

83%
Utilisation of
People


173
Fresh Engineering Graduates/Post Graduates
78
Fresh Diploma Engineers
Hired


85%_{men}
15%_{women}
Diversity


20
Training Person-days
per employee

Talent Management

Talent Management

At TCE, we put people at the heart of our business and believe in the immense potential of our human capital. People and people practices have always been of paramount importance to us. The emphasis on people stems from the belief that our employees are the core growth engine for the Company.

Connected, Equipped & Integrated are the key elements in attracting, retaining and developing talent and a culture where people want to stay. At TCE, we are committed to creating an inclusive, performance-oriented, and entrepreneurial culture that allows bringing the best out of every individual and team.

We are also committed to creating an equal opportunity workplace, which promotes openness and diversity and focuses on attracting, motivating and retaining the best talent. We have a strong employee value proposition that focuses on providing challenging work, hiring and retaining the right people, sustained focus on talent and leadership development, differentiated rewards to drive exceptional performance and community engagement.

HR Systems

The people systems at TCE like talent supply, performance management and talent development are robust and competitive. Our vital HR programs ensure that the organisation delivers the future and exceeds client expectation.

During FY 2018-19, we engaged in upgrading, creating and launching several new processes and systems. This year we made significant improvements in areas of employee engagement, enhanced performance, competency development and training & development with specific initiatives to bring about a change in culture and mindset of the workforce.

Given our build-from-within strategy and focus on core campus programs, we continued to attract top talent. We added special impetus to hiring and creating an infrastructure for a diverse workforce as well as retaining and developing women leaders.

Campus Programme

As a part of the Young Engineers Development Program, we hired 173 Fresh Post-graduates and Graduate engineers. For our Accelerated Delivery Center (ADC), we hired 78 fresh diploma holders. The young engineers go through our rigorous and coveted Young Engineers Development Programme (YEDP), a methodical benchmarked process for training graduate/postgraduate hires through our 12-month training programme. Keeping the emerging industry landscape in mind and building future core competencies in line with the strategic Vision 2025, the program has undergone a shift in pedagogy. Due focus on newer concepts like Modularisation, Parameterisation, Digital Engineering, Opex, Urbanisation and Mega Cities, Clean & Green Energy and Electrification of Everything, Additive Manufacturing & Digital Asset Management ensure our employees remain up to date.



Recruitment

At TCE, we take pride in being an equal opportunity employer. The design of our recruitment and appraisal processes ensure no discrimination or biases.

Our policies on leadership pipeline, talent planning, mentoring and career development continue to ensure that the company attracts and retains the best talent.

The New hires pass through a thorough onboarding process 'In-Touch' which ensures that the new members become early contributors in their roles and feel valued. Building organisation capability, Value Additions to customers, bringing in new and fresh perspective through innovation, agility to explore new technologies or solutions continue to be key focus areas for us.

Training, Learning and Reskilling

In addition to YEDP, 19000+ courses are available to our employees. In FY 2019-20, we achieved 20.32 person-days of training per employee.

This year we launched our very own Technical Competency and Structured Career Framework. These frameworks help promote continuous development by aligning employee career aspirations with organisational goals. The Technical Competency framework, integrated with the performance management process helps provide constructive developmental feedback.

Code of Conduct

Imbibing TCoC among new and existing employees is a particular focus area. To strengthen this further and enhance awareness on the Tata Code of Conduct (TCoC) and Leadership in Business Ethics (LBE) framework, we celebrate "Ethics Week" every year in November and March.

We roll out several communication campaigns and e-learning training programs on TCoC, POSH, Gift and Hospitality, Whistle Blower Policy, ABAC and AML for all stakeholders, including third Party workforce and Supplier/Partners. We actively engage the leadership team for delivering TCoC/POSH related communication at various communication forums such as Offsites and COCs.

We actively share the learnings and concerns raised through the year at various employee connects like Town Halls and Quarterly DC Communications to reinforce acceptable behaviour. LBE Survey on Ethics conducted in July every year also helps measure the effectiveness of the LBE framework. We engage external subject matter experts to train our ethics counsellors and POSH IC members.

Performance Management

We have a robust performance management system which assesses and differentiates employees based on performance and help them perform to their maximum potential. We also have an established Team Lead structure that ensures the right performance support to each employee. The team leads themselves undergo various capability building programs to become better people managers. Our robust talent management process to build world-class leaders is supported by an intense Learning & Development program, leveraging internal and external experts.

To be in the know of employee sentiments, we conduct periodic third-party facilitated surveys. These surveys help us understand the pulse of employee opinion to help us create a more meaningful employee experience. This year 99% of employees participated in the study, and the Employee Engagement Index moved from 68% to 75%.



performance

Communication

We have a formal process of connecting, communicating and collaborating with employees across geographies. Annual Town Halls led by the MD and BU leaderships sees active participation by all employees. Various other channels of communication meetings (CoCs) held at multiple levels happen quarterly or monthly. This year due to the COVID19 pandemic, we conducted a virtual townhall with participation from employees across the globe. The MD and the Senior Leadership interacted with the employees and provided useful insights on the performance, strategy, and future roadmap of TCE. Close to 2000 employees attended the session.

At TCE, recognition goes hand in hand with achievement, right from appreciating the small wins every day to celebrating the business accomplishments. Our programs such as Value Awards, iTHINK awards, Innovista, PRIDE poster competition and Instant Awards, empower our employees to recognise individuals or teams on high performance and for living by the TCE values.

From the way we operate our business to the work we deliver our clients and the environment we provide

our employees, we always act with integrity - taking responsibility of our work, caring for our people and staying focused on safety and sustainability. Health and Safety measures are an integral part of our operations, and we are committed to providing a safe and healthy workplace.

COVID 19 Response

The announcement of the nationwide lockdown due to COVID19 Pandemic on March 24, 2020, was the beginning of a lot of organisational changes required for working from remote locations spread across the globe. The critical task for our team was to ensure employee' Safety and Wellbeing and minimal interruption to Business Operations.

With employees working from home across the world, regular communication and conversation became even more critical. We developed a series of planned campaigns to create awareness about the COVID19 pandemic, its symptoms, precautions and steps to undertake in case someone experiences symptoms. We set up HR hotlines with dedicated HR Managers trained to answer employee concerns. Our daily HR connects with the employees helped



monitor wellbeing and also acted as a channel of regular communication and updates. With the contagious nature of the pandemic, our teams not only maintained a tab on the employee health but extended the same attention and care to the family

Within two weeks of the announcement of the pandemic, the entire organisation seamlessly transitioned to working from home. Our IT, Admin and HR teams ensured that employees experience minimal discomfort and least disruption. Desktops and laptops were quickly shipped to employees' residence, and VPN connections provided smooth working from home. Our employees also promptly oriented to the new standard way of working from home, and a series of communications helped impart best practices to make work from home more productive.

As we went through different phases of the lockdown, we created Standard Operating Procedures for reopening of Construction sites, and offices and published them on our website, making it freely available for use.

Over time we realised the high treatment and hospitalisation costs to tackle the ongoing COVID19

pandemic, we felt that the existing insurance cover provided by the company to its employees and their families was not enough. We teamed up the Admin and Finance teams and conducted extensive research and negotiations with various banks and insurance companies to put together information and best options for the employees to choose. An aggressive campaign followed to educate and encourage employees to take the additional insurance cover, by either opting for a top-up on the existing medical insurance through the current insurance provider or opt for a COVID19 specific policy provided by the existing insurance provider or banks with company salary accounts. A series of emails and location wise virtual group calls ensured that the employees understand the options and make the best decision in the current trying times. As a result, close to 53% of employees opted for additional insurance in some form or the other.

While the fight with COVID19 is far from over, we wish health and well being for all our stakeholders.

