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# HR COMPENDIUM

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FY24

### 3-Tier Leadership Development Programme

Learning is central to Tata Power's values. We believe employee growth propels the organization forward, fostering innovation and enhancing performance. Recognizing the need for proficient leadership at all levels, we've pioneered a 3-tier leadership program. This framework cultivates excellence among apex, senior, and young leaders, enabling them to reach their full potential and achieve our organizational objectives.

#### **Program Tiers:**

##### **1. Senior Leaders' Development Program (SLDP):**

- Duration: 13 months
- Features: Advanced Management Program @ IIM Ahmedabad, Coaching, Action Learning Projects, Hogan Assessment

##### **2. Achieving Your Leadership Potential (AYLP):**

- Duration: 5 months
- Features: @ TMTC & SPJIMR, Action Learning Projects, Business Simulation, Hogan Assessment, Learning Immersion

##### **3. Emerging Leaders' Program (ELP):**

- Duration: 4 months
- Features: @ TMTC & XLRI, Action Learning Projects, Hogan Assessment, Business Challenge Lab, Learning Immersion

#### **Key Benefits:**

##### ➤ **Fostering a Learning Environment**

Our leadership programs prioritize learning, creating a culture where knowledge is shared, skills are honed, and potential is unlocked. This commitment ensures our workforce remains dynamic, competitive, and equipped to effectively mitigate business challenges of an ever-evolving industry.

##### ➤ **Blended Learning Approach**

We offer a comprehensive learning experience through a blend of campus classroom training, e-learning content, and immersive experiences. This multifaceted approach ensures that learning is engaging and impactful.

##### ➤ **Action Learning Projects**

The programs culminate in Action Learning Projects, where cross-functional groups work together under the mentorship of eminent consultant provided by TMTC. Supported by Tata Power Subject Matter Experts (SMEs), on process, scoping, metrics, and outcomes to propose viable solutions for real business challenges.

## **Tangible Outcomes of FY24:**

- **Leadership Pipeline Enhancement:** 3 participants elevated to higher roles.
- **Diverse Skill Portfolio:** 28 participants undertook lateral movements and job enlargement spanning diverse roles, enriching our skill landscape.
- **Strategic Problem Solving:** 26 live organizational projects across tiers, driving transformative solutions beyond routine operations.

## **Engagement and Participation:**

SLDP, Tata Power's advanced management program for apex leaders is conducted bi-annually and was last conducted in FY23. AYLP and ELP was conducted in FY24 in collaboration with SPJIMR & XLRI respectively, in partnership with TMTC covering high performing middle & junior management of Tata Power. The programs had garnered significant engagement, with 2.6% of our eligible Full-Time Equivalents actively participating.

## **Talent NXT: Cultivating Tomorrow's Leaders**

Our transformative Talent NXT Fast Track program is dedicated to nurturing the next generation of leaders. By identifying high-performing, high-potential talent, we propel them towards CXO-level positions within a defined timeframe. This initiative focuses on elevating top talent from junior to middle management, ensuring their seamless progression to the next level.

**Strategic Advancement:** After rigorous assessment, eligible candidates assume enhanced or new roles, closely tracked for their career development.

Key program features include:

- **Immediate Grade Elevation:** Talents experience out-of-turn promotion.
- **Focused Development:** Interventions overseen by our Leadership team.
- **Stellar Career Paths:** Stellar Career Paths of selected Hi-Pots of previous years.
- **Top Management Exposure:** Access and interaction with our top leadership.

**Value for Talents, Impact for Organizations:** Talent NXT offers a substantial value proposition. Individuals undergo skill and experience enhancement across existing and new domains, enriching their portfolio. The organization, in turn, cultivates a robust leadership pipeline ready to fill critical roles.

**Target and Success:** The program targets 0.5% of our Full-Time Equivalents (FTEs) in junior to middle-level positions. Talent NXTers consistently transition into high-profile roles, particularly in the realms of technology and management.

## **Succession Planning: Empowering Tomorrow's Leaders**

At the heart of our strategy lies a succession management framework, recognized as a best practice within the esteemed Tata Group. This approach centres on objective evaluations of critical roles, incumbent risk assessment, identification of successor candidates, their development, and continuous management oversight.

**Driving Business Continuity:** Our systematic framework ensures seamless transitions and business continuity, not just for our existing endeavours, but also for the six acquired businesses and two growth-oriented ventures we've undertaken. It establishes capability development and career pathways for successors, guaranteeing a well-prepared talent pool for business needs.

**Nurturing High Potentials:** This framework serves as an avenue for our high-potential employees, bolstering their career progression and retention within our organization. Starting from a purely replacement planning outlook, succession management is now being seen as a pivotal talent process that serves both organisational and individual needs, forming the basis for key business and talent decisions.

**Proven Success:** Our program boasts a remarkable track record, achieving a resounding 100% success across key metrics including Succession Cover for N-1, N-2 positions at the Apex Level, and Successor Readiness spanning immediate to 3-5 years. This robust planning encompasses 13.15% of TPC's Full-Time Equivalents.

**Tangible Business Benefits:**

- Ensured Continuity: Safeguarding critical positions and mitigating HR risk.
- Enhanced Cost Efficiency: Reducing reliance on external hiring, resulting in significant cost savings.
- Streamlined Onboarding: Immediate alignment with company culture, processes, and systems, yielding prompt results.
- Elimination of Wrong Hire Costs: Ensuring every resource is a valuable asset.

## Fostering Employee Engagement & Wellness

### Employee Engagement

We believe that at the heart of our growth story, lies our engaged and empowered workforce. Our commitment to this is reflected in a variety of initiatives that are aimed at striking a balance between personal satisfaction and professional development of our employees. To assess and enhance these efforts, we deploy a bi-annual Employee Engagement Survey that provides valuable insights into the engagement levels across our workforce.

**Annual Employee Engagement Survey 2023:** Tata Power's Engagement Survey centred around Employee Engagement, where a remarkable **42%** of employees exhibited the highest level of engagement, showcasing their profound connection with Tata Power. This survey involved an impressive **95%** of the population, emphasizing their commitment to shaping our growth collectively.

Tata Power's employee engagement survey is carefully designed based on our engagement philosophy, which involves conducting a point-in-time survey every two years. To ensure a comprehensive understanding of employee experience, drivers for the survey are identified through Focus Group Discussions (FGDs) involving leaders and employee cohorts.

Our survey addresses key drivers such as Safety, Collaboration, Customer Focus, Decision making, Empowerment/Autonomy, High Performance, Manager, Senior Leadership, Brand, Career & Development, Performance Management, Enabling Infrastructure, Talent & Staffing. Furthermore, we also focus on important employee-centric aspects including job satisfaction, purpose, happiness, and stress. By correlating job satisfaction and happiness with drivers like Engagement, and purpose and stress with drivers such as Brand and Work Tasks, our survey offers a comprehensive view of the employee experience. To provide a more nuanced perspective on employee engagement, we administer specific questionnaires tailored to different work levels: Leadership, Management, and Non-Management. Additionally, we conduct periodic engagement check-ins for cadre trainees at intervals of 1 month, 4 months, 7 months, and 11 months, ensuring continuous feedback and enhancement of engagement strategies.

We enable engagement of employees, their family members with wide range of celebrations and engagement events. These activities are designed to foster a positive work environment, build team cohesion, and recognize the contributions of our employees. Engagement events in FY'24 included MyWorkplace MyHappyPlace initiatives, Festithons, and Time Blocked Marquee events such as Ullas, Cricket Premier League, Long Service Award and Annual awards.

### **Employee Wellness**

At Tata Power, we are committed to fostering a positive environment in our workplaces that promotes holistic wellbeing of our employees, through programs that support them to achieve their goals and lead a fuller life, which in turn will help the business thrive. We believe that "Health is a state of complete harmony of Body, Spirit & Mind" and our "**A Fuller Life**" program emphasizes the importance of focusing on different dimensions of wellbeing to enhance employee engagement and productivity. Under this program, Tata Power provides aid to employees to improve their holistic wellbeing, including physical, social, financial, and mental wellness. From mindfulness workshops and nutritional guidance to energizing events like cyclothons and marathons, "a Fuller Life" has become a cornerstone of our culture.

Curated Employee Wellness activities in FY'24 included wellness sessions and awareness campaigns on stress management, coping with anxiety, financial wellness along with 'Doctors Speak Series' & 'Eatwise Series' for spreading awareness on health, diseases & precautionary measures, and nutrition. To promote physical health, multiple fitness challenges and sports activities were conducted across multiple locations.

### **Effective Performance Management for Excellence**

Tata Power's Performance Management process is built on principles of fairness, transparency, and meritocracy. It ensures the alignment of individual performance with critical company goals. The process encompasses Goal Setting, Mid-Year Performance Review, and Annual Performance Review, while digital tools enhance alignment and progress monitoring. The process promotes agile conversations and continuous feedback alongside formal reviews.

Goals are cascaded down from the business/department/team level to an individual level to enhance individual performance in all teams that adds up to overall organisational level performance. Individual Goal Setting leverages our digital platform, ensuring collaboration and alignment with business targets. Our process boasts maturity, catering to diverse business needs. It's underpinned by thorough assessments involving self-evaluation, appraisal, and rigorous Performance Review Forums. Upon endorsement of the Long-Term Strategic Plan and ABP/ AOP for current financial year by the Board, strategy deployment is facilitated through cascade workshops involving creation of business scorecards/ KPIs/ targets/ strategic projects that are aligned to enterprise strategic objectives. Business scorecards are created, monitored, and reviewed in terms of relevant cascade/alignment & progress through a digital portal named integrated Review Management System (IRMS).

IRMS is the foundation of robust review mechanism at Tata Power and helps individuals align to business performance expectations and plan work delivery to contribute to overall enterprise targets. The IRMS monitors cascading & inter-Linking of KPIs from an Apex level to Department heads, ensuring robust review of team/departmental performance. Additionally, as part of the Annual Review Process at Tata Power, performance outcomes of teams & individuals are evaluated & reviewed through a detailed and rigorous multi-tiered process of Performance Review Forum (PRFs). Our comprehensive approach evaluates not just deliverables but also our proprietary AMP Leadership Competency Model (copyright registered). This model defines essential present and future leadership traits, driving culture change and leadership development.

### Employee Stock Options

Tata Power had introduced and implemented 'The Tata Power Company Limited – Employee Stock Option Plan 2023' ('ESOP 2023'/Plan), pursuant to approval of the shareholders vide Postal Ballot on September 25, 2023. The Plan was also extended and granted to eligible employees of group company(ies) including subsidiary company(ies) and/or associate company(ies) under 'The Tata Power Company Limited – Employee Stock Option Plan 2023'. The plan seeks to drive long-term performance, attract & retain key talent and to provide an opportunity for the employees to participate in the growth of the Company.

In FY24, the company has granted 64,82,940 (Sixty-Four Lakh Eighty-Two Thousand Nine Hundred and Forty) employee stock options to certain employees of the Company and its subsidiaries at an exercise price of 249.80 (Rupees Two Hundred Forty-Nine and Eighty Paise) per option exercisable into equivalent equity shares of ₹ 1 each subject to fulfilment of vesting conditions. The coverage was extended to **1.1%** of the company's workforce, covering **33.4%** of senior management employees & **0.9%** middle & junior management employees.

## Employee / Workforce Numbers - FY24

### Total Employee Base

Category	Age			Gender		Total
	<30	30-50	>50	M	F	
Senior Management	0	166	313	458	21	<b>479</b>
Middle Management	3	1541	495	1861	178	<b>2039</b>
Junior Management	3677	5193	617	8055	1432	<b>9487</b>
FDA + SE	741	318	221	1103	177	<b>1280</b>
Workmen/Staff	570	7559	2238	9881	486	<b>10367</b>
<b>Total Employees</b>	<b>4991</b>	<b>14777</b>	<b>3884</b>	<b>21358</b>	<b>2294</b>	<b>23652</b>

### SC/ST/OBC/NT Workforce

SC/ST/OBC/NT	
Share in Total Workforce	31.77 %
Share in Management Positions	33.91 %

### New Hires

Category	Age			Gender		Total
	<30	30-50	>50	M	F	
Senior Management	0	9	1	9	1	<b>10</b>
Middle Management	0	61	5	61	5	<b>66</b>
Junior Management	1045	491	4	1166	374	<b>1540</b>
FDA + SE	510	46	1	453	104	<b>557</b>
Workmen/Staff	37	229	0	253	13	<b>266</b>
<b>Total Employees</b>	<b>1592</b>	<b>836</b>	<b>11</b>	<b>1942</b>	<b>497</b>	<b>2439</b>

A total of **48.33%** of positions were filled internally.

### Attrition

Category	Age			Gender		Total
	<30	30-50	>50	M	F	
Senior Management	-	10	41	48	3	<b>51</b>
Middle Management	-	34	51	79	6	<b>85</b>
Junior Management	367	338	62	600	167	<b>767</b>
FDA + SE	109	47	56	188	24	<b>212</b>
Workmen/Staff	24	37	453	475	39	<b>514</b>
<b>Total</b>	<b>500</b>	<b>466</b>	<b>663</b>	<b>1,390</b>	<b>239</b>	<b>1,629</b>

## Voluntary Turnover

Category	Age			Gender		Total
	<30	30-50	>50	M	F	
Senior Management		10	6	14	2	<b>16</b>
Middle Management		33	11	39	5	<b>44</b>
Junior Management	357	320	3	521	159	<b>680</b>
FDA + SE	104	31	3	114	24	<b>138</b>
Workmen/Staff	24	6	-	21	9	<b>30</b>
<b>Total</b>	<b>485</b>	<b>400</b>	<b>23</b>	<b>709</b>	<b>199</b>	<b>908</b>

The total employee base, new hires, attrition & voluntary turnover data includes numbers of Tata Power, TPREL (including its subsidiaries), TPRMG, PTL, MPL, IEL, TPTCL, TPADL, TPIPL, TERPL, TPCDT, FENR, NELCO, TPDDL, TPSODL, TPCODL, TPWODL and TPNODL. The SC/ST/OBC/NT Workforce data includes Tata Power entities excluding Odisha Discoms.

## Learning/Training Numbers

Category	FY24
Total Learning/Training Hours	1,19,097.92 Hours
Average hours per FTE on Learning/Training	13.194 Hours
Total Spent on Learning/Training	10.49 Cr Rs
Average spent per FTE on Learning/Training	11,631.39 Rs

Workforce Category	Hours				
	Age			Gender	
	<30	30-50	>50	M	F
Senior Management	0	4014.9	3069.88	6266.25	817.55
Middle Management	47	13902.81	5247.12	17277.73	1918.19
Junior Management	38474.6	39843.6	7433.38	67365.2	18382.38
FDA + SE	402	689	77	1012	156
Workmen/Staff	1490.2	3074.42	1333	5448.42	453.2
<b>Total</b>	<b>40413.8</b>	<b>61524.74</b>	<b>17159.38</b>	<b>97369.6</b>	<b>21728.32</b>

Training Category	Hours
Functional	34105.66
Behavioural	22163.75
Organizational	11572.48
Safety	8314.08

Additionally, **42,941.95** learning/training hours have been conducted as part of compliance, additional assignments, and at a cluster/entity level, which are not covered under Functional, Behavioural, Organizational, and Safety Training.

The Learning/Training Numbers include numbers of Tata Power entities excluding Odisha Discoms.

# Workmen/Staff includes non-management employees. FDA + SE include employees and supervisory trainees on direct contract with the company.

## Diversity Aspirations

<b>Category</b>	<b>FY24</b>	<b>FY29 Aspiration</b>
Share of Women in Total Workforce	10 %	<b>17%</b>
Share of Women in Top Management Positions	4 %	<b>7%</b>
Share of Women in Management Level Positions	14 %	<b>20%</b>
Share of Women in Junior Management Level Positions	15 %	<b>25%</b>
Share of Women in STEM-Related Positions (Officers in Digital and Technology Roles)	24 %	<b>35%</b>
Share of Women in Management Positions in Revenue Generating Functions (Officers in Sales and Customer Facing Roles)	20 %	<b>30%</b>

The diversity data includes numbers of Tata Power, TPREL (including its subsidiaries), TPRMG, PTL, MPL, IEL, TPTCL, TPADL, TPIPL, TERPL, TPCDT, FENR, NELCO, TPDDL, TPSODL, TPCODL, TPWODL and TPNODL. The figures have been rounded off.