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From the Desk of the Group CHRO, Tata Sons

These are exciting times for the Tata group. Companies are increasingly coming together to leverage the Tata ecosystem to learn from each other, and deal with common issues. Tata Network Forums (TNFs) are increasingly playing an important role in enabling companies to come together and seek solutions to common issues. A case in point was the TNF MENA meeting which took place to address the diplomatic situation in the Gulf, when Arab nations cut off ties with Qatar. Tata companies came together at Dubai using the TNF MENA to understand the impact on their businesses and plan for mitigation measures.

In the past six months, TNFs also enabled companies to seek knowledge and share best practices in various areas like Customer, HR, Ethics, Business Excellence, Digitisation, Communications, Corporate Responsibility and Sustainability. I must mention that the Tata Sustainability Group is increasingly utilising the TNF forum to spread its messages through the Tata Sustainability month celebrations and other workshops. Sustainability events featured in most TNFs across the world in the past two quarters. All these TNF events brought together many more Tata employees during these past few months, which is proof of the growing popularity of the TNFs.

The reach and impact of TNF activities is gradually building, and I am sure that it will achieve greater heights in the coming times. As the Tata group celebrates its one-ness, TNFs will be able to connect many more employees and enable the proliferation of knowledge and best practices.

TNF INDIA

The Indian chapter of TNF is comprised of TNF India - North, TNF India - South, TNF India - East and TNF India - West.

TNF India - North

Praveer Sinha from Tata Power Delhi Distribution Limited (Tata Power-DDL) is the Chairman of TNF India - North, and Siddharth Singh from the same company is the Convener. The TBExG coordinator is NK Sharan.

Activities, events and programmes: April to September 2017

- On June 14, 2017, Tata Network Forum (TNF) India - North conducted Tata Sustainability Workshop at India Habitat Centre, Delhi. The event provided an opportunity to all participating CSR/sustainability managers and other senior leaders to update themselves on the latest measurements taken by the group companies in the field of sustainability and share best practices/processes across Tata companies. A total of 40 Tata group officials participated from 15 Tata companies in the North region.

The meet started with a warm welcome address by Praveer Sinha, Chairman, TNF India - North and CEO & MD, Tata Power-DDL. Mr Sinha set the context for the meet and addressed the gathering.

Four Tata employees — Ajit Maleyvar, Tata Power-DDL; Pranab Das, Tata Housing; V Satish, Tata Steel; and Deba Ghoshal, Voltas — made presentations on the best practices in sustainability at their respective companies.



L- R: Praveer Sinha, Chairman, TNF India - North, and CEO & MD, Tata Power-DDL; Shankar Venkateswaran, Chief, Tata Sustainability Group (now retired); and Pranab Das, GM - CSR, Tata Housing, at the Tata Sustainability Workshop on June 14, 2017, in Delhi.

TNF India - South

Sanjiv Sarin from Tata Coffee is the Chairman of TNF India – South, and Sumant Sood from Titan is the Convener. The TBExG coordinator for this TNF is Sanjeev Singh.

Activities, events and programmes: April to September 2017

- ✳ TNF India – South, along with the Tata Sustainability Group (TSG), organised an event – Tata Sustainability Month – on June 6, 2017, at the City Center office of Tata Consultancy Services (TCS), Bengaluru. Sixty-two senior management executives, representing 18 Tata companies, attended the programme. June was the sustainability month at TSG, with the aim to spread the message that sustainability is not just the responsibility of the CSR function, but also that of all other functions within a company. The programme was managed by TNF India - South and it was co-ordinated by Sumant Sood along with volunteers from other local group companies.
- ✳ On September 13, 2017, a seminar on *Building a Customer-Centric Organisation* was held at TERI auditorium, Bengaluru, which was attended by 55 employees from 15 companies. Harish Bhat, Brand Custodian, Tata Sons, delivered the keynote address. The programme covered three distinct themes — insight as an organisational enabler, creating customer-centric conversations and technologies to develop, deliver and delight.
- ✳ Tata Management Training Centre (TMTC) and TNF India - South hosted a talk on the *Art of Storytelling* on September 14, 2017, at Vivanta by Taj, MG Road, Bengaluru. The theme was one which has the power to bring alive, elevate and enhance the effectiveness of all that we do as leaders in organisations. Dave McCaughan, a business story teller and a TEDx speaker, addressed an audience of 43 senior Tata executives from 17 companies.
- ✳ TNF India - South and Tata Sports Club (TSC) organised the first-ever sports quiz on September 16, 2017, at Karnataka State Cricket Association Auditorium. A total of 33 teams from 12 Tata companies participated. While 33 companies showed interest, 22 companies could show up for the quiz due to rains. Teams from Titan, Croma, Tata Power SED, Tata Coffee and TCS were the winners, and were awarded by Bhaskar Bhat, MD, Titan.
- ✳ On September 26, 2017, TNF India - South, along with Tata Trusts, organised the *Tata Trusts Coalition for Change* event, which was attended by 35 Tata employees from 17 Tata companies at Taj West End. This session was followed by a discussion between eight CEOs/MDs of different Tata companies to arrive at a combined charter.



Attendees at the Tata Sustainability Month on June 6, 2017, in Bengaluru.

TNF India - East

TV Narendran from Tata Steel is the Chairman of TNF India – East, and Mukesh Prasad from Tata Steel is the Convener. The TBExG coordinator is Abhijit Mitra.

Activities, events and programmes: April to September 2017

- ✳ TNF India – East organised a session on the *Role of HR in Cost Optimisation* under the leadership of Tarun Daga, MD, Tinplate Company of India, which was attended by 55 participants from 22 Tata companies. The session, held on April 12, 2017, at the Golmuri Club in Jamshedpur, included various presentations and an interactive panel discussion with HR experts from companies including Tata Steel, Tata Motors, Tinplate Company of India, TRF, JUSCO, Tata Sponge, Tata Steel Processing and Distribution (TSPDL) and TMTC.

A panel discussion involving CHROs and chaired by Emmanuel David, Director, Tata Management Training Centre, was the highlight of the session. The panel deliberated on *How to engage employees to take care of challenges of cost optimisation*. PK Sahu from TSPDL, Deepak Kamath from JUSCO, MH Patel from TRF, Ravi Singh from Tata Motors and Sanjay Verma from Tata Motors were the panelists in the discussion. The panel touched upon facets such as flexible workforce, challenges faced during restructuring, reward and recognition programmes, contractor consequence management, etc. Interesting topics such as the measurement of productivity of white collared employees were also discussed.

- ✳ TNF India – East organised a conference on the theme *Mainstreaming Sustainability* on June 7, 2017, in Jamshedpur. Dr Mukund Rajan was the chief guest and keynote speaker on the occasion. Dr Rajan spoke about how the Tata group has been playing a key role in global environment issues. He also shared that Tata Engage, the volunteering platform of the group, has emerged as the largest volunteering campaign in India. TV Narendran, MD, Tata Steel India & SEA and Chairman, Tata Network Forum India, Eastern region was also present during the event.

On this occasion, several other speakers shared their views on related topics: Vishvesh Prabhakar, MD, Sustainability, Accenture, India, on *Sustainability and its impacts on business*; Vivek Talwar, Chief Culture Officer and Chief Sustainability Office, Tata Power, on *Integration of Sustainability with Strategy*; Sanjay Ranawade, Chief Manufacturing Officer, Jewelry, Tanishq, on *Initiatives in Supply Chain*; Damandeep Singh,



Participants at the HR session on April 12, 2017, in Jamshedpur.



Attendees at the Regional Business Excellence Heads (BEHs) Meet at TBExG Office, Jamshedpur, on July 19, 2017.

Director, CDP India, on *Impact of COP21, India's NDC and Science Based Targets*; Sundeep Singh, Principal, Accenture, Strategy and Sustainability, on *Initiatives in Circular Economy*.

- ✳ On July 17, 2017, TNF India – East in collaboration with the Ethics department of Tata Steel organised the Ethics Conclave 2017 at Steelenium Hall. S Padmanabhan, Group CHRO, Tata Sons, was the keynote speaker. He traced the history of Leadership with Trust in the Tata group. Setting the context, Mr Narendran spoke about the importance of leadership, trust and ethics in an organisation. A panel discussion was also held on Enriching Ethical Culture. The discussion touched upon several aspects related to ethics and human behaviour, changing leadership roles, the dilemmas of decision-making, etc. J Singh, Visiting Professor, XLRI; Indrani Ghosh, Principal Consultant & Delivery Partner, TCS; Rajnarayan, Chief Human Resource Officer, Titan Company; Nanda Rackanchath, Chief Ethics Counsellor, Chief Human Resources Officer, Tata Chemicals; and Sudhir Dalvi, Chief Ethics Counsellor, Head Internal Audit and Risk Management, Tata Motors, were the guest speakers during the discussion. The panel discussion was followed by a session with Fr Oswald AJ Mascarenhas, SJ, JRD Tata Chair Professor of Business Ethics, XLRI.
- ✳ TNF India - East conducted the BEH's Meet for the East & SEA companies on July 19, 2017, at the TBExG Jamshedpur office. The meet was attended by 16 executives from 13 Tata companies. The session started with a Pitching on Delta presentation by Monika Agarwal, Head Business Excellence, TSPDL. This was followed by a presentation on Competitive Intelligence by Siddharth Bhatt, TBExG, and a presentation on Deep Dives by Vinod Kumar and Anil Nandakumar, TBExG. Post lunch, a session on Best Practices was held by Devraj Chattaraj, TBExG, and finally, a discussion with the BEH's on various aspects of benchmarking and best practices.
- ✳ On July 21, 2017, TNF India – East organised a session on *Digitisation in Manufacturing*, at the TCS office in Kolkata. The event brought together 80 Tata executives representing 17 Tata companies. Dr Arpan Pal, Principal Scientist & Head, TCS Research & Innovation, set the context. The session witnessed presentations from subject matter experts (SMEs) across Tata companies who are working on the subject in their respective organisations, including Dr Venkatramana Runkana, Chief Scientist, TCS Research; Dr B P Gautham, Principal Scientist & Head, PREMAP & ICME Research & Innovation Program, TCS; Shishir Dahake, Smart Machine Research & Innovation Program, TCS; Ajay Cyril, Digital Consumer IoT, GTIO team, Tata Group and Kuruvilla Markose, CDO, Titan Company. The session also included a panel discussion by SMEs on *Challenges faced in Manufacturing Industries and how much Digital Technologies can help in solving them*. Mr Markose, Sarajit Jha, CDO, Tata Steel and Kedar Phansalkar, TCS, were the speakers.

TNF India - West

R Mukundan from Tata Chemicals is the Chairman of TNF India - West. Vivek Talwar from Tata Power is the Convener. The TBExG coordinator is Shreyas Desai.

Activities, events and programmes: April to September 2017

- ✳ TNF India – West, along with TSG, organised an event on the Tata Sustainability Month (TSM) on June 2, 2017, at Vivanta by Taj – President, Mumbai. The programme was attended by 56 senior management executives representing 20 Tata companies. The chief guest for the event was Sanjiv Mehta, MD and CEO, Hindustan Unilever. Mr Mukundan commenced the evening with opening remarks. This was followed by Shankar Venkateswaran, Chief, TSG (now retired), outlining the various activities planned for the TSM. Through the TSM celebrations, TSG tried to give the message that sustainability is not just the responsibility of the CSR function, but all the other functions within a company.

Various leaders from across functions in Tata companies also took to the stage to share best practices related to sustainability. These included LK Krishna Kumar, Group Chief Financial Officer, Tata Global Beverages (TGB); Rajshree Bakshi, Global Vice President, Marketing, Taj Hotels Resorts and Palaces; Alka Talwar, Corporate Head, CSR, Tata Chemicals; and Dr Aniruddha Agnihotri, Head, Environmental Sustainability, Health & Safety, TCS.

- ✳ TNF India - West, in collaboration with Group HR, organised an event on *Employee engagement — The very best from within and outside* — on August 4, 2017. The event was hosted by Trent in their office in Trent House, BKC, Mumbai. More than 40 executives from 21 group companies attended the event. Vivek Talwar delivered the opening remarks followed by an interesting case study in employee engagement at one of our group companies. An external speaker, Ajith Nair from Aon Hewitt, shared the engagement drivers of non-Tata as well as Tata companies, which were gathered through Aon Hewitt surveys. This was followed by an interesting presentation on how Tata Chemicals repositioned itself from being an engagement champion to a preferred employer by R Nanda, Chief HR Officer, Tata Chemicals. The closing session was delivered by Sanjay Rastogi Head of HR, Trent, on how employee engagement is being practiced at Trent.



L-R: Sanjiv Mehta, MD and CEO, Hindustan Unilever; R Mukundan, MD and CEO, Tata Chemicals Limited, and Chairman, TNF India - West; and Anil Sardana, MD, Tata Power, speaking at the TSM event, on June 2, 2017, in Mumbai.



Participants at a procurement experience sharing and knowledge learning gathering on July 26, 2017, in Shanghai.

TNF China

James Zhan from Tata Sons is the Chairman of TNF China and Aaron Du from Tata Sons is the Convener.

Activities, events and programmes: April to September 2017

- ✦ TNF China held a gathering on July 26, 2017, in Shanghai. About 17 Tata colleagues attended the event. Victor Du, Partner and Managing Director of BCG China, invited as special guest, also joined the event.

The main topic for discussion was focusing on procurement experience sharing and knowledge learning. All the attendees were senior procurement heads from Tata companies in China, including Jaguar Land Rover (JLR) China, Tata Motors, Tata Steel, Tata Power Solar, Tata AutoComp Systems Limited (TACO) and Tata Projects.

This is the first time TNF China organised this topic for discussion. The session was very well received by all the participants and provided them with a platform to get to know each other, share knowledge, synergy exploration, and best practices among Tata colleagues in China.

TNF ASEAN

KV Rao from Tata Sons is the Chairman of TNF ASEAN and Chandra Mohan Verma from NatSteel is the Convener.

Activities, events and programmes: April to September 2017

- ✦ TNF ASEAN Indonesia chapter organised a Yoga session on June 17 and 18, 2017, in Jakarta, Medan and Bali, to celebrate International Yoga Day.
- ✦ On July 12, 2017, TNF ASEAN HR Circle Meeting was coordinated by Sudeep Kunnumal and Lucy Tan in TCS Singapore. HR representatives of various Tata companies in Singapore attended the meeting. The group discussed opportunities for joint CSR initiatives in Singapore. They also shared the practices for recruitment and coordination with local universities for fresh graduates. Sharing challenges pertaining to immigration, employment pass, insurance practices and a joint training programme for the Tata group HR team were the highlights of the session.
- ✦ The TNF ASEAN meeting was organised on July 14, 2017, in TCS's Singapore office, where all the members, including overseas members (over VC) participated. KV Rao, Chairman, TNF ASEAN, briefed the attendees about the TNFs activities and way forward. Apart from the regular agenda, the specific discussion was scheduled on the Tata Disaster Response Plan in Southeast Asia. Mr Venkateswaran shared the practices and approach to take it forward. The team also discussed the basic framework for the proposed Tata Day and preparation for the celebrating the group's 150th anniversary in Singapore. There is also plan to organise a Leadership retreat in H2 FY18.



L: Participants at the Yoga session on June 17 and 18, 2017.

R: Members and attendees at the July 14, 2017, meeting in Singapore.



Key business leaders in the UAE at the round table meeting on April 24, 2017, at Taj Dubai.

TNF MENA

Sunil Sinha from Tata Sons is the Chairman of TNF MENA. Dilip Kumar Sharma from Voltas is the Convener.

Activities, events and programmes: April to September 2017

- ✳ TNF MENA hosted a meet on April 24, 2017, at Taj Hotel, Dubai, which was attended by 65 Tata managers from 20 companies, representing four GCC countries. Some of the dignitaries present were Ambassador Ronen Sen, Vijay Singh (both, Directors on the Tata Sons Board), Dr Mukund Rajan, and H.E. Navdeep Singh Suri, the new Ambassador of India to the UAE. The event featured brief presentations from five Tata companies, throwing light on their presence and business in the region, followed by a brief introduction by regional managers of other Tata companies, and an invigorating and interactive session on the economic outlook and business opportunities available for Tata companies in the region.
- ✳ A round table meeting with key business leaders in the UAE was held on April 24, 2017, at Taj Hotel, Dubai, chaired by Ambassador Suri and joined by Ambassador Sen, Mr Singh, Dr Rajan and Mr Sinha. Presentations, discussions and interactive sessions on the economic and geo-political overview of the MENA region, with specific focus on *How will Iran be impacted by Trump Administration's Policies*, and *Overview of Economic Situation in UAE - Opportunities for India*, were the highlights of the session.
- ✳ The inaugural edition of the Tata Crucible Campus Quiz in Dubai was held on April 30, 2017, at the Birla Institute of Technology & Science (BITS) Pilani, Dubai Campus. The Dubai chapter of this coveted campus quiz witnessed participation from 134 students (67 teams) from universities in the UAE. The evening was also graced by senior Tata leaders from Dubai and representatives from the local universities, among others. Students from SP Jain School of Global Management, Dubai, were declared champions at this event.
- ✳ Considering the importance of new tax reforms being rolled out in various countries in the GCC, the TNF MENA chapter organised an open discussion session on VAT Implementation and Implications for Tata group companies in GCC on May 30, 2017. The session was held at Tata Office JLT, Dubai, and was attended by 20

participants from various Tata companies in the region, including their business heads and finance/commercial heads. In addition, 10 participants attended the session through Skype. Bruce Hamilton, Director, Indirect Tax, and Gaurav Patney, Manager, Indirect Tax of Deloitte Middle East were the guest speakers at the event.

- ✱ The Gulf has been hit by its biggest diplomatic crisis in years, after Arab nations, including Saudi Arabia, the UAE, Egypt, and Bahrain cut ties with Qatar, and halted all land, air and sea traffic with Qatar, destabilising many businesses and people movement.

Considering the impact of this major crisis, TNF MENA organised a forum discussion session on June 20, 2017, at Voltas's office in Dubai Investments Park (DIP), Dubai, on the recent developments in Qatar and other GCC countries' relations, to better understand the business scenarios for Tata companies, the associated risks for their operations and plan for mitigation measures. Guest speakers Allison Wood and Sorana Parvulescu, from M/s. Control Risks, an independent, specialist risk consultancy firm, gave their expert advice on the subject. Twenty participants from various Tata companies in the region attended the event, while five attendees joined through Skype.

- ✱ TNF MENA hosted a meet on September 18, 2017, at Taj Hotel, Dubai, which was attended by 45 Tata managers from 13 companies, representing four GCC countries. The event featured updates on the group from Mr Sinha, reflections and way forward from Mr Sharma. This was followed by presentations by Adrian Terron from Tata Sons on *Customer Centricity*, Prabhakar Kesavan from Voltas on *VAT Implementation in UAE* and the guest speaker Glen Ransom from Control Risks on updates related to the Qatar Crisis.



L: Gurtejbir Sandhu and Sumanta Deb from SP Jain School of Global Management - Dubai receiving the cheque from Guest of Honour His Excellency Vipul, Consul General of India, in Dubai; Sunil Sinha, Resident Director, Tata Sons in MENA, and Chairman, TNF MENA and Dr R N Saha, Director, BITS Pilani Dubai Campus for winning the inaugural edition of Tata Crucible Quiz Dubai 2017.

R: Participants at the discussion on Qatar and other GCC countries' relations on June 20, 2017.

TNF Europe

Dr David Landsman from Tata Limited is the Chairman of TNF Europe. The region has multiple Working Groups with respective Chairmen and Conveners.

Activities, events and programmes: April to September 2017

- ✳ The Tata Europe Communicators' Working Group meeting was held on May 11, 2017, at the new TCS office in Kensington, London, which saw active participation from 15 attendees across eight companies. Christabelle Noronha, Chief, Group Publications, also attended the meeting. This was another engaging and useful networking opportunity for Tata colleagues to foster collaboration.
- ✳ The Tata Europe Corporate Responsibility (CR) Working Group meeting was held on May 18, 2017, at the London-based TCS office. Twelve employees across seven companies attended the meeting. Each attendee provided fascinating updates from their respective companies. Sohini Roychowdhury, GM - Communications and Knowledge Management, TSG, joined the meeting by audio conference and gave valuable inputs from TSG. Yogesh Chauhan, Director of Corporate Sustainability, TCS, UK, presented details on Gender Pay Gap Reporting and Michael Mann and Sarah Reardon from Nesta updated the TNF on the Maths initiative.
- ✳ On July 19, 2017, Tata Limited hosted a European Communicators' TNF Working Group meeting in London, which witnessed active participation from seven companies. Presentations included sharing best practices from JLR on their recent recruitment campaign with the Gorillaz, a debrief on the Hay Festival 2017 sponsorship, and discussion about global plans for Tata group's 150th anniversary, with Nirav Khambhati, CEO, Tata ClassEdge, joining on the telephone.
- ✳ On September 21, 2017, a Corporate Responsibility TNF meeting took place at Tata Steel Europe (TSE), London, with participation from JLR, TCS, TGB, Tata Motors European Technical Centre (TMETC), Tata Steel, Tata Technologies and Tata Sons. The teams discussed upcoming priorities. TGB shared a case study on supply chains, while TCS shared a case study on their employee engagement with the British Heart Foundation. Also, as a subgroup to the communicators' working group, social media teams from three companies met up in September to discuss key upcoming projects, how to collaborate more effectively with each other and share best practices about channel targeting, data analytics and employee engagement techniques.
- ✳ The Ethics group met for a two-day Ethics Practitioners Seminar in Ashorne Hill, supported by presentations by the Institute of Business Ethics, Dr Landsman, Harish Menon and presenters from JLR, Tata Steel, TCS and Tata Technologies. Twenty-eight people attended from across the Europe-based companies. On the first day, Guy Higgins from JLR and Dr Landsman kicked off the seminar with a welcome note and an introduction to the event. Harish Menon from Tata Sons conducted a session on *Ethics & Tata Group*. Joanne Winship, TSE; Delizia Diaz, JLR; and Andrew Waterman, TCS, were the other speakers on Day 1.

The second day of the seminar commenced with a recap of the first day's sessions. This was followed by a session by Paul Tanner, Tata Technologies, on the role of ethics counsellors/champions. Mr Higgins conducted a session on *Confidential Reporting*. Rozlyn Sinks from IBE and Gareth Symons from TBExG were some of the other speakers on Day 2.

TNF North America

James Shapiro from Tata Sons is the Chairman of TNF North America and Avishek Das from Tata Sons is the Convener.

Activities, events and programmes: April to September 2017

- ✳ The Communications TNF hosted a quarterly communicators call in April 2017, with colleagues from various Tata companies, including TCS, Tata Steel and TGB to exchange information on group corporate communications resources, and to discuss upcoming North America activities/events. The 11-person team held a workshop discussion themed around thought leadership and executive positioning.
- ✳ On June 1, 2017, the Sustainability Working Committee TNF organised the Quarterly Sustainability TNF that focused on sharing best practices, background for the UN conference and cascades from the planning discussions for 2017. In attendance were 14 participants from TCS, Tata Communications, Tata Technologies, Indian Hotels, Tata Chemicals, TGB, JLR and Tata Sons.
- ✳ The first Business Excellence (BE) Awareness meeting for North America, under the banner of TNF, was held on July 19, 2017, at TCS Edison, NJ, and broadcast live for those who could not join physically. Twenty-two Tata executives from Tata companies, such as TCS, Tata Steel, Indian Hotels, Tata Technologies, Tata Communications and Tata Sons, operating out of North America, participated in the meet. The event was led by Subhrajit Basu, Senior Consultant, TBExG. Mr Basu facilitated a two-hour meeting that included Tata group's BE journey, the TBEM model and opportunities for Tata colleagues to engage as assessors and practitioners as well as be part of the best practices initiatives. The discussion also included the role and objective of TNFs, and activities of



Tata HR leaders gather at an HR meeting on August 22, 2017.



Subhrajit Basu, Senior Consultant, TBExG, with participants at the first Business Excellence Awareness Meet on July 19, 2017, at TCS Edison, New Jersey.

other TNFs were also shared. The interaction created a lot of excitement among Tata colleagues present in the meeting, and they expressed a wish to become part of the BE journey more formally in future.

- ✳ A North America HR meeting was held on Aug 22, 2017, where Tata HR leaders gathered to review several topics including opportunities to leverage size of group for travel, benefits and legal services; disaster response planning; volunteering; TBEM & TNF structure and promotion in North America.
- ✳ The Office hosted a quarterly communicators call on Sep 19, 2017 with colleagues from Tata companies — including TCS, Tata Steel and TGB — to exchange information on group corporate communications resources and discuss upcoming North America activities/events.
- ✳ TNF North America conducted a Sustainability Working Committee meeting on Sep 26, 2017. The Office hosted the Quarterly Sustainability TNF that focused on best-practices sharing, background for the UN conference and cascades from the planning discussions for 2017. In attendance were 14 participants from TCS, Tata Communications, TTL, Indian Hotels, Tata Chemicals, TGB, JLR and Tata Sons.