 10 companies attended the meet.

Vikram K Doraiswami, H E, High Commissioner of India to the UK, was the special guest at the event.

Banmali Agrawala, President - Infrastructure, Defence & Aerospace and Global Corporate Affairs, Tata Sons, provided interesting insights on Tata companies in India in a period of strong financial performance and growth.

JLR gave an update on the One Tata 'Ecosystems' project to identify opportunities within the group, supporting the company's Reimagine strategy of bringing JLR and Tata capabilities together.

## **CORPORATE RESPONSIBILITY SESSION**

On September 21, 2022, a Corporate Responsibility meeting was held at Tata Limited. 20 Tata employees from 12 companies participated and it was a great opportunity to meet and network. JLR, TSUK, TCPL, TCL Europe, TMETC, IHCL, Vistara, Air India, TTL, Tata Communications and TCS, were some of the companies that presented discussions. Points covered were moving towards electrification focusing on sustainability, collaborating with high schools and supporting local charities, making products recyclable, supporting women at the workplace and green aviation fuel to reduce carbon footprint, among many others.

## **COMMUNICATORS' TNF**

The Communicators' meeting was conducted on July 5, 2022, in person at Tata Limited London. 15 Tata employees from 11 companies graced the event. All participating companies provided interesting updates — vision to be global airline of choice, transformation of sports broadcasting, design thinking with digital technology and many more.

Adrian Terron, Head - Corporate Brand and Marketing Strategy, Tata Sons, gave updates from Tata Sons and led a brief discussion on the Tata brand.

This was followed by an external networking event at Taj-London, where the group was joined by representatives from The Telegraph. ■

# 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 2022 to March 2023

## FIRST PHYSICAL GATHERING IN SHANGHAI

On August 30, 2022, the Tata Sons Beijing office organised a TNF meeting in Shanghai, the first physical gathering of Tata employees in China in almost a year. Due to Covid cases across China and travel and meeting restrictions, physical meetings were impossible for the first half of 2022.

10 colleagues from 9 Tata companies attended the event. Tata employees shared their own experiences during the severe Shanghai Covid lockdown during March-June,

the impact on their respective business, and how they managed to adapt to current economic situations. Participant companies were Tata Sons, JLR, TCS, Tata Steel, TTL, Tata AutoComp Systems (TACO), TKM, Tata International and Tata Projects. It is encouraging that Tata businesses in China are holding on well, despite of the sharp impact of the Shanghai lockdown and the overall downturn of the Chinese economy, Tata employees are also hopeful that business will improve once China adjusts its Covid lockdown policy and travel restrictions. ■

The first physical gathering in Shanghai on August 30, 2022.



# TNF NORTH AMERICA

**Michael McCabe from Tata Sons is the Chairman of TNF North America. Dharna Dhamija from Tata Sons is the Convener.**

**Activities, events, and programmes: April 2022 to March 2023**

## **SUSTAINABILITY/HR WORKING GROUP MEETING**

The Sustainability/HR Working Group met several times during the year to discuss priorities, ways to collaborate and strengthen 'One Tata' for 60,000+ employees in North America.

- On April 18, 2023, TNF North America hosted a planning meet with the Tata Sustainability/HR leads in US and Canada to discuss priorities for the coming year.
- On March 9, 2023, 11 representatives from 5 Tata companies met in Washington, DC, for the Sustainability/HR Working Group meet. The participants were briefed about Project Alingana from TSG. They also heard from Rocky Mountain Institute and Council on Foreign Relations on a multitude of topics around climate risk,

potential impact on different industries and role of corporates.

Participants also heard from First Book to learn more about their longstanding relationship with Tata Sons North America and ways of engagement.

The day was rounded out by a briefing from The Cohen Group on STEM and an internal meeting to discuss internal challenges and goals for the upcoming year.

## **LEARNING LATITUDES WEBINAR SERIES**

The Learning Latitudes Webinar Series has served as a fantastic platform for knowledge sharing, bringing together expert speakers from a range of institutions, covering a broad spectrum of themes. These discussions saw attendance from 100-200 Tata employees.

The Sustainability/HR Working Group met to discuss priorities and collaboration for 'One Tata'.



TNF North America hosted the following sessions for the North America employees in the past year:

- Fireside chat with Professor Kelly Gallagher, Tufts University and Rajiv Ranjan, Tata Steel International, on the Role of Public Policy in promoting Sustainable Development and Managing Climate Change, on March 29, 2023.
- Fireside chat between Ambassador Marc Grossman, The Cohen Group and Michael McCabe, Resident Director, Tata Sons North America, on Global Political Trends, on September 21, 2022.
- Fireside chat between Sebastian Mallaby, Council on Foreign Relations and Suresh Muthuswami, Chairman, TCS North America, on challenges for the US and Global Economy, on June 7, 2022.
- Fireside chat on Hydrogen Economy with Alex Klaessig, S&P Global and Kamesh Gupta, Tata Steel, on April 28, 2022.

## 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.

Over the past year, this TNF celebrated 14 years of the partnership, and conducted a mix of virtual and in-person reading celebration

events in US and Canada. Since 2008, Tata Sons has donated over 536,000 books to students and communities in need.

Last year, Tata companies donated 15,000+ books, engaged with over 500 students and saw participation from more than 100 volunteers from Tata companies in North America, across the following reading celebration events:

- Reedy Fork Elementary, Greensboro, North Carolina (March 4, 2023)
- Founders Day celebration at Euclid School, Chicago (March 3, 2023) • James McHenry Elementary, Lanham, Maryland (November 10, 2022)
- Steele Creek Elementary, Charlotte, North Carolina (October 21, 2022)
- Roosevelt Elementary, New Brunswick, New Jersey (October 14, 2022)
- Royal Vale School, Montreal (October 6, 2022)
- Thunderbird Elementary, Vancouver, British Columbia (June 13, 2022)

## 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. The discussions and

[The Public Affairs Working Group met to discuss various policy-related priorities under the new administration.](#)





Tata employees at the Canada Leadership Meet, on October 19, 2022, at TCS PacePort in Toronto.

meetings are attended by Public Policy leads from Tata companies and 10-15 employees participate in these meetings.

- On March 2, 2023, a meeting was held with all the Tata Public Affairs leads to discuss priorities for the coming year.
- On November 15, 2022, a hybrid meeting was conducted on post mid-term election discussion.
- On September 8, 2022, a deep dive was organised into the CHIPS and Science Act, as well as the Inflation Reduction Act with Brookings.
- On June 24, 2022, a discussion was arranged on energy security and climate policy.
- On May 20, 2022, an in-person meet was organised with Public Affairs colleagues, and invited speakers from The Cohen Group, IBC, Global Business Alliance (GBA), as well as, met with SelectUSA and staffers from US House Foreign Affairs Committee.

### TNF MEETINGS, LEADERSHIP MEETS

Heads of Tata companies in US and Canada get together once every year to discuss topics of relevance, hear from experts on the economic and geo-political outlook and meet key stakeholders in Government/Academia/Think Tanks. The meet also provides an opportunity to the leadership to discuss priorities for the year, share best practices, and forge collaborations.

- **Canada Leadership Meet:** On October 19, 2022, TNF North America organised the

Tata Canada Leadership Meet in October at the TCS PacePort in Toronto.

The forum also hosted a Tata table at the Diwali Gala by the Canada-India Business Council. 7 Tata employees from 7 companies attended the meet.

- **US Leadership Meet:** On September 26, 2022, TNF North America hosted the Tata US Leadership Meet at the Tata Innovation Center at Cornell Tech in New York City.

The evening reception and dinner took place at The Pierre, with senior officials from the Consulate General of India in New York. The meet saw participation from 22 Tata employees from 13 companies.

### EXTERNAL MEETINGS

- The TNF's partners at GBA hosted a dinner on December 7, 2022. 8 Tata employees from 6 companies participated at the Tata table hosted at the event.
- The fourth season of the Tata Global Internship Programme was launched in the fall, along with the Innovation Dialogue presentation at MIT on September 13, 2022, and University of Maryland on December 5, 2022. Each session was attended by the TCS, Tata Sons team and 100 students.
- TNF North America hosted a Tata table with colleagues from TCS, Tata Communications and IHCL at the USISPF West Coast Summit on May 9, 2022. ■

# TNF MENA

**Bruce Robertson from Jaguar Land Rover is the Chairman of TNF MENA. Rejil Kumar from Voltas is the Convener.**

## Activities, events, and programmes: April 2022 to March 2023

### TNF MENA QUARTERLY MEETINGS

- The third TNF MENA Quarterly Meet held on March 22, 2023, was attended by senior executives and extended leadership from various Tata companies operating in the MENA region, at Taj Dubai. 62 Tata employees from 22 companies were present at the meet.

Special guest, Ajoy Chawla, CEO of Jewelry Business, Titan Company, spoke about the company's overall strategy, Tanishq's role, scale and plans in India and international markets, views and expectations from MENA market and interacted with the participants.

The meeting started with a welcome address and updates on TNF MENA by Ankur Gupta, Head - Corporates Affairs & Growth, Tata Sons (MENA).

This first session was followed up by key details on the D33 Dubai strategic plan by

Hadi Badri, CEO, Economic Development, Dubai Economy & Tourism Department. E&Y covered updates on the Giga projects in Saudi Arabia along with the regulatory updates there.

Nenad Pacek, Founder & President - CEEEMA Group, shared his outlook on the geo, political and economic developments in the region and its impact, which was followed by a Q&A session.

- The second Quarterly TNF MENA Meet conducted on August 31, 2022, was attended by senior executives and extended leadership from 22 Tata companies operating in the MENA region, at Taj Dubai.

The highlight of the meeting was the presence of R Mukundan, MD & CEO of Tata Chemicals, discussing the company's journey, role of MENA and interacting with the participants.

Participants at the second Quarterly TNF MENA Meet on August 31, 2022.



The meeting started with a welcome address and updates on TNF MENA by Mr Robertson. Wassim Chahine, Partner - Corporate Tax, KPMG Lower Gulf, addressed the audience on UAE Tax Reforms and implications followed by a Q&A session; MENA economic and sector outlook, and a Q&A session.

Next, Dipankar Mukherjee, Head - Marketing & Sales, mjunction; and Sarthak Seth, CMO, Tata Realty and Infrastructure, shared updates about their respective companies and expansion plans.

- The TNF MENA meeting was organised on June 28, 2022, at Taj JLT, Dubai, in the presence of C K Venkataraman, CEO & MD of Titan Company and heads from various Tata companies in the region. 16 Tata employees from 8 companies were present. This informal interaction was arranged to share the perspective of Group companies on the B2C market in the Gulf region, trends, opportunities, etc. It helped the leadership team understand the changes and new developments happening in this region, especially after recovery from the pandemic.

## **PANEL DISCUSSION ON UAE CORPORATE TAX**

On February 15, 2023, TNF MENA organised the introductory panel discussion on UAE

Corporate Tax, which was attended by 13 Heads of Finance & Accounts of 8 Tata companies in the UAE. The session was conducted by Anurag Chaturvedi, CEO and Founding Member & senior leadership team of Andersen, a tax consultancy specialising in direct and indirect tax, regulatory compliances, risk management and transaction advisory on cross-border issues.

This session helped the participants in clarifying doubts about the corporate tax structures and its implementation stage/process.

## **TATA GROUP - TAPMI IMMERSION PROGRAMME**

- On February 13, 2023, the second study tour session was conducted at the TCS office in Dubai Internet City, wherein 20 students from T. A. Pai Management Institute (TAPMI) attended the immersion programme led by senior officials from TCS Dubai including Sumanta Roy, Head - MEA and Ajay Singh, Regional General Manager of TCS.

The topic for the session was about TCS's business, opportunities and challenges in doing business in the region. This was followed by a Q&A session.

- A study tour session was organised on February 7, 2023, at Taj Exotica, The Palm

[TNF MENA's panel discussion on UAE corporate tax in session, on February 15, 2023.](#)





Tata employees celebrating their win at the Tata Sports Meet in November 2022.

Dubai, for 78 students from TAPMI, about the philosophy & value systems adopted by the Group, synergy, foresight & ability to pioneer change for larger benefit, adaptability to the changing external environment across various geographies and forays into innovative new age businesses.

This was followed by a Q&A session. The sessions were led by A R Suresh Kumar, Head & VP of Voltas IOBG, Mr Gupta, and other senior colleagues from Voltas.

### **TATA SPORTS MEET 2022**

The Tata Sports Meet 2022 was arranged under the aegis of TNF MENA with phenomenal and enthusiastic participation from all group companies in the UAE during November 12-13, 2022, in Dubai. 450+ Tata employees from Voltas, TCS, Tata Communications, ISL, IHCL, Tata Steel, Tata International, Titan Company, Air India, Tata Sons, and many more came together with great zeal and enthusiasm to compete in cricket, table tennis and badminton.

Apart from being a fun event, it was a great opportunity for all employees in the region to come together on a common platform and share happy and highly energised sporting moments with each other.

TNF MENA endeavours to continue this practice and enhance it further to include other sports activities as well in the coming years.

### **QUARTERLY TNF BAHRAIN, OMAN & QATAR MEET**

The TNF Bahrain, Oman & Qatar meeting was held on May 10, 2022, at the TCS office in Doha, which was attended by heads and extended leadership team members of various Tata companies in person and virtually. 24 Tata employees from 16 companies attended. Representatives of Tata companies present in the region gave introductions of their company and business expansion plans for Qatar. This session provided a platform to group companies to engage with each other in the region and to explore internal support areas and potential business opportunities. ■

# TNF ASEAN

**K V Rao from Tata Sons is the Chairman of TNF ASEAN. Harshad Sardeshmukh from Tata Sons is the Convener.**

## **Activities, events, and programmes: April 2022 to March 2023**

### **MEETING IN JAKARTA, INDONESIA**

After a gap of 4 years, Tata employees in Jakarta, Indonesia, got together for a Tata Network Forum meeting. Though during this time, members were meeting virtually and in smaller groups, this was the first time after a long time that the Tata family in Indonesia came together.

K V Rao, Chairman, TNF ASEAN, and Resident Director, Tata Sons ASEAN, hosted the meeting on February 26, 2023. Employees from TCS, Tata Motors, Tata Power, Tata International and Tata Sons were present at the meeting.

The teams in Indonesia have seen some changes in the last 4 years. Owing to this, a majority of the members were attending a TNF meeting for the first time.

Mr Rao kicked off the meeting by introducing the members. This was followed by an update

on the group, happenings and updates from the recent past. He also gave an overview of the group structure and companies in the ASEAN region, major areas of operations, focus areas, opportunities and areas of collaboration for group companies in the ASEAN region. Mr Rao explained the nature and importance of the TNF to the attendees and encouraged and urged everyone to stay connected to drive synergies among the regional group companies. He stressed on the advantage of collaborating to chase mutual opportunities and solve common problems, and the central role the TNF plays in these endeavours.

Each member then provided a company update, which included highlights for the year, challenges and issues faced by them and any support that they required. There were a number of areas which came up for discussion, which the companies could tackle jointly and explore collaborations. ■

Participants from the Jakarta, Indonesia, meeting on February 26, 2023.





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