

## On Going - TML Approach to Preparation for “Restart”

### Lessons from China Lockdown

- Constituted the Task force from Tata Motors Purchasing leads to map the supply chain identifying the exposure for procurement in the lockdown areas
- Constraint management process implemented across BU's
- Mapping the tail end of supply chain up to Tier-n
- Added DHL as a logistic partner to overcome channel delays
- Extending China task force and tools to deal with global lockdown cases such as procurement from Germany, France, Italy etc.
- Premium freight agreements to ensure availability of critical material

### Actions during Lockdown

#### **Communication within Tata Motors**

- Top-line Communication through office of CPO to all MD's of suppliers
- Continuous Flash messages through Tata Motors SRM portal on business updates.
- Establish work from home for employees using virtual platforms such as Microsoft team meetings
- Engagement with team through live webcast with detailed Q&A session.
- EX-Com address to all employees across TML.
- Deployed a mobile application to monitor the health of the employees and their immediate family members.
- Launching employee assistance programme (EAP) - A confidential counselling service to support employed to cope up with life's challenges.
- Driving business continuity plan for Q1 FY 2020-21 is added as goal for all employees and same is also included in performance management system

#### **Collaborate with Suppliers**

- A taskforce comprising representation from Purchase, AQ & SCM is collaborating with suppliers to assess recovery actions. 900+ teams from Tata Motors are engaging with supplier partners across pan India basis. 80%+ suppliers are already partnered with us in this collaboration drive.
- Anticipate the likely issues by simulating actions with some restart dates as an assumption.
- Established checklist of assessment indicating supplier's recovery.
- Establish the raw material procurement plan at suppliers end given prevailing low stocks
- Communicate & monitor manpower absenteeism/requirement at start.
- Mapping the supply chain till tier-n to ensure proactive actions during staggered lockdown across various states.

**Financial planning:**

- Proactive engagements with banks to seek funds to pay the prevailing outstanding with Tata motors
- Collaboration with Finance to evolve the BMS scheme with lower market rate of interest. The rate communicated to the suppliers is significantly lower compared to prevailing discount agreements.
- Moreover, Tata Motors also decided to share 50% burden of discount rate for all pay-outs till we come out of covid-19 crisis
- Establishing urgency for supplier outstanding to TML leadership team to expedite fund allocation.
- Address financial requirements of various service providers through Trade advances, to ensure that they in turn pay timely wages to their associates.

**Operation restart plan:**

- Constituted site wise teams headed by senior leader to form sub teams, strategies & operationalize the “restart”
- A detailed plan for operation recovery and stabilization created for D-7 day till D+2 day.
- Establish guidelines to support local teams, review preparedness and identify issues in execution
- Activate essential services such as Disinfection / Sanitization for canteen/ meeting rooms/ lifts/ Personal hygiene
- Day wise employee roaster, review preparedness of office, transport, canteen, workstations etc.
- Defined SPOC from HR to ensure Central communication for a given site.
- Build employee confidence, communicate and educate on how to prepare for workplace restart
- Data tracking for 100% employee health records, travel history.
- Bus arrangement/ staggered time arrival; each site / office to plan for shift start time & staggered timing
- Temperature check at gate for all persons entering the plant.
- Health monitoring of flexi & contractor employees