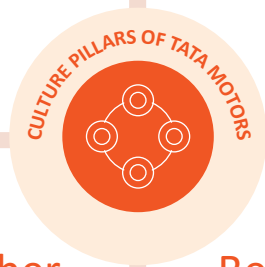


## People and culture

We prioritise the fostering of a strong Company culture. Since the launch of our Culture Credo and Leadership Behaviours in 2021, we have measured progress through annual Employee Culture Surveys (supplemented by biannual Pulse surveys) conducted by a third-party to ensure anonymity. Our latest survey, with an 80% response rate from over 7,800 employees, demonstrates positive results. Our Engagement Score has steadily climbed from 59% in 2022 to 71% in 2024, reflecting employee buy-in to our cultural transformation efforts. This success is further supported by our voluntary employee turnover rate, which has improved from 7.7% last year to 7.1% this year.

Be Bold

Own It



Solve Together

Be Empathetic

**11.1%**

Women in the total workforce

**78**

People with disabilities in the workforce

**6,500+**

Female shopfloor technicians drive car manufacturing

**3,000+**

All-women team assembled Harrier and Safari SUVs



## Diversity, equity and inclusion

Tata Motors continues its steadfast dedication to promoting equal opportunities within the organisation and beyond. Building upon our long-standing legacy through our programmes and inclusive practices, we strive to create a workplace culture where every individual feels valued, respected, and empowered to unlock their true potential. We have a strong DEI Advisory Council, which governs the programmes, and monitors and reviews the hiring, retention, performance, progression and pay parity.

Tata Motors follows a “No Discrimination” approach 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 to the workplace after career breaks. Our sensitivity and future forward outlook are demonstrated in the facilities that we extend to our employees’ partners too, not just spouses.

### DEI governance structure

DEI Advisory Council

DEI Office

Local DEI Chapter Run by DEI Champions

### A breakdown of our policies:

Policy name	Applicability	Objective	Benefits
<b>Time off from work- Maternity and Paternity leaves</b>	All permanent and probationary employees	Allows soon-to-be parents to focus on their family and take time off from work	Paid maternity leave up to 182 days and paternity leave for 10 days
<b>Flexible work options for working mothers</b>	All permanent and probationary women employees who are: <ul style="list-style-type: none"> <li>  New mothers stepping into parenthood</li> <li>  Working mothers with children up to 12 years of age</li> <li>  Availing an extension to maternity leave</li> </ul>	Empowers 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
<b>Day care/ creche facilities</b>	All permanent and probationary employees	Helps employees balance their personal and professional goals better	<ul style="list-style-type: none"> <li>  Daycare facilities exist at all plant locations</li> <li>  For non-plant locations, our Company has tied-up with proximate day care facility providers</li> </ul>
<b>Tata SCIP (Second Careers Inspiring Possibilities)</b>	Minimum 2 years continuous work experience	<ul style="list-style-type: none"> <li>  Launched by Tata Group in 2008, offering qualified women a chance to revive their professional journeys</li> <li>  Supports increasing gender diversity and prevents loss of professional competence</li> </ul>	<ul style="list-style-type: none"> <li>  Offers part-time/full-time/ flexi-time options</li> <li>  Conversion to TML rolls based on the performance/ potential of candidate and vacancy</li> </ul>
<b>Wheels of Love (Maternity Support Programme)</b>	Women employees who are: <ul style="list-style-type: none"> <li>  Expectant parent</li> <li>  New parent</li> <li>  Returning parent</li> </ul>	<ul style="list-style-type: none"> <li>  To guide and support new mothers in their parenthood journey</li> <li>  Steps towards becoming a parent-friendly organisation promoting a culture of Care, Sensitisation and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>  One-to-one coaching for mothers and managers</li> <li>  Other forms of support through webinars, Employee Resource Groups, counselling, and buddy connects</li> </ul>



## People and culture

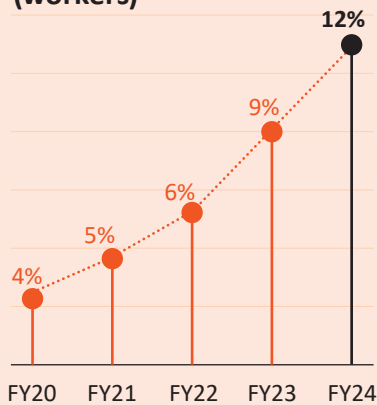
### Promotion of gender diversity

We have made significant progress in embracing and promoting gender diversity across Tata Motors. Targeted recruitment strategies of market mapping for leadership roles, broad basing of skills and industries for mid-senior roles along with focused employee referral and social media campaigns have helped us increase the representation of women across various functions and leadership levels. This has resulted in a significant uptick in diversity hiring.

To increase gender diversity on the shop floor, we made significant improvements in the hiring and engaging with inclusive policies, infrastructure, and our flagship 'Kaushalya' upskilling initiative.



Gender diversity on the shopfloor (workers)



### Sensitisation and communication efforts

- | **Training** on conscious and unconscious biases
- | Awards and recognition
- | **POSH policy:** The policy is in line with our commitment towards gender inclusion and diversity for creating a safe and secure workplace for all, any breach of which is subject to strong disciplinary actions
  - **Incidents of discrimination and harassment POSH cases:** 15 complaints filed during FY24, of which 4 are pending resolution as on March 31, 2024
  - **Training:** About 35,000 (cumulative) employees covered through e-learning modules and classroom/virtual sessions

**8.3%**

Share of women in all management positions, including junior, middle and top management

**9.3%**

Share of women in junior management

**5.3%**

Share of women in top management positions

**6,646**

Total women workforce

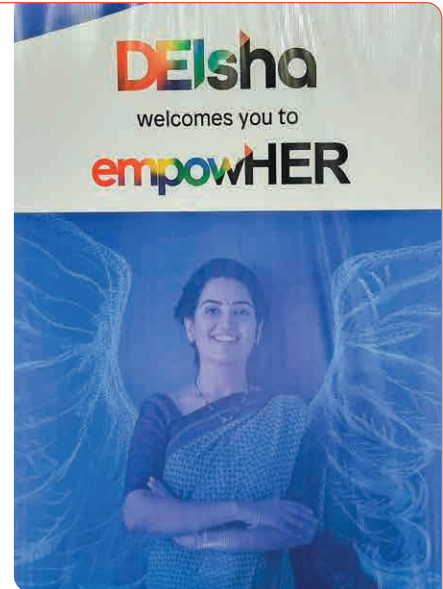
### empowHER: Empowering Women at Tata Motors

Launched in November 2023, empowHER is a unique programme designed to empower women professionals at Tata Motors. Recognising the challenges women face in the workplace, empowHER seeks to tackle these head-on through a series of interactive sessions.

During the reporting year, these sessions focused on leadership development, communication, negotiation, work-life balance, and mental well-being, equip women with the tools needed to excel. Targeted at women at the L3 and L4 levels, the programme welcomed a diverse group with varying experiences. Interactive sessions were complemented with valuable mentorship and

coaching, providing participants with personalised insights and guidance. This comprehensive approach encouraged participants to develop action plans outlining their individual goals and strategies for achieving them. Additionally, the programme fostered a supportive network through opportunities for women to connect and collaborate, building a strong community within Tata Motors.

empowHER has helped participants by boosting their self-awareness and confidence. It helped the women refine their leadership and communication skills, while also enhancing their negotiation techniques and work-life balance. Participants reported increased motivation and broadened



professional networks. This initiative has demonstrably shattered barriers and created a more inclusive workplace at Tata Motors.

### ONEderful Conversations

To create a culture that helps women and other underrepresented groups sustain their careers, Tata Motors has kickstarted ONEderful Conversations – sensitisation programme for an identified pool of people managers that helps them mirror reflective constructs like biases, allyship, etc. More than 1,200 people managers have been covered this year.



### Project Samavesh

In a significant move towards fostering diversity and inclusion, Tata Motors Pune's Commercial Vehicle Business Unit (CVBU) has embarked on a pioneering initiative- Project Samavesh to provide employment opportunities to transgender individuals, starting from January 2024. This initiative, which began as a pilot project, signifies a deepened commitment to embracing diversity and promoting dignity within the workplace.

In phase one of the drive, Tata Motors offered employment through our service provider to 17 transgender individuals across various functions within the organisation, including cafeteria services, human resources and security. This step provided job opportunities and highlighted our dedication to creating an inclusive environment that celebrates the entire spectrum of gender identities.



17

Transgender individuals employed for facility management services



## Succession and capability building

Consistent capability-building initiatives are needed to create a future ready workforce. The Learning and Development function at Tata Motors addresses this critical need through regular assessments of the external environment, the capabilities in demand, and designs appropriate initiatives for our workforce.

### 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.

Inputs from OTR and the Succession Planning processes drive actionable development plans that are deployed to ensure completion of development goals of successors through

- | Experience (GEMS Projects, role enhancements)
- | Exposure (Cross Functional Teams or CFTs, deputation)
- | Education (formal learning interventions)



### Leadership training

We address developmental focus areas for nominees of Succession Planning through customised programmes, partnering with top global business schools and knowledge partners such as Tata Management Training Centre (TMTC), offering a comprehensive blend of experience, exposure and education.

#### Talent development

##### Leadership Trails 2.0

Designed to equip senior leaders with fresh insights on cultural enablers to drive Tata Motors' future growth phase.

##### Leadership Quest and Inner Circle

The long-term programme focused on strategic renewal, innovation, coaching, and digital transformation for mid-senior leaders.

#### Technocrat development

##### Functional leadership

Designed for Commercial and Product Line Heads across businesses, to drive new business ideas, stakeholder management and future growth trajectories for Tata Motors vehicles.

#### Transition enablement

##### (Repurpose, Integrate, Shift, Evolve) Series

Designed to equip promotees (Levels 3-5) with leadership behaviours aligned with the Company culture and business acumen to help them excel in their new roles.

### Organisation-wide training programmes

To ensure our organisation remains future-ready, we consistently enhance functional, managerial, behavioural, and leadership capabilities. The Tata Motors Academy develops modules tailored to address the diverse development needs of our workforce.

#### Pillars:

- | Functional skills development
- | Professional skills development
- | Leadership development
- | Digital and Industry 4.0
- | ACESS

### Learning & development metrics for FY24

Initiatives in FY24	For management staff employees	For technicians
Person hours of training provided	3,63,932	21,25,561
Average training hours (hrs/full-time employee)	25.1	45.3
Average training hours (Male)	24.9	35.01
Average training hours (Female)	27.7	46.25
Total amount spent on training and development (₹ crore)	<b>38.3</b>	<b>7.9</b>
Average amount spent on training and development (₹/full-time employee)	30,332	1,682

# Future-ready workforce

Tata Motors is at the forefront of the automotive industry’s transformation. We are reskilling our workforce to meet the demands of electrification, autonomous driving, connected mobility, sustainability, and evolving regulations.

Our focus is two-fold:

- | **Short-term:** Upskilling in ACESS (Autonomous, Connected, Electric, Shared, and Safe) technologies and Industry 4.0 principles
- | **Long-term:** Reskilling ICE (Internal Combustion Engine) engineers for electric vehicles and Industry 4.0 through MTech, BTech (engineers), and Diploma programmes (technicians)

We collaborate with leading universities near our manufacturing plants to develop tailor-made curricula with industry experts. These programmes, with built-in project components, equip our workforce with the knowledge and skills required for the evolving automotive landscape.

Higher education	Employees / Trainees undergoing programmes
From XII / ITI to Diploma	17,800
From Diploma to graduation	132
From graduation to postgraduation	235



## Brilliance scholarship programme: Bridging the education gap

Tata Motors proudly initiated the Brilliance Scholarship Program to support students from the AA category and belonging to Economically Weaker Sections (EWS), with the goal of narrowing the gap in educational accessibility.

This programme values comprehensive excellence beyond academics, assessing candidates on:

- | Academic performance
- | Extracurricular involvement
- | Social contributions

We collaborated with colleges to identify eligible candidates and conducted informative sessions to explain the programme’s objectives. Engaging branding initiatives within campuses amplified awareness.

With each scholarship awarded, we move closer to our vision of a society where all have access to quality education, regardless of socio-economic constraints.



### The Brilliance Scholarship Program aims to:

- Promote equal opportunities
- Inspire academic excellence
- Break the cycle of poverty
- Cultivate inclusivity and diversity





### EVOLVE and take charge

Learn, Lead, Grow Employee Connects (EVOLVE) fosters a culture of continuous development at Tata Motors. This modular platform empowers employees by initiating development dialogues at all levels. Business leaders champion EVOLVE, sharing immersive experiences through programmes they curate. Leaders then facilitate focused cohort sessions, fostering active participation from managers and employees. EVOLVE's call to action – 'Own your development' – inspires employees to take charge of their growth journey.



### Digital Experience Centre at Jamshedpur

An iFactory (Industry 4.0 solutions enabled smart factory) has been set up at Tata Motors, Jamshedpur as part of the iFactory Network project under the aegis of the Ministry of Heavy Industries (MHI), Scheme for Enhancement of Competitiveness in the Capital Goods Sector- Phase II. The Centre for Industry 4.0, Pune, spearheaded by the Ministry of Heavy Industries (MHI), implemented the project.

#### Focus areas:

Co-creating the future of manufacturing

Accelerating Industry 4.0 technologies

Unlocking digital transformation

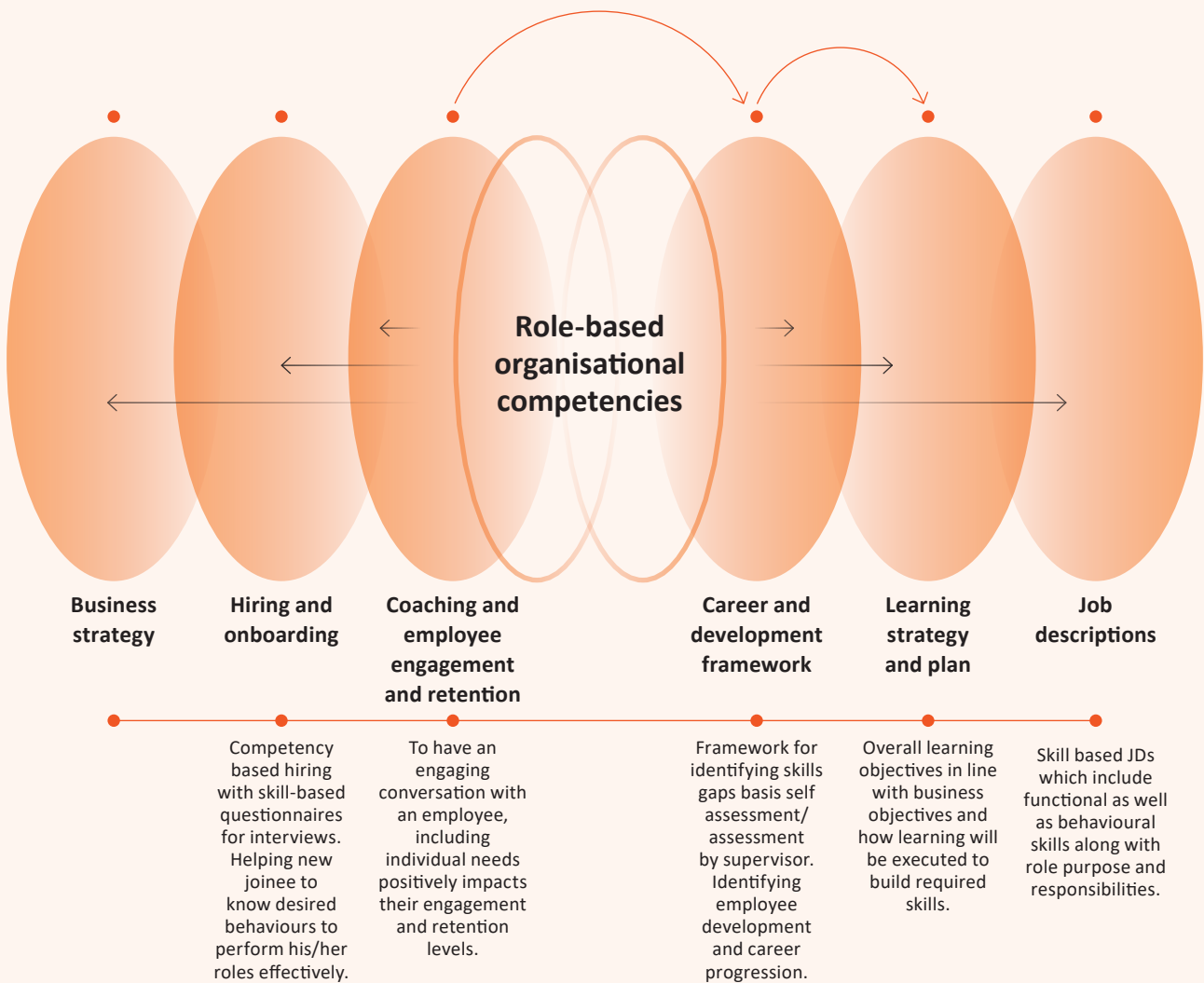
## Skills framework on MyLXP platform

Given our focus on domain specialisation, digitalisation, sustainability and ACCESS, it was important to have a skills framework mapped to job roles. We have implemented the Skills Framework at Tata Motors, which is used for role-based development, aspirational career readiness, individual development plan as well as for domain specialisation. The framework was executed across the business units.



- Comprehensive skills mapping**  
We meticulously identified, defined, and categorised essential skills across proficiency levels. Subject matter experts, functional heads, and senior leadership played a crucial role in completing this task within a short timeframe
- Skill-job alignment**  
Each unique job role is mapped to required skills with proficiency levels (basic, intermediate, proficient, master). Clear skills definitions ensure alignment with job requirements

- Personalised learning**  
Our Learning Experience Platform (MyLXP) assesses skills, identifies gaps, and recommends AI-powered learning pathways. This includes e-learning courses, classroom programmes, and multimedia resources
- Career-focused development**  
AI recommendations cater to both current and aspirational roles, supporting employee career advancement





## Fostering strong industrial relations

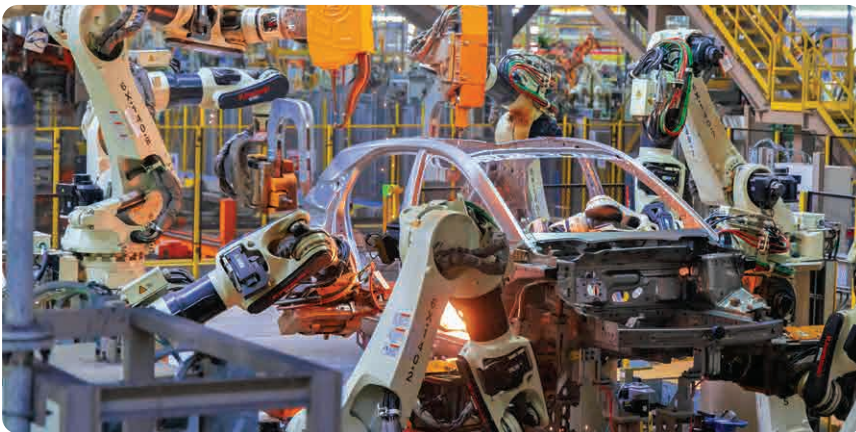
### Wage settlement

Tata Motors fosters strong relationships with its seven unions, representing 14,000 technicians. Open communication and collaboration are key, with joint forums addressing challenges. Long-term wage settlements are established through discussions, considering future needs. Productivity-linked settlements in Sanand and Lucknow showcase successful collaboration between management and unions.

### Drishti 2.0 for technicians

Tata Motors' Drishti 2.0 – a digital platform as a mobile application empowers technicians by providing easy access to payslips, leave cards, and travel expense submissions. This streamlines processes and frees up valuable work time. The platform fosters continuous learning through

bite-sized video modules, enhancing skill development. Digital notice boards ensure clear communication across the shop floor. Drishti 2.0 reflects Tata Motors' commitment to a dynamic and empowered work environment through technology.



### The Ford – Acquisition – Integration story

Tata Motors subsidiary, Tata Passenger Electric Mobility (TPEM), signed a Job Transfer MoU (Triparty MoU between TPEML, Ford India Private Ltd. and FIPL Union.) on July 26, 2022 and acquired Ford Sanand plant on January 10, 2023.

All employees coming from Ford have been assimilated seamlessly and the Sanand 2 plant will play a pivotal role in Tata Motors growth in passenger mobility and EV domain.

### Higher education: Building trust

A unique initiative saw all workmen-level employees offered higher education programmes in Industry 4.0, smart manufacturing, and EV systems through a partnership with Ganpat University. This not only upskilled the workforce but also fostered trust in Tata Motors, marking a first in the industry for such a comprehensive sponsorship programme.

### People integration and growth

TPEM extended its 'Care & Belongingness' philosophy through initiatives like Sangam, encouraging cultural assimilation and employee well-being. Notably, 51 workmen received promotions within a year, showcasing internal talent development. Six Sigma training further bolstered problem-solving skills, aiming for 100% Green Belt certification among staff – a first for Tata Motors plants.

### A win-win cultural assimilation

A blend of best practices from both companies was adopted, with an emphasis on Ford's strengths. The Sanand plant now operates under an 'inverted pyramid' structure, empowering staff and fostering a 'Serve and Care' environment. This shift from a command-and-control model has resulted in a leaner staff structure.

## RESPONSIBILITIES

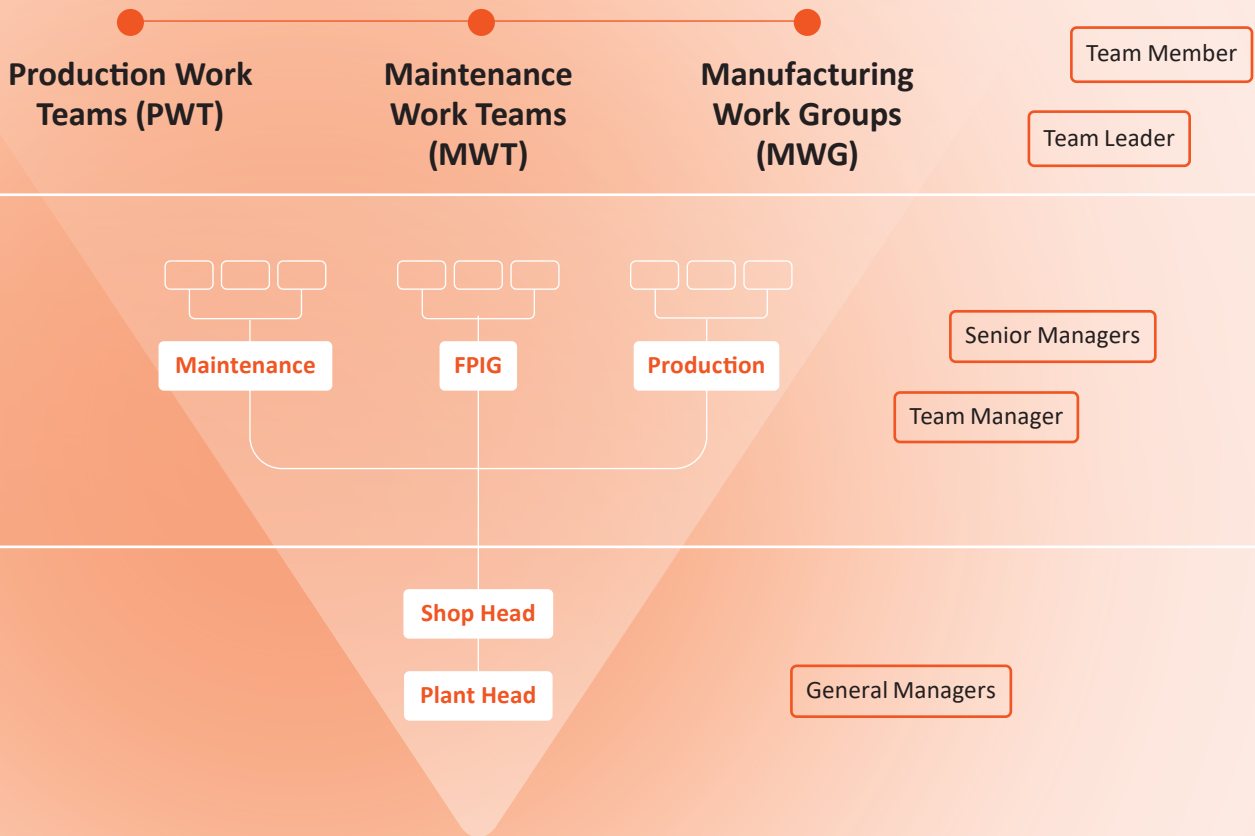
Run the Line

Coach, Change the Culture & Develop Team

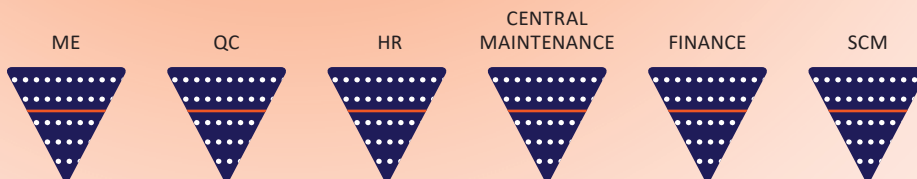
Remove Internal & External Barriers by Getting Resources & Aligning Objectives



## INVERTED PYRAMID CONCEPT



## SUPPORT FUNCTIONS (SKILL TEAMS)



## Attaining leadership in health and safety

Tata Motors places utmost importance on quality and safety in its strategic roadmap, ensuring employee well-being despite external challenges. We invest in safety technologies and R&D to deliver the safest vehicles across segments. Our facilities uphold standardised systems, certified for ISO TS 16949 (QMS standard for the automotive industry), ISO 9001 and ISO 14001 (Environmental Management System), as well as for ISO 45001:2018 Occupational health and safety management systems.



### Enablers for continuous strengthening of safety protocols

#### Hazard Identification and Risk Assessment (HIRA)

All worker 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.**

Follow SOP/work instructions

Safe driving

Safe walking and road manners

Right PPE usage

Responsible mobile use

### AECT

(Action Employee Can Take)

### T&CB

(Training & Capability Building)

### HIRA & job safety analysis

### SO

(Safety Observation)

### Standard & procedure

### Contractor safety management

### Incident investigation

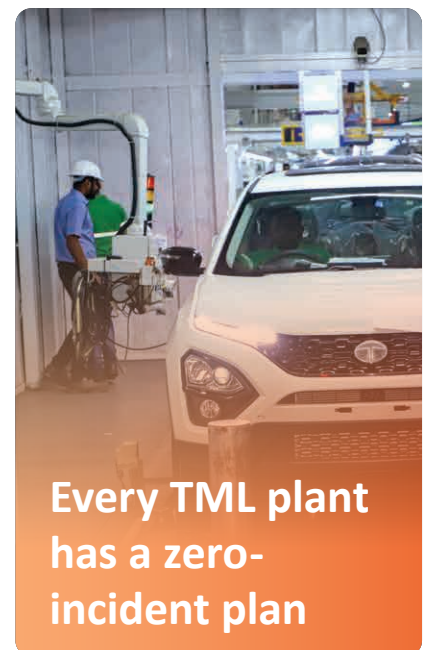
### Audits

## Safety governance framework

We have a robust governance mechanism to monitor occupational health and safety, whereby reviews are conducted at multiple levels. Safety performance is a part of the corporate and plant Balanced Scorecard (BSC), measured through Proactive Safety Index (PSI) II.



- | **Performance reviewed by:** The Safety, Health and Sustainability (SHS) Committee of Board of Directors once in four months
- | **Monthly review done by:** The Business unit head (ED, TML & MD TMPV and TPEM)-led SHE Council
- | **Detailed reviews at the factory level undertaken by:** The Apex Committee (led by the plant heads), various sub-committees for Safety Standards, and the Factory Implementation Committees (FIC)
- | **Review for non-manufacturing areas:** Through focused safety reviews are conducted at defined frequencies at regional offices, with the Customer Service and Warehouse teams

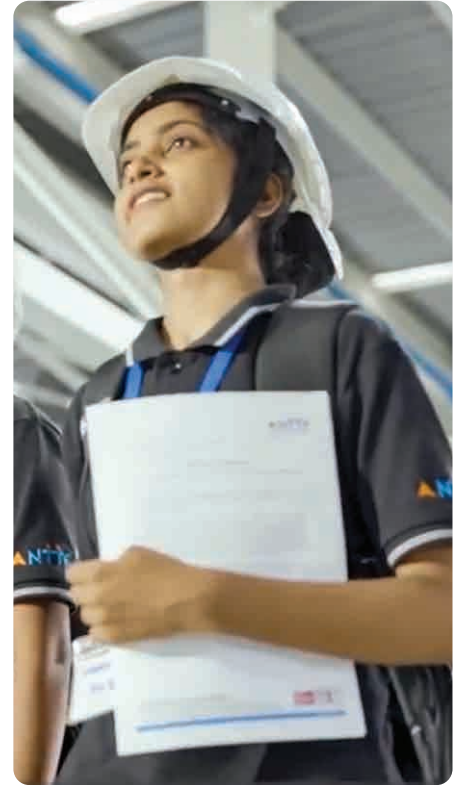


Every TML plant has a zero-incident plan



## Initiatives undertaken to minimise risk and improve safety

<b>Identification of Critical to Safety (CTS) stations</b>	A workstation where high risk activity is carried out or there is high injury potential
<b>Contractor Safety Management (CSM)</b>	Focus to be on vehicle movement/store management and conservancy
<b>Establishing processes for preventing Serious Injury &amp; Fatality (SIF)</b>	<ul style="list-style-type: none"> <li>  Plant Safety Managers identify SIF situations and proposes action plans</li> <li>  FIC Head implements closure actions, including Interim Containment Actions (ICA) and Permanent Corrective Actions (PCA)</li> </ul>
<b>Red Corner notices for horizontal deployment of recommendation</b>	To close the loop on Red Corner notices that are issued by Safety Heads, the FIC/Division must file an Action Taken Report (ATR) with evidence of action being taken



## Accelerating these initiatives

	Progress
<b>Critical to Safety Station (CTS)</b>	
Total CTS Stations	1,228
S1 (Administrative control) established	4,308
S2 (Engineering control) established	2,577
S3 (fail safe control) established	1,044
<b>Business partner Safety Management</b>	
Administrative controls established	659
Engineering controls established	273
<b>Serious Injury and Fatal Observation (SIF)</b>	
No. of SIF observation closed	439
<b>Red Corner Recommendations</b>	
Red Corner recommendation closure	96.3%

All risk assessments are done according to the HIRA standard.  
All TML plants are ISO 45001 certified.

## Wellness at Tata Motors

Tata Motors provided comprehensive wellness services to employees through secondary health prevention measures (Control of non-communicable diseases, health checks), primary prevention (Pre-diabetes management, tobacco cessation, emotional health counselling services) and primordial prevention (healthy menu at Company canteens).



**TML received a Platinum award for healthy workplace programme by 'Arogya World'**

01

### Secondary prevention programmes

Diabetes and hypertension: 96% employees in controlled status

Health checks offered free of cost

02

### Primary prevention programmes

| Pre-diabetes: <2% converted to diabetes

| Tobacco cessation: 113 employees quit tobacco

03

### Primordial prevention programmes

10 healthy menu changes effected across TML locations

04

### Business partner dignity programme

Health checkups: 8,417 completed; 889 cases of diabetes and hypertension detected

Free consultation and treatment at plant OHCs for 20,855 employees

05

### Emotional well-being

Awareness programme attendance: 7661

Confidential counselling availed: 761

5 high-risk cases managed successfully

	Unit	FY24	FY23	FY22
<b>Total Recordable Case Frequency Rate (TRCFR)</b>	Injury rate	<b>0.62*</b>	0.56	0.97
<b>H&amp;S training sessions</b>	No.	<b>12,569</b>	9,910	8,938
<b>Safety observation rounds</b>	No.	<b>2,82,892</b>	1,58,138	1,74,880
<b>Fatality</b>	No.	<b>2</b>	0	3
<b>Training hours</b>	Hours	<b>8,49,534</b>	7,54,527	5,71,360
<b>Loss Time Injury Frequency Rate</b>	Injury rate	<b>0.20</b>	0.13	0.23
<b>Health Index</b>	Index	<b>12.40</b>	12.53	12.90
<b>Employees registered on EAP portal</b>	No.	<b>6,803</b>	6,662	5,740

\* TRCFR includes data from non-manufacturing locations and regional offices.





### Advancing safety standards towards achieving Zero Harm

Tata Motors remains steadfast in fostering a world-class safety culture, prioritising the well-being of our employees and stakeholders across all operational facets. Our commitment was prominently highlighted during the 2023 Tata Group Workshop, where safety discussions with the Chairman took central stage. Throughout FY24, the Zero Incident Plan continued to be a cornerstone, featuring 31 themes and 51 major actions led by a senior leader, ensuring its sustained effectiveness.

A robust governance system ensures multi-level safety reviews, with the SHS Committee of the Board serving

as the apex review body. Monthly evaluations by SHE Councils and Apex Committees at plant levels oversee safety performance, while focused safety reviews are conducted in non-manufacturing areas at defined intervals, engaging Customer Service and Warehouse teams.

Continuing our commitment to enhancing safety culture, we engaged external experts DSS+ to fortify our approach across four pillars: Leadership and Governance, Operations and Risk, Business Partners, and People and Performance. Strategically aligned

actions for FY24 focus on proactive governance and fostering a Zero Harm Culture through leadership behaviours communicated across all levels.

In operations and risk, our Model Areas Initiative showcased exemplary safety role modelling, with leaders demonstrating adherence to safety standards. Our systematic approach to hazard identification and mitigation at Critical to Safety Stations led to a significant reduction in injuries. Furthermore, initiatives such as Drive Zero targeted risk areas with a focus on defensive driving and safety checks.



**Embracing digitalisation, we implemented various applications leveraging video analytics and AI, particularly at Jamshedpur and Sanand-1. Our long-term business partner strategy integrates Contractor Safety Management activities, ensuring partner accountability and utilisation.**

Interaction and engagement with business partners have been paramount, with initiatives like focused contractor employee safety targeting critical areas. In People and Performance, we empower our workforce through training and recognition programmes, exemplified by commendable Self-Directed Team achievements and focused training sessions on risk perception.

Despite our efforts, there were two unfortunate workplace-related fatal incidents. They were thoroughly investigated with systemic actions implemented across our Company. Reflecting on our performance, our total recordable case frequency rate increased slightly, underscoring the need for continual improvement.

We remain resolute in our dedication to enhancing safety performance, as evidenced by our initiatives and recognitions during FY24.