



Our goal is to establish an environment where diversity is natural and business as usual.

At Tata Motors, we promote Diversity, Equity and Inclusion at all locations, for all segments of employees and stakeholders by challenging many myths in place of breaking many myths. The movement opens up a plethora of opportunities for the future of work.

ANURADHA DAS
Chief Diversity Officer

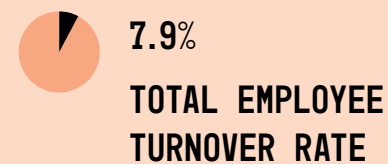
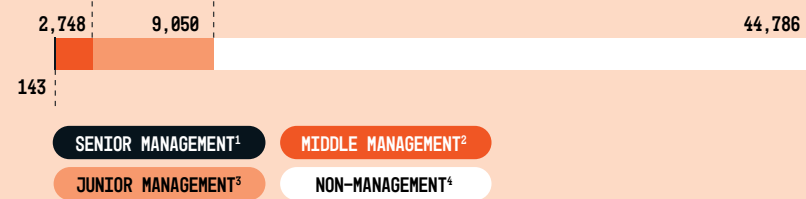
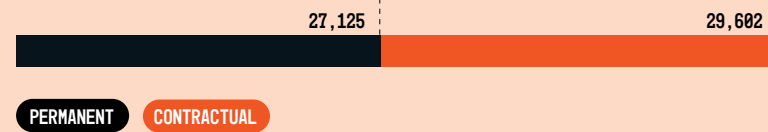
Motivated to be better together

At Tata Motors, our people are key to retaining our competitive edge. We are continuously working to create an environment of empowerment through well-defined policies that reflect empathy, celebrate meritocracy and provide ample professional and personal development opportunities.

Our people are welcomed into safe workspaces designed around our values of diversity, equity, inclusion and fair play, giving them a healthy space to flourish. In the year 2021, we launched an internal initiative to refresh our organisational culture and key leadership behaviours.

56,727

TOTAL EMPLOYEES



¹Senior Management: L2 and above
²Middle Management: L3, L4
³Junior Management: L5, L6, Cadre
⁴Non-Management: Blue collar, Flexi Blue Collar



Diversity and Inclusion (D&I)

Tata Motors has a long history of embracing diversity and nurturing many overlooked and under-represented groups who have gone on to prove their mettle.

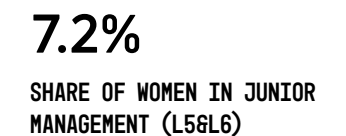
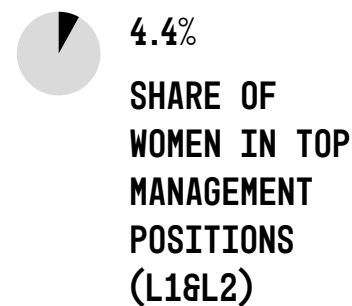
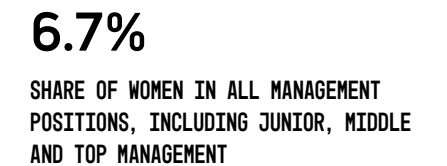
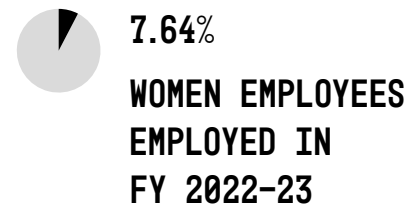
To further strengthen our D&I governance, we appointed our first Chief Diversity Officer, Anuradha Das, who is a long-time Tata leader and well versed with our cultural ethos and ambitions for the future.

D&I governance and implementation structure

Our D&I objectives are handled by the DEI office, which is governed by the DEI Advisory Council. At the unit level, the objectives are driven by the local DEI chapter and DEI champions. The DEI office works to include activities around sensitisation and communication in the workplace, policy checks and changes, devising psychological safety nets, designing appropriate learning strategies and individual development plans.

Over the year, several D&I activities have been rolled out:

1. Reviewing the existing policies and practices to make the workplace inclusive. Introduction of policies like paternity leave, hybrid working model and flexible work timings for working mothers.
2. Creation of a dashboard to track Gender Diversity parameters like hiring, retention, performance appraisal, etc.



Tata Motors follows a no discrimination policy and has several policies in place that ensure flexibility, parent friendliness, work-life balance, while also taking care of healthcare needs and the special needs of new mothers and women interested in returning after career breaks. Our sensitivity and progressiveness get demonstrated in the facilities that we extend to our employees' partners too, not just spouses.

"WE ARE TAKING ACTIONS TO MAKE A TANGIBLE IMPACT, MEASURED AGAINST AN INTERNAL TARGET TO HAVE 30% WOMEN WORKFORCE BY 2030."

SOCIAL: PEOPLE

A breakdown of our policies:

Policy Name	Applicability	Objective	Benefits
Time off from work- Maternity and Paternity leaves	All permanent and probationary employees	→ Allows soon-to-be parents to focus on their family and take some time from work	→ Paid maternity leave up to 182 days and paternity leave for 10 days
Flexible work options for working mothers	All permanent and probationary women employees who are: → New mothers stepping into parenthood → Working mothers with children up to 12 years of age → Availing an extension to maternity leave	→ Enables women employees to meet their personal and professional goals by providing a work-life balance and supporting gender inclusivity	→ Part-time work option, up to 6 months
Day care/creche facilities	All permanent and probationary employees	→ Helps employees balance their personal and professional goals better	→ Day-care facilities exist at all plant locations → For non-plant locations, our Company has tied-up with proximate day care facility providers
Tata SCIP (Second Careers Inspiring Possibilities)	Minimum 2 years continuous work experience	→ Launched by Tata Group in 2008, offering qualified women a chance to revive their professional journeys → Supports increasing gender diversity and prevents loss of professional competence	→ Offers part-time/full-time/flexi-time options → Conversion to TML rolls based on the performance/ potential of candidate and vacancy
Wheels of Love (Maternity Support Programme)	Women employees who are: → Expectant parent → New parent → Returning Parent	→ To guide and support new mothers in their parenthood journey → Steps towards Tata Motors becoming a parent-friendly organisation promoting a culture of Care, Sensitisation and Inclusion	→ One-to-one coaching for mothers and managers → Other forms of support through webinars, Employee Resource Groups, counselling, and buddy connects

Changing norms with a 'diverse' shopfloor



To make our shopfloors more diverse and create a level-playing field, we introduced robotics and raised workstations, redesigned tools and lifts to address several challenges like physical dimensions of machineries being oriented to male physique. The team drove this initiative and prioritised creating infrastructure, including hygiene, residential options, secure workspace, transportation, cafeteria, and medical facilities.

Under the 'Women in Blue' initiative launched in 2021, we are hiring 12th pass outs and putting through structured orientation program before getting on to Earn & Learn program which will qualify them for a diploma. Today, our Harrier and Safari line at the TCF II plant in Pune has more than 1,500 women working across three shifts.



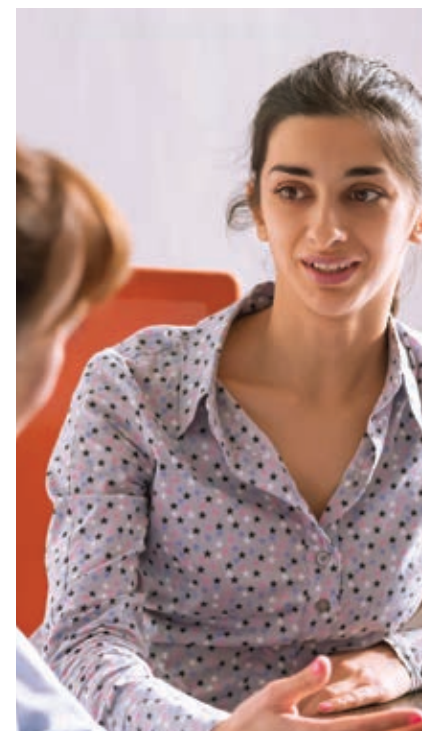
1,500



WOMEN WORKING ACROSS THREE SHIFTS AT TCF II PLANT IN PUNE

7.38%

SHARE OF WOMEN IN STEM RELATED POSITIONS



POSH

Our Prevention of Sexual Harassment at Workplace (POSH) Policy is in line with our commitment towards gender inclusion and diversity, and helps create a safe and secure workplace for all. The POSH framework includes various Internal Committees (IC). In addition, an Apex Internal Committee acts as an Appellate Body and is responsible for cascading this policy.

We create awareness on expected behaviour and how an employee can raise a concern. We have formulated standard guidelines to address the issue of sexual harassment. These guidelines are administered by the location /sub-unit specific committees at local (plant/region) level. All women employees (permanent, temporary, contractual and trainees), woman service providers, as well as any woman visiting our Company are covered under this policy. Any breach of this policy is subject to strong disciplinary actions.

Incidents of discrimination and harassment

POSH cases: 15 complaints filed during FY 2022-23, of which 6 are pending resolution as on March 31, 2023.

POSH trainings

About 30,000 employees covered through e-learning module and classroom/ virtual sessions.

SOCIAL: PEOPLE



Talent attraction and retention

We consider our employees critical to our success. Our human resource strategy is outlined to build better organisational capabilities, hire and retain the best talent and create a culture that delivers long-term value and sustain competitiveness in the global marketplace.

People analytics

People analytics plays a critical role in driving HR strategy focused on organisation effectiveness, employee engagement and capability building. Employment data – organisation size, grades, tenure, diversity in experience, performance data, data points on rewards & recognition is being used to create trends, insights and enable leaders to drive decisions.

Predictive analytics on employee retention is leveraged to strengthen feedback and development platforms at Tata Motors. To have skilled workforce on board for a sustainable future, efforts are on to drive people analytics which would provide prescriptions to build, buy or borrow talent and promote diversity in gender, education and experience across industries.

Individual performance appraisal

The performance of all management staff employees is managed through a performance appraisal process called LOOP. The individual goals are decided at the start of the year, reviewed mid-year and evaluated at the end of the year. The performance evaluation is based on two parameters: Key Performance Indicators (KPIs) and eight Leadership behaviours.

Long-term incentives for employees

'Tata Motors Limited Share-based Long-Term Incentive Scheme 2021' was launched with the following objectives:

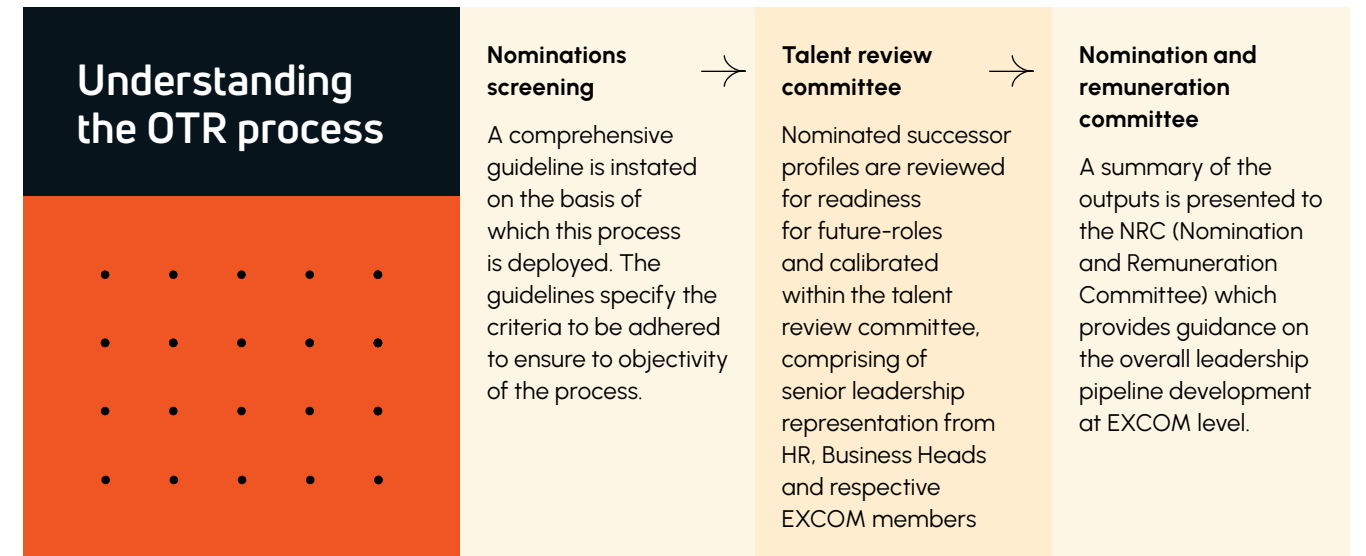
- To drive the long-term objectives of our Company
- To attract, motivate and retain employees by rewarding performance
- Ring-fence and incentivise key talent to drive the long-term objectives of our Company
- To ensure that the senior management employees' compensation and benefits match the long gestation period of certain key initiatives
- To drive ownership behaviour and collaboration amongst employees.

These objectives are sought to be achieved through Grant of PSUs and/or Options to eligible Employees, upon meeting certain performance parameters.



Leadership and succession planning

Organisation Talent Review (OTR) and Succession Planning are annual processes at Tata Motors to review, identify and develop talent for leadership roles with the objective of ensuring management continuity – the right people taking up the right positions at the right time. The OTR process focuses on reviewing talent readiness, the progress on the development plans for the identified successor pool: Ready Now (0-1 year), Ready later (1-3 years). While Succession planning process focuses on successor Identification vis-à-vis critical roles, superannuation and other employee parameters to ensure the succession health check across all business units as well as across employee demographics.



The inputs from OTR and succession planning processes are analysed and converted to clear action plans for development. The nominated successor pool undergoes a structured development journey curated based on the assessment process. The process is followed by creating structured individual development plan, for employees identified as future successors. Planned initiatives under Experience (GEMS Projects, role enhancements), Exposure (CFTs, deputation) and Education (formal learning interventions) are deployed to ensure qualitative completion of development goals of successors. This is actively supported by leaders through their involvement in key talent initiatives such as Executive Coaching, Development Centres, IDP development, Career Accelerators, etc.

SOCIAL: PEOPLE



Employee engagement

As part of our Culture Transformation journey, the Culture Credo and Leadership Behaviours were launched in 2021. In January 2023, the Culture Survey was rolled out with a 69% response rate, of the 11,500 employees who took the survey, to gauge their engagement and their response to the movements made on the desired culture. To qualitatively measure the delta change made, questions were designed to focus on the dimensions of Engagement, Culture Pillars and Change Management. The Engagement Score increased from 59% in 2020 to 70% in 2022 and further increased to 71% in 2023.

Culture Connect workshops

Cascade and co-creation: Over 40 workshops, covering over 1,750 staff employees, were conducted across all business units with leadership participation. Action plans co-evolved. 165+ projects were finalised across eight themes at the organisation and BU level for action sponsored by unit leadership.

Industrial relations

Wage settlement

Seven of our eight manufacturing units are unionised. The seven trade unions represent ~10,000 bargain-able employees under the provisions defined in labour acts.

The relationship between the Management and the Unions has evolved significantly in Tata Motors. Both the parties have recognised the benefits of collaboration and working together towards the organisation's larger interests.

Continuous dialogue and communication at periodic intervals have helped in addressing the grievances and challenges, faced by both the people and the organisation.

The Management ensures timely updates and cascading of critical information and updates on the business side to Unions, while the Unions engage with the Management to nurture positive working environment.

Effective cooperation from the Unions proved instrumental in facilitating amicable wage settlement at Pune PV and Pantnagar CV site. In a landmark move, five additional minutes of available production time was achieved at the Pune PV location, which enhanced productivity.

As part of Ford India's Sanand facility acquisition, a tripartite agreement with Tata Passenger Electric Mobility Limited Management, Ford India Management, and the Union was signed and all employees who wanted to join Tata Motors have transitioned smoothly into the new company.

Employee onboarding and skill upgradation at Sanand

We have designed a structured on-boarding plan for employees who joined the new company to undergo an ITI Diploma Programme in EV Technology—an investment in the skill upgradation of our employees.



Skill development

In today's highly competitive business environment, investing in the employees' skill development is of paramount importance. We provide educational programmes to assist in the skill development of our technician-grade employees. In FY 2022-23, we conducted several training programmes to create an agile workforce with multiple skills. The areas covered were auto electrical and electronics, mechatronics, developing specialised welding skills, among others.

Pragati: Education for success

Pragati is a higher education programme designed and developed for technician grade employees working in our plants. Under this, Tata Motors partners with an institute for Diploma in Engineering, with a focus on Auto Electrical & Electronics. Multiple training batches are running across our plant locations at Jamshedpur, Lucknow, Sanand, Pune, Dharwad and Pantnagar and more than 200 employees have signed up for this diploma.

SOCIAL: PEOPLE



Learning and development

Consistent capability-building initiatives are critical for navigating this fast-changing world. The Learning and Development function at Tata Motors addresses this critical need through regular assessments of capabilities in demand, and the external environment and designs appropriate initiatives for our workforce. The other important aspect that this function fulfils is to build leadership capabilities.

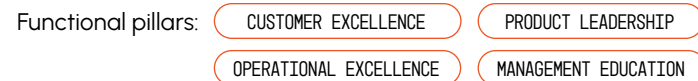
Leadership training

Developing leadership capabilities is a key focus area, with the end goal to create a Talent Factory across all employee levels. The developmental focus areas identified for succession planning nominees during our annual OTR process are addressed through tailor-made programmes. These are designed in partnership with top-ranked global business schools and knowledge partners like Tata Management Training Centre (TMTC).

Initiatives in FY23	Segments covered	Brief outline
Leadership Trails	Senior Leadership	→ At the L1-L2 levels, immersions, masterclasses and e-Learning, in partnership with IMD Switzerland and TMTC
Leadership Quest	Selected talent at mid-level management	→ For L3 Talent: A 12-month-long leadership development journey, with elements of classroom sessions, online learning, immersions, coaching, mentoring, action learning and more
Inner Circle	Selected high-potential mid-level and junior management talent	→ For L4: Curated developmental programme delivered in association with OHIO state university and TMTC
Growth Leaders	First Time Managers and People Managers	→ Focus is on empowerment and collaboration for better delivery by teams. → Topics covered: Manager as a coach, art of giving and receiving feedback; hiring right talent, and critical transition attributes for First-Time Manager; delegation and working through teams

Organisation-wide training programmes

In today's VUCA world, with new skills gaining prominence, augmenting existing skills becomes extremely critical since they are fast becoming irrelevant. To keep our organisation future-ready, we constantly work at strengthening functional, managerial, behavioural and leadership capabilities. The Tata Motors Academy designs and creates functional, professional and leadership modules to address the development needs across our workforce.



Initiatives in FY23	Segments covered	Brief outline
Professional skills development	General	→ The Agile Way of Working; Getting Things Done; Business Communication; iLead → Simulation workshops based on leadership behaviours; Programme on Effective Presentation Skills; Adapting to Change; Art of Decision Making
Financial functional skills	Finance professionals	→ Key functional programmes like Training on Driver Based Analysis; Spend Effectiveness Analysis; Decoding the Internal Controls Framework
Safety functional skills	Safety professionals	→ Developed and launched High Voltage Safety programmes under CESS Advanced Programmes leading to different levels of safety certification: Battery & BMS and ADAS programmes across plant locations
Digital & Industry 4.0	For workforce in CV operations	→ Data Engineering & Foundation Analytics certification programme launched to build expertise in analytics

L&D metrics for FY 2022-23

Initiatives in FY23	For management staff employees	For technicians
Person hours of training provided	3,42,368	23,91,726
Average training hours (hrs/Full-time Employee)	29	49
Average training hours (Male)	29	50
Average training hours (Female)	28	40
Total amount spent on training & development (₹)	24,12,62,260	1,58,84,665
Average amount spent on training & development (INR/Full Time Employee)	20,210	499

SOCIAL: PEOPLE



Occupational Health & Safety

Tata Motors considers the health and safety of its employees as the very basic foundation for a positive organisational work culture that is focused on business excellence.

Safety governance framework

Tata Motors has a robust governance mechanism to monitor occupational safety and health where reviews are conducted at multiple levels. The Safety, Health and Sustainability (SHS) Committee of Board of Directors is an apex review body that reviews performance once in four months, followed by the business unit head (ED, TML & MD TMPV/TPEM)-led SHE Council that does a monthly review. Further, reviews at the factory level are taken by Apex Committee (led by the plant heads), various sub-committees for Safety Standards, and then the Factory Implementation Committees (FIC). Also, for non-manufacturing areas, focused safety reviews are conducted at defined frequencies at regional offices, with the Customer Service and Warehouse teams.

Safety performance is a part of the corporate and plant Balanced Score Card (BSC), measured through Proactive Safety Index (PSI) II. The plant-level apex committees and the department-level committees guide the facilities on institutionalising safety culture in day-to-day operations.

Identifying high-risk zones, taking appropriate measures

Basis on Hazard Identification & Risk assessment protocols, Below initiatives were under taken to minimise risk and improve safety.

- Identification of Critical to Safety (CTS) stations
- Contractor Safety Management (CSM)
- Establishing processes for preventing Serious Injury & Fatality (SIF)
- Red Corner notices for horizontal deployment of recommendation

Critical to Safety (CTS) stations

A Critical to Safety (CTS) station is a work station where high risk activity is carried out or there is high injury potential. 1076 CTS stations were identified across all manufacturing locations of Tata Motors Ltd. and SI(Administrative Control) S2 (Engineering Control) S3 (Failsafe Control) are implemented.

Contractor Safety Management (CSM)

Detailed evaluation of all contractor activities revealed vehicle movement/ store management and conservancy to be focus areas. 269 administrative & 60 engineering control were established to make these processes safe. All Non routine activities were assessed through Job Safety Analysis (JSA) and hazard mitigation completed before start of the activity.

Serious Injury & Fatality (SIF)

The SIF programme identifies potentially serious fatal situations in work areas and The SIF observations identifies serious injury and fatal situations in work areas and suggest action plan for closing of the same. The task is given to Plant Safety Managers to identify and FIC Head to prepare and implement closure actions including Interim containment actions (ICA) and permanent corrective actions (PCA)

Red Corner notices for horizontal deployment of Incident investigation recommendations

To close the loop on Red Corner notices that are issued by Safety Heads, the FIC/ Division must file Action Taken Report (ATR) with evidence of action being taken.

Further accelerating these initiatives	
Targets	Progress
Critical to Safety Station (CTS)	
New CTS Station added	329
S1 (Administrative Control) established	3,377
S2 (Engineering Control) established	2,078
S3 (fail safe Control) established	782
Contractor Safety Management (CSM) (Vehicle movement & conservancy activities)	
Administrative controls established	269
Engineering controls established	60
Serious Injury and Fatal Observation (SIF)	
No of SIF Observation closed	16 nos.
Red Corner Recommendations	
Red Corner recommendation closure	94%

ALL RISK ASSESSMENTS ARE DONE ACCORDING TO THE HIRA STANDARD

ALL TML PLANTS ARE ISO 45001 CERTIFIED

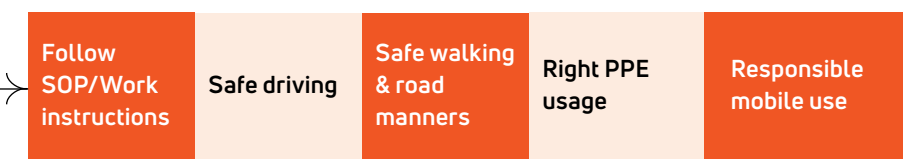
Every TML plant has a zero incident plan

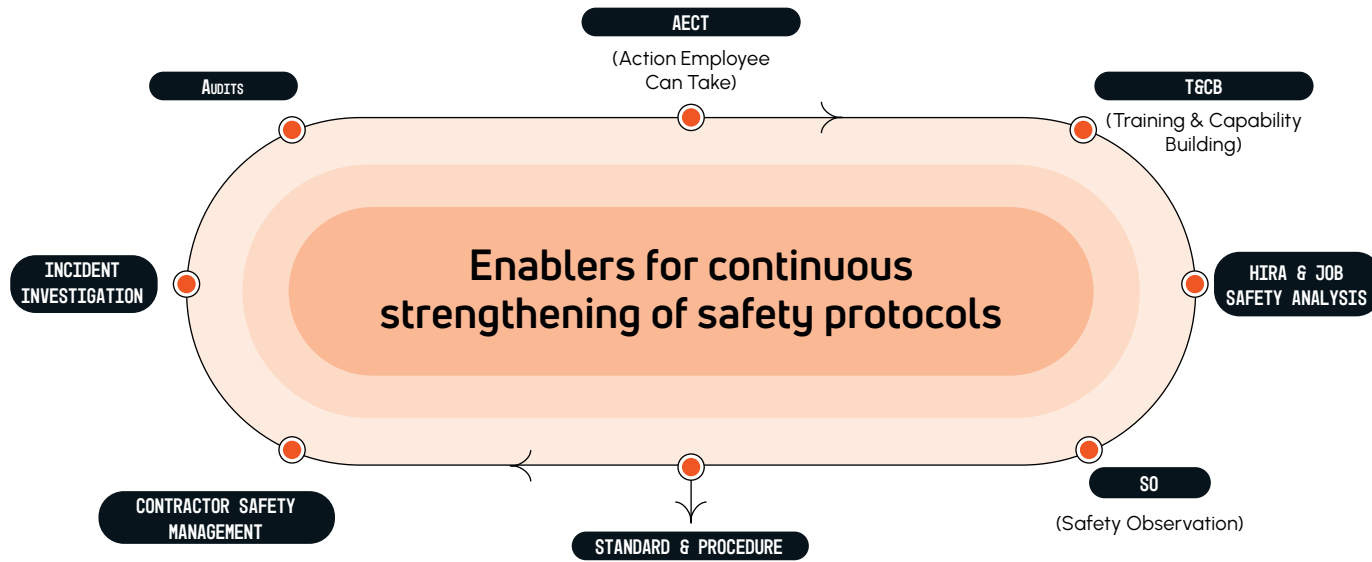
Hazard Identification and Risk Assessment (HIRA)

At Tata Motors, all activities are mapped and hazards are accordingly identified based on the nature of activity, history of incidents and experience of workers. The hazard categories considered are: Trivial, Tolerable, Moderate, Substantial, and Intolerable. For all such identified hazards, risk is calculated based on severity and likelihood.

CRITICAL BEHAVIOURS WERE IDENTIFIED BASED ON THE 33,000 SAFETY OBSERVATIONS AND INCIDENT ANALYSIS FOR PAST 3.5 YEARS

Critical safe behaviors





TATA MOTORS WON THE OCCUPATIONAL HEALTH AND SAFETY GOLD CATEGORY AWARD AT THE OHSSAI 7TH ANNUAL HSE EXCELLENCE & SUSTAINABILITY CONVENTION BY OHSSAI FOUNDATION

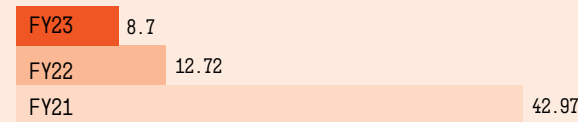
initiative, 3,013 pre-diabetic employees were identified and various interventions we executed to raise awareness about the progression of the diabetes. They were encouraged to participate in drives like weight management, healthy eating and lifestyle modification. At the end of the year, just 3.5% pre-diabetic employees progressed to diabetes status against the stated annual average of 15-19%. Under the Contractor Employee Dignity Program, 12,590 employees underwent annual medical check-ups and 6,457 employees were provided free consultation/medicines through medical centres at our plants.

TML provides Employees Assistance Program- a confidential, third party, free-of-cost counselling services for employees and dependants since April 2020. During FY 2022-23, 543 employees and dependants availed this service through the helpline. Twenty four online sessions on emotional wellbeing were organised and 4,646 employees attended these sessions.

Evolution of S1-S2-S3 controls in Critical to Safety (CTS) stations

As a next step towards achieving the aim of Zero Harm, CTS Initiative was further strengthened with inclusion of 329 new stations during FY 23. Stations were managed with S1 (people control) S2 (engineering control) S3 (failsafe control) safety controls. With implementation of planned safety controls in CTSs incident trend is reducing and high injury potential eliminated (no lost time injury reported in CTS station in FY 23)

Incident per 100 CTS Station



Wellness at Tata Motors

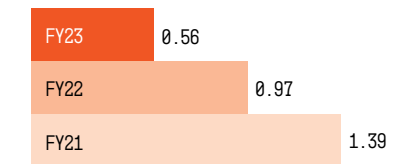
TML adopted 'A Healthy Workplace' framework by Arogya World, an NGO working to prevent non-communicable diseases in India. In this framework, there are 2 distinct themes namely non-communicable disease (NCD) prevention and emotional wellness. Various initiatives like tobacco de-addiction, weight management programme, promoting healthy eating, supporting recovery, managing stress and manager sensitisation programme on stress signals were undertaken. A counselling drive for employees with diabetes and hypertension was conducted for a year, resulting in 94.3% employees achieving control status, thus preventing progression towards complications associated with disease. Special focus was provided for employees with pre-diabetes status. For this



TBEM EXTERNAL ASSESSORS RECOGNISED TWO SAFETY INITIATIVES AS A PROMISING PRACTICES-PROACTIVE SAFETY INDEX & CRITICAL FOR OCCUPATIONAL HEALTH. TML RECEIVED A GOLD AWARD FOR HEALTHY WORKPLACE PROGRAMME BY 'AROGYA WORLD'.

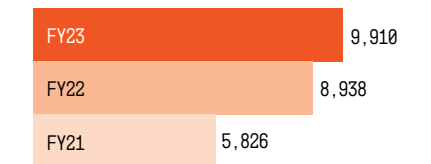
Total recordable case frequency rate

INJURY RATE



H&S training sessions

NO.



Safety observation rounds

NO.



Fatality

NO.



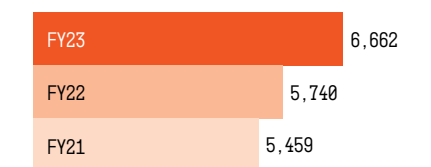
Health index

INDEX



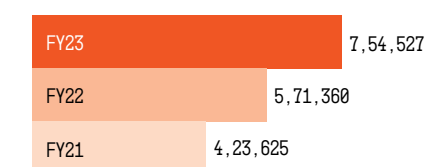
Employees registered on EAP portal

NO.



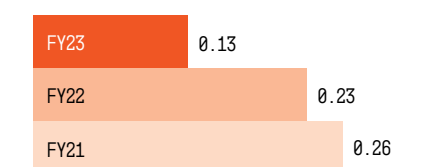
Training hours

NO.



Loss Time Injury Frequency rate

INJURY RATE



SOCIAL: PEOPLE



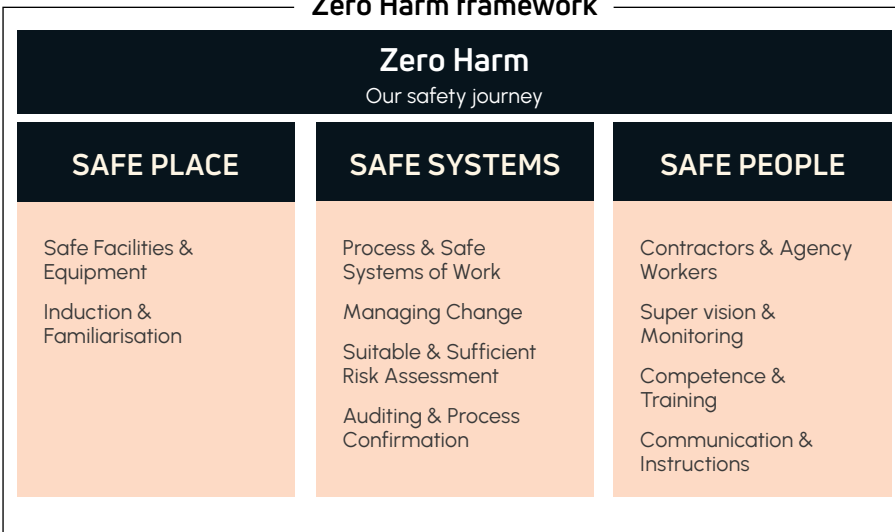
JLR

Our workforce is our greatest asset. With a commitment to promoting holistic development and creating a safe, inclusive and progressive work environment, through the strategic focus of Responsible Business, we strive to foster a culture of learning and support for our employees.

Health & Safety

The Occupational Health and Safety (OHS) Management System is a framework of practical plans and procedures which describe how the business should operate in order to reduce the risk of harm. The OHS is based around three pillars: Safe Place; Safe Systems and Safe People, underpinned by ten principles and 'ambition of Zero Harm.' This is measured by year-on-year continuous improvement via our Zero Harm Metric. The Zero Harm Metric is derived from First Aid and Lost Time Incidents, where an injury has occurred regardless of fault or severity. The trend over the last 2+ years is positive overall but has started to show more fluctuation in the data as the numbers become progressively smaller. Lost time incidents continue to show an improving trend year-on-year.

Zero Harm framework



COMPETENCE, CONTROL, COMMUNICATIONS, CO-OPERATION

IN FY 2022-23, WE PRODUCED OUR FIRST ETHNICITY PAY GAP REPORT, ALONGSIDE THE ANNUAL GENDER PAY GAP REPORT IN THE UK.

BARBARA BERGMEIER AND FRANCOIS DOSSA APPOINTED AS DIVERSITY AND INCLUSION JLR LIMITED BOARD CO-SPONSORS, SUPPORTED BY 14 GLOBAL EMPLOYEE RESOURCE GROUPS PROMOTING SAFE SHARING AND LEARNING OPPORTUNITIES.

Diversity & Inclusion (D&I)

We are committed to fostering a more diverse, inclusive and unified culture that is representative of our employees, our clients and the society in which we live.

Not only do we believe it is critical that JLR reflects the diversity of the world, we also believe we can truly thrive when we create a culture where employees feel included, where everyone can be their authentic selves, and where fresh ideas, challenges, and opinions are heard. We are taking action to make tangible impact, measured against three internal targets:

Targets	Future targets	Current status
Target 1	Globally, 30% of all senior leaders to be female, by 2026	Currently at 16% achieving this year's target
Target 2	In the UK 15% of all senior leaders to be from a Black, Asian or Mixed Ethnicity background, by 2026	Currently at 6% achieving this year's target
Target 3	Globally for our Inclusion Index to reach over 80, by 2026.	Currently at 74 exceeding this year's target

Beyond the UK, our global markets are actively supporting in their local approach to diversity and inclusion. To create meaningful progress toward diversity and inclusion, we are working with our regional and country leaders to establish an understanding of local cultures, legislations & current inclusivity status.

Our global diversity and inclusion policy highlights and zero-tolerance approach to bullying, harassment, and other negative behaviours, regardless of an employee's characteristics.

Training in diversity

We have developed three e-learning modules for the UK business with future plans to create the same for all regions to ensure that all our colleagues have a good understanding of diversity and inclusion, and how inclusivity can affect those around us. These modules have reached a minimum completion rate of 92%.

We have also established a face-to-face diversity and inclusion training programme, for colleagues across our UK manufacturing sites.

We also joined in partnership with the Business Disability Forum, and in FY 2023-24, we will have a specific focus on disability and neurodiversity, to help ensure that we are providing colleagues with everything they need to work at their best and feel confident and comfortable in doing so.

SOCIAL: PEOPLE



WE ANNOUNCED A DRIVE TO RECRUIT SKILLED WORKERS FROM THE DIGITAL TECHNOLOGY INDUSTRY INTO MORE THAN 800 NEW DIGITAL AND ENGINEERING POSITIONS GLOBALLY.

Talent attraction and recruitment

Software is essential for us to deliver next-generation automated driving systems, digital services, and experiences for clients. ADAS (Advanced Driver Assistance Systems) and autonomous driving skills have been identified as critical to this ambition but are a sought-after skill set in the market. To attract these skills, and compete with other industries, we have expanded our global operational footprint in Germany, Italy and Spain, in addition to existing hubs in Manchester, Ireland, Hungary, Portland, India and China. This also gives us access to a wider skills pool and harness the best talent for our business.

Shortly after the Future Skills Programme, and following large-scale job losses from technology firms, we announced a drive to recruit skilled workers from the digital technology industry into more than 800 new digital and engineering positions globally, across Autonomous Driving, Artificial Intelligence, Electrification, Cloud Software, Data Science, and Machine.

Created global tech hubs

We have created three global tech hubs which will be focusing on autonomous technologies, in Germany, Italy and Spain. They come in addition to the existing JLR tech hubs in the USA, Hungary, Ireland, the UK, China and India. The new recruits come in to support our 1,100 engineers who are working on various areas including driver assistance systems and artificial intelligence for self-driving cars.

Apprenticeships

During the last quarter of FY 2022-23, we offered a record number of degree apprenticeships, to deepen our talent pool and develop the next generation of modern luxury vehicles.

Upskilling for the future

JLR is also focused on evolving the skills of the workforce through upskilling programmes that build critical capabilities internally. To enable the transition from internal combustion engines to battery electric vehicles, we have upskilled our engineers on electrification through the cocreation of bespoke courses in partnership with a local university. Focus has also been placed on upskilling employees in 'product owner' and 'scrum master' roles to enable agile ways of working in programme delivery.

We took key actions to recruit and re-train our people for our digital future. In September 2022, we announced our Future Skills Programme, a global upskilling drive to train 29,000 people over the next three years, in connected and data capabilities, and to support our rapid transformation.

10,000

JLR AND FRANCHISED RETAILER EMPLOYEES IN THE UK. EMPLOYEES WILL BE TRAINED UNDER FUTURE SKILLS PROGRAMME

19,000

INDIVIDUALS ACROSS THE REST OF THE WORLD WILL BE SKILLED UNDER FUTURE SKILLS PROGRAMME

