TALENT MANAGEMENT

81.5%
Utilisation of People

85% Men
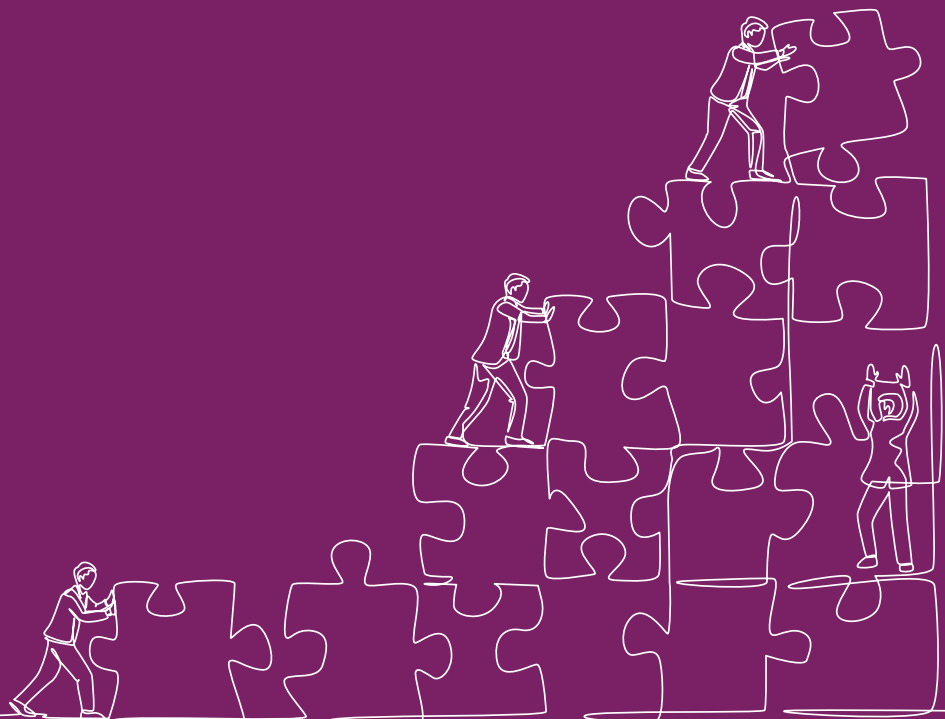**15%** Women   Diversity

2%
Attrition of Key Talent

13.1
Training Person-days per employee

Human resource isn't a thing we do, it is the thing that runs our business.

By Steve Wynne

TALENT MANAGEMENT

2020 was, in many ways, an extraordinary year. It brought many unprecedented challenges and opportunities, heightening the need for our people strategy to keep pace with the fast-changing tide. At TCE, our workforce is the life force of our business, and ensuring their well-being is the bedrock of our people agenda. Thus, even in the face of the impending pandemic, we galvanised our efforts and responded promptly with clear priorities and measures to keep our people safe. Understanding and responding to the trends shaping the future of work enabled us to create the best possible virtual environment for our distributed workforce.

Our agile people processes and digital readiness ensured that we could architect an intelligent digital workplace to navigate shifting employee expectations and firmly position them for success in a remote setup.

Our commitment to ensuring an inclusive, innovative, meritocratic, and people-centric culture has not wavered in these challenging times, translating into all aspects of our people processes, including onboarding, engagement, training, performance management, etc.

ENHANCED EMPLOYEE EXPERIENCE THROUGH CONNECTION AND COMMUNICATION

For TCEites, the COVID-19 year introduced us to the new work culture and brought us closer together. We embarked on a journey of enhanced employee experience to ensure that our employees were equipped with the right know-how and positive mindset to navigate the ensuing uncertainty.

At the onset, we began by connecting with employees on virtual calls across all the delivery centres and project sites based in various geographies - both domestic and international. These calls helped us carry regular health check-ins with our employees and their families, and more importantly, helped us understand their challenges and state of their well-being during the pandemic. These calls between Business and HR leaders with the employees helped establish a sense of reassurance and reinforced the Tata culture of compassion and empathy at TCE.

work from home

We also kept our employees abreast with the latest updates on the business front to ensure we all remain connected and engaged through these times. Across multiple forums, our business leaders, right from the Team Leads, BU Leadership to the apex leaders, including our Managing Director, continued to regularly communicate with all our employees, updating them on the team and business unit performance, the overall health of our business and on the adoption of new strategies ensuring that our company is strongly forging its way ahead.

We held an organisation-wide LIVE e-Townhall session chaired by our MD, Mr Amit Sharma, immediately following the lockdown, where employees from across the globe participated. This helped us assuage the employees' concerns regarding the pandemic, sharing TCE's COVID-19 Response plan and BCP (Business Continuity Plans) and guidelines on effectively working from home. This was followed by quarterly e-Townhalls across all our Delivery Centres (DCs), which helped us share continuous business updates, project success stories, check on employees' family well-being and keep them updated on the Do's and Don'ts pertaining to the pandemic and lockdown. These measures certainly enhanced our employee engagement quotient. All our employees were now fully armed with all information related to business and TCE's future growth plans, thereby ensuring they continue to align with TCE's goals and Vision, Mission & Values.

Employee Well Being at the heart of Employee Experience

At TCE, our employees' well-being has always been paramount to us. Thus, during this pandemic period, their health and well-being have been at the heart of TCE's response plan. We continued to promote a positive environment in the remote workplaces, support employees' physical, mental and emotional well-being, and help them overcome their challenges during this time.

To create a remote workplace that supports well-being, we initiated a virtual wellness campaign, *WellnessHQ*, that focused on the following elements:

- *Enhancing the Culture of Wellbeing* – Empowering our employees through raising awareness on mental health and making well-being conversations commonplace.

- *Education and Anticipation* – Building capability on well-being by providing on-demand access to self-help wellness tools for individuals and teams, including bite-sized capsule modules on managing stress and forging ahead with resilience & perseverance.

- *Encouraging Support* – Encouraging managers to take responsibility for their teams' well-being and build empathy towards team members in these challenging times.

As part of this campaign, we conducted several well-being sessions every month with a different theme each month. The initiatives included offering our employees a series of physical well-being sessions such as *Virtual Yoga Masterclasses* on *Breathing Techniques*, sessions on *Heart N Health*, *Wellbeing for Women* and even social well-being such as *Art of Photography*.

We believe that fostering a fun work environment can make employees less stressed, more productive, more creative, and more engaged. In the past year, Fun@Work metamorphosed into Fun@WfH (work from home). As part of our social well-being initiative, we created Delivery Centre wise, Virtual DC Breakout rooms to keep the spirit of Fun@Work intact, with hosting multiple team activities in the breakout rooms such as various brain-boosting games, virtual retreats and exciting activities such as virtual celebrations, hosting webcasts, live talent show and other performances on several occasions. We also extended the invite to the family members of our employees, whom we like to address as our extended TCE family, as they graciously joined us along with excitement and fervour.

Boosting Employee Morale

To recognise the indomitable spirit of TCEites who have shown a brave face to the challenges, we revamped several of our recognition programs such as our Virtual Kudos to facilitate recognition of team members using the virtual mode, launching peer-to-peer recognition program #ThankYouBuddy, driving online platforms of recognition to keep the employee morale high and celebrating the innovation and value addition showcased by our employees through e-PRIDE Poster Sessions.

We also conducted a virtual Happiness Week to spread cheer and bring more positivity to the teams. Over five days, employees across the organisation shared recognition drops with one another based on the theme of the day and celebrated moments that mattered.

ENHANCING PEOPLE DEVELOPMENT AS A FORCE FOR CHANGE

TCE's development interventions are systematically designed, amalgamated and executed to construct and perpetuate a high-performance workforce. Our Talent Management programs focus on the holistic development of our employees via cultivating a Learning culture in the organisation.

There is an enhanced focus on developing talent through programs related to leadership journeys – with the mode of delivery becoming virtual but equally effective.

Leadership Journey Redefined

To cater to our dynamic business requirement, it's imperative that our leaders demonstrate a collaborative mindset and can tackle the accelerating change to create disruptive growth. With this intent, we conceptualised and launched the PIVOT leadership program in partnership with Tata Management Training Centre (TMTC). Pivot lays a strong learning foundation for our Senior management and focuses on developing global leadership competencies to navigate an increasingly complex business environment.

This program is an immersive learning journey of six months, having well embedded scientific and adaptive tools like psychometric assessment, Self-paced learning, Virtual classroom, access to the digital platform of Tata Tomorrow University and industry expert talks.

The program is received very well by our senior management, and we are continuously striving to bring in a richer learning experience for them.

Another flagship program of TCE to catalyse the transition of managers to thought leaders is coined as LEAP. Leadership Excellence through Awareness and Practice (LEAP) commenced in August 2020 to foster a growth mindset, strategic thinking, managing change & diversity. The pedagogy includes integrative and reflective learning.

This augmented journey is spanned over five months and is delivered over a high-impact virtual environment. To provide participants with real-time insights, we incorporated peer-to-peer learning, Speed coaching, Action learning projects as a part of the development journey. The program focuses on four aspects of capability building, i.e. Leading Self, Leading and Growing Team, Leading with Trust and Leading with Influence.

AUGMENTING DIGITAL LEARNING

We capitalised on technology to create engaging and enriching training opportunities for our employees. Our interactive Virtual Learning Academy, Qlik2Learn, added a new dimension to the entire learning experience. It enabled our employees to access a plethora of learning modules to take charge of their self-development, such as live learning events, e-learning programs, videos, open-source programs, and blogs across various categories like FutureFit Softskills Masterkey and WellnessHQ.

Another step in ushering in the digital learning experience was the launch of our virtual onboarding program, In-Touch 2.0. The program encapsulates pre-onboarding and
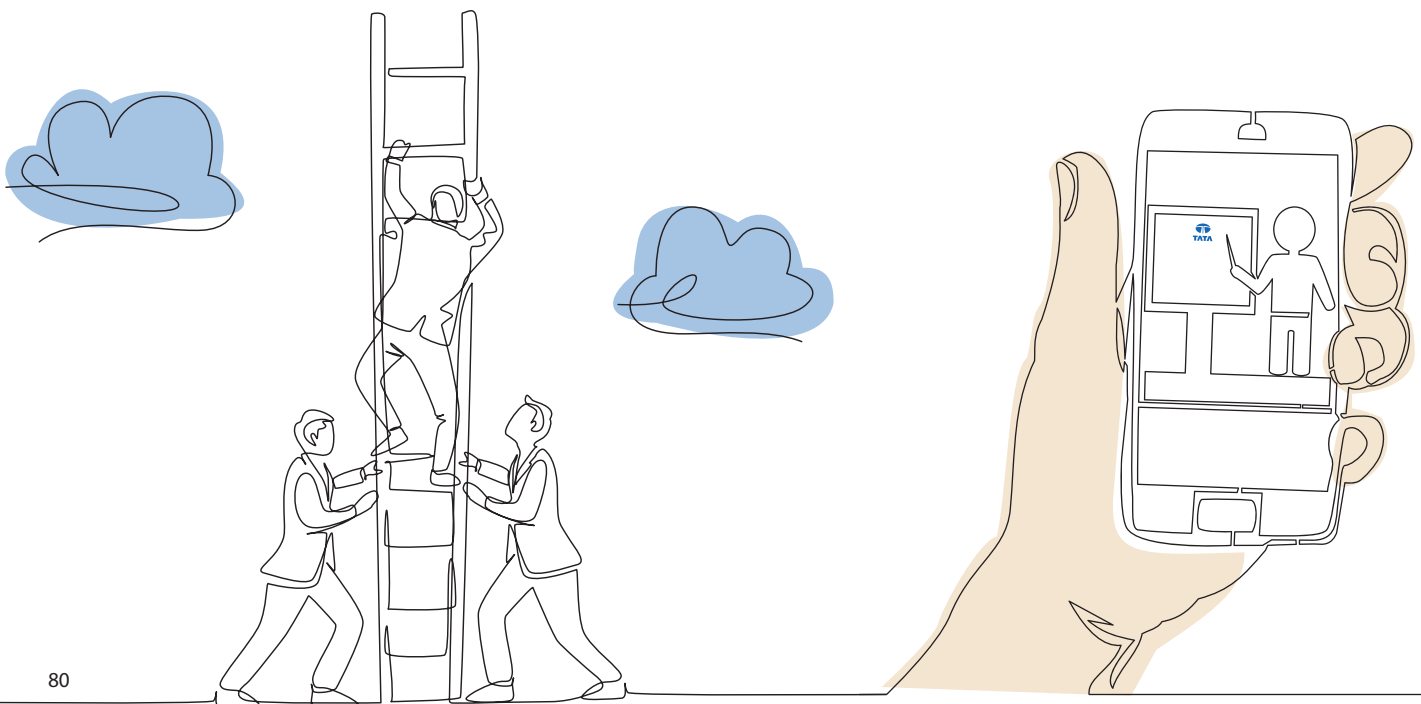
orientation elements, with all new hire journey touchpoints right from manager connect, buddy interaction to detailed orientation sessions being held virtually. The digital pre-onboarding program is delivered through our cloud-based advanced learning platform iBridge, designed to ensure that the experiential methodology is retained in virtual training through interactive elements in the learning modules, topical assessments, and real-time interaction with in-house subject matter experts and social learning elements such as peer interactions, etc.

To accelerate growth and create an unhindered platform for nurturing and developing talent, we recently launched our immersive learning platform, SMILe-Percipio, powered by cutting-edge learning technology.

The new virtual learning academy empowers our employees with the convenience and comfort of learning from anywhere. This customised, bite-sized and self-paced learning provides one-click access to 500 pre-curated learning channels with thousands of learning content in the form of videos, books, podcasts and many more. The platform has integrated AI technology to help learners get more personalised learning recommendations and encourage active learning. We also launched a virtual gamified learning tournament called Learning Premier League (LPL), spanning one week to catalyse behavioural and technical competency development among employees by incentivising learning engagement and adoption. The program created a renewed interest in learning and self-development at TCE, seeing enthusiastic participation from employees across locations and business units.

## MANAGING PERFORMANCE FOR SUCCESSFUL DELIVERY IN A VIRTUAL WORLD

With the transition to a predominantly virtual workforce, and with fewer day-to-day touchpoints between managers and their teams, we reinforced the following elements in our performance management process, which are critical to ensure the realisation of organisational objectives in the pandemic era:

1. Cascading organisation goals to individuals and alignment to changing business priorities.

2. Communicating clear performance expectations and prioritisation of work to ensure successful performance delivery.

3. Checking in regularly to monitor team and individual performance with structured feedback mechanisms.

At TCE, we believe that our performance management process is one of the most critical anchors of our culture of empathy. Hence, we ensured weaving in compassionate feedback mechanisms in every stage of the process, encompassing multi-dimensional business, team, and individual elements.

Our digital performance management platform, PRISM, helped us ensure holistic goal-setting and effective tracking of individual performance to bolster our high-performance culture. Further, with a continued focus on structured mid-term reviews, quarterly feedback discussions and ongoing performance conversations, we were able to setup our teams for success.
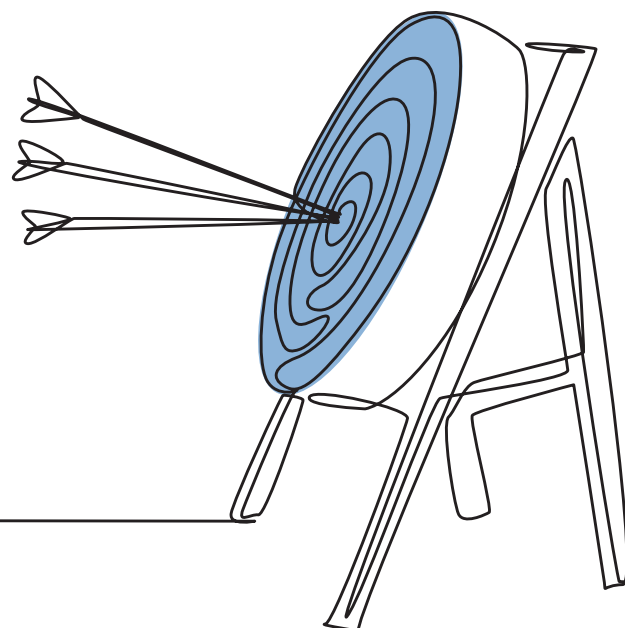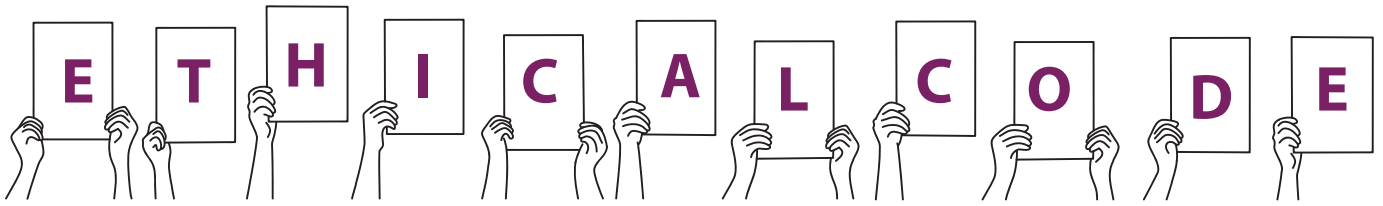
E T H I C A L C O D E

LIVING THE ETHICAL CODE AT TCE

Our code of conduct confirms our commitment to being an equal opportunity employer with no discrimination or harassment.

Imbibing TCoC among new and existing employees continued to be a focus area. It was further strengthened through focused communication by conducting "Ethics Week" in October 2020 and March 2021 to enhance awareness of the Tata Code of Conduct (TCoC) LBE framework. A mascot named "Dr Owlivia" – ethics advisor was launched during Ethics Week to promote an ethical environment and resolve ethical dilemmas employees and other stakeholders face.

Several communication programs, e-learning programs, Quiz based on Case Studies were conducted virtually (due to the COVID-19 pandemic) in TCoC, POSH, Gift and Hospitality, Whistle Blower Policy, ABAC and AML for all stakeholders, including third Party workforce and Supplier /Partners. TCoC / POSH related communication was done by Senior Leadership in various communication forums such as Offsite, COCs.

Learnings from FY 2020-21concerns were shared during CHRO connect calls and Quarterly DC Communications by Senior Leadership. LBE Survey on Ethics was conducted in July 2020 to measure the progress/ effectiveness of the LBE framework. External subject matter experts trained ethics Counsellors and POSH IC members. A dedicated section on Ethics was introduced in TCExpression to enhance awareness across employee segments. Group Ethics Office recognised the process for "Third Party Due Diligence" implemented by TCE as one of the Promising Practices followed by Group Companies.

Disclosures as per the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

The company has zero tolerance for sexual harassment at the workplace. It has adopted a Policy on prevention, prohibition and redressal of sexual harassment at the workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules thereunder for prevention and redressal of complaints of sexual harassment at workplace.

Three complaints have been reported under the Prevention of Sexual Harassment Act in FY 2020-21. 2 complaints were duly investigated and closed within the timeline stipulated as per the Act. One complaint was received at the end of February 2021, and the investigation is in progress.

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THE ROAD AHEAD

As the newer ways of working are still unfolding before us, HR at TCE is steadfast in its commitment towards a people-first philosophy. The pandemic has further underscored the importance of creating rich employee experiences and engaging in synergistic solutions.

As we continue to scout for opportunities to partner with the business in creating a differentiated talent pool, we shall endeavour to focus on speed, simplicity and scale while being sensitive to employee expectations. With technology taking the reins of the transformation story of TCE, HR shall continue to play a pivotal role in driving innovation as a culture and propel growth by facilitating scaling of talent development and realisation of the full potential of our workforce while bolstering agile processes and systems. We are poised to create a thriving workplace that breeds collaboration, engagement and contribution. Looking ahead, we are excited to discover unexplored terrains in our human capital journey and define the way forward to something bigger and better than before.