Tata in Europe
November 2013

www.tata.com
The Tata group comprises over 100 operating companies in seven business sectors: communications and information technology, engineering, materials, services, energy, consumer products and chemicals.

The group has operations in more than 100 countries across six continents, and its companies export products and services to 150 countries. The total revenue of Tata companies, taken together, was $96.79 billion (around Rs527,047 crore) in 2012-13, with 62.7 percent of this coming from business outside India. Tata companies employ over 540,000 people worldwide. Every Tata company or enterprise operates independently, and has its own board of directors and shareholders to whom it is answerable.

Founded by Jamsetji Tata in 1868, Tata pioneered several industries in India of national importance, from steel to power and from hospitality to aviation. Jamsetji Tata took the latest technologies from Europe and North America and was determined that India should match and improve on them. He saw the working conditions in the industries of his day and the impact on communities, and vowed to do better. The Tata group of today, across the continents, is his legacy.

Tata companies have always believed in returning wealth to the communities they serve. Two-thirds of the equity of Tata Sons is held by philanthropic trusts. Combining ethical values with proven business performance, Tata has a heritage of deep social commitment that has earned the trust and respect of stakeholders. Ethics have always been at the heart of Tata’s business, and companies are required to adopt the “Tata Code of Conduct” which expresses the group’s values.

Today, Tata companies are building multinational businesses to achieve growth through excellence and innovation, while continuing always to balance the interests of shareholders, employees and the wider society.

Tata’s connections with the UK have been strong for over a century. But Tata’s interests have long extended across Europe. Today the Tata group has a significant presence across the continent. This booklet describes these European operations.
Although the Tata group’s recent international expansion has made the headlines, this important trend began over a century ago. The group’s founder, Jamsetji Tata, travelled from India to visit the Lancashire Cotton Mills, which led to the foundation of The Empress Cotton Mills in Nagpur. This marked the start of Tata’s relationship with the UK and in 1907 Tata Limited was established in London as a representative of Tata Sons in Europe. Today, Tata is the largest foreign investor in UK industry, and operates from more than 40 towns and cities across the country. Yet, Tata’s presence and influence extends far across Europe.

Before establishing a presence in the UK, Tata’s purchase of commercial properties in the Hardelot resort, Northern France, in 1905 was the first ever example of an Indian company investing in Europe. Ratanji Tata, cousin of Tata’s founder Jamsetji Tata, was appointed Director of the resort.

Two generations from the Tata Family have lived at Hardelot including Jehangir Ratanji Dadabhoy (JRD) Tata, who was Chairman of the Tata group from 1938 to 1991 and was brought up as a French citizen.

The beach at Hardelot was used as a runway, including by the renowned pilot Miss Quimby, the first woman to cross the English Channel by aeroplane. These aircraft served as an inspiration for the young JRD Tata who was the first to earn an Indian pilot’s licence and in 1932 founded Tata Airlines which later became the nationalised Air India. After taking over the Chairmanship of the Tata group in 1938, JRD Tata continued to expand the business in France. He was awarded the Legion d’honneur in 1954, becoming an ‘Officier’ and a ‘Commandeur’ in 1983.
Tata’s commitment to social responsibility has also manifested itself for a long time in Europe. Sir Ratan Tata – the younger son of founder Jamsetji Tata – made a donation that enabled the London School of Economics (LSE) to research the causes of poverty. This led to the creation of LSE’s Sir Ratan Tata department in 1912, subsequently called the Department of Social Sciences. The department’s first lecturer was Clement Attlee, who went on to become the British prime minister and set up the British National Health Service.

The Tata group’s commitment to investment and social responsibility in Europe remains strong today. The group now has 19 companies operating across Europe, with a combined 60,000-strong workforce. As the group continues to evolve, Europe remains a high priority.

**Tata companies present in Europe include:**

- Tata Limited
- Tata Steel
- Tata Consultancy Services
- Diligenta
- Jaguar Land Rover
- Tata Global Beverages
- Tata Motors
- Tata Communications
- Taj Group
- Tata Chemicals
- Tata Capital
- Tata Technologies
- Tata Interactive Systems
- Tata Elxsi
- TKM Global Logistics
The Tata group currently has 19 companies across Europe, with a combined 60,000-strong workforce. The companies include:

**Tata Limited**

Tata Limited, incorporated in the UK, is a wholly owned subsidiary of Tata Sons, the promoter company. Established in 1907, it continues to undertake commercial operations on behalf of Tata companies based in India.

Today, with Tata present throughout Europe, Tata Limited works with the operating companies, with a focus on branding and communications, public affairs and business development for the group. It also provides support to the Tata Quality Management Services (TQMS), a division of Tata Sons, which is responsible for setting and maintaining standards of excellence across the group. TQMS also has particular responsibility for innovation across the group as well as environmental sustainability, with a focus on Carbon, Water, Waste and Energy.
Tata Steel

Tata Steel is one of the world’s most geographically diversified steel producers. In Europe, Tata Steel is the second largest steel producer. The operations came together as a result of a pioneering merger – that of the UK’s British Steel and Koninklijke Hoogovens of the Netherlands – which formed the first great European powerhouse of the modern steelmaking era. The company’s principal European sites are located in Port Talbot and Scunthorpe in the UK and IJmuiden in the Netherlands.

The merger combined the two entities’ technical capabilities, creating a steel company serving key end markets such as construction, automotive, packaging, rail, lifting and excavating, energy and power and aerospace, as well as other demanding markets worldwide. The acquisition by Tata Steel in 2007 created a steelmaker with global scale and a strong position in both mature and emerging economies.

In continental Europe, Tata Steel’s principal location is the integrated steelworks at IJmuiden. This is a world-class facility, occupying a strategic coastal position that combines the benefit of highly efficient production and economic raw materials logistics with proximity to northern Europe’s strongest and most sophisticated markets.

The company also operates several other production and processing facilities in the Netherlands, as well as more than 50 sites across mainland Europe. Among its locations in Germany, Tata Steel has production facilities making very high value, specialised plated steel strip, as well as processing centres focused on the automotive sector.

In France, the company’s operations include a large strip products coating site and a plant manufacturing rail, as well as several locations which manufacture building systems products for the construction industry. Tata Steel operates other significant steel production sites in Belgium, Spain and Turkey.
Tata Consultancy Services

Tata Consultancy Services is one of the world’s leading IT services, consulting and business solutions organisations working with businesses and governments globally to leverage the transformational power of technology. Tata Consultancy Services has had operations in Europe for over thirty years. In the last ten years, the company has invested significantly in Europe and now has operations in 21 European countries, including the UK, France, Germany, Austria, Switzerland the Nordics and the Benelux region.

In 2013 Tata Consultancy Services acquired Alti, the 1200 employee French IT firm, which is considered one of the top 5 enterprise solutions providers in the country. In the UK, Tata Consultancy Services’ subsidiary Diligenta is a Financial Conduct Authority regulated subsidiary, specialising in business process management for the life and pension industry.

Tata Consultancy Services has over 15,000 employees in Europe serving more than 350 clients including leading European firms such as ABN Amro, Bekaert, British Airways, BT, Europcar, Ferrari, ING, KLM, Nokia, OECD, Societe Generale and the British Home Office. Tata Consultancy Services is recognised as a #1 ranked “Top Employer in Europe”, certified as “Investors in People” and was awarded the “Platinum Plus” rating in Business in the Community’s Corporate Responsibility Index 2012. It was ranked as a global “Big 4 brand” in its industry by Brand Finance in 2013, with a brand valuation of over US$5 billion.

The company supports over 40 charitable organisations across Europe improving wellness in the community and empowering youth through education and skills development programmes. Tata Consultancy Services is a partner to the Berlin Marathon and as the title sponsor of the TCS Amsterdam Marathon, it is involved in supporting cancer research, by raising funds for its official charity – the VUMC Cancer Center. Through its involvement with over 140 schools in Europe, it is working with young people across the continent to prepare them for successful careers in the digital age.
Jaguar Land Rover

The two iconic British car brands that make up Jaguar Land Rover need little introduction. Jaguar Land Rover designs, engineers and manufactures in the UK, with a strong European presence through over 900 sales dealers and over 1,200 aftersales dealers (excluding the UK). Sales in Europe reached 78,842 in 2012, 22 per cent of the global retail volume of 357,702 units.

In the UK Jaguar Land Rover is the largest manufacturer of premium vehicles. The company employs a world-class team of over 25,000 people across its two state of the art engineering and design facilities and three advanced manufacturing plants in the West Midlands and Merseyside. Jaguar Land Rover has recruited over 9,000 people in the last two years, and is also investing more than £500 million in a state-of-the-art advanced engine manufacturing centre which will be fully operational in 2015.

In Germany, Jaguar Land Rover’s Nürburgring Test Centre is used to test all new Jaguar and Land Rover models right through the development phase. Located in the Eifel Mountains in Germany, the Nürburgring was conceived in the 1920s as a test and race track. It is now regarded as the toughest and most demanding circuit in the world. It is firmly established as an industry standard for durability and performance testing. Jaguar Land Rover’s engineering team develops and tests every aspect of a vehicle’s performance from stability and dynamic control to fuel systems, cooling systems and brakes on the 12.9 miles long circuit.

Jaguar Land Rover also has a state-of-the-art cold weather testing facility located at Arjeplog, in Northern Sweden. Open from November to March, the facility offers extensive ice lake tracks with straights, circles, polished ice surfaces as well as handling tracks operating with temperatures as low as – 35°C. This enables Jaguar Land Rover engineering teams to carry out durability and reliability testing of stability control systems, calibration and traction control. They also test Land Rover terrain response and carry out powertrain calibration, climate control system tests, tyre testing and off-road capability testing for Land Rovers.

Jaguar Land Rover is the only UK automotive company to be rated Platinum in the Business in the Community Corporate Social Responsibility Index 2012.
Tata Global Beverages

Tata Global Beverages is an integrated beverage business that has set out on a journey to become the global leader in branded ‘good for you’ beverages.

It is a truly global company with 65% of the consolidated revenues coming from markets outside India and with its brands present in more than 40 countries. Tata Global Beverages is the second largest tea company in the world and has significant presence in the coffee and water markets.

The Tata Global Beverages story started when Tata Finlay was set up as a joint venture between Tata Sons and the UK-based tea plantation company, James Finlay and Company in 1962. In 1983 Tata Tea was born after James Finlay sold his shareholding to Tata, heralding the beginning of a new journey. The company set out on a path with global ambitions, evidenced by the acquisition of Tetley in 2000. Tetley Tea, a household name in Britain but now also present with a new range in Poland, Spain and Portugal, was Tata’s first key international acquisition. Tetley has built on its long-established role as one of the great suppliers of Britain’s traditional beverage and has now launched a wide range of innovative products. Its mood infusions – a new range of delicious fruit infusions – are a success in Spain and Portugal.

Tata Global Beverages also owns the Vitax and Jemca tea brands. Vitax is a well-established and well-recognised brand in Poland, where consumers choose it for its originally flavoured fruit and herbal teas, all blended with great care using high quality ingredients. It is currently building market share in the green tea segment and strengthening its position in the fruit tea category. Jemca in the Czech Republic joined the Tata Global Beverages family of brands in 2006, and its brand portfolio includes a range of fruit and herbal, black and green teas.

Tata Global Beverages’ regional headquarters for Europe, Middle East and Africa is based in Greenford in the UK, with a manufacturing plant in Eaglescliffe.
Tata Motors
Tata Motors is one of the world’s largest automobile companies, with a product range that covers small, medium and heavy commercial vehicles, sports utility vehicles and passenger cars. Established in 1945, and exporting since 1961, Tata Motors employs over 60,000 people worldwide. In addition to Jaguar Land Rover, the Tata Motors family in Europe includes:

- Tata Motors European Technical Centre (UK): Established in 2005 at the Warwick University campus, TMETC provides Tata Motors with leading design engineering and manufacturing technology expertise, with a particular focus on new technologies such as electrification and hybridisation, as well as advanced product creation to world standards for its future product range.

- Trilix SRL (Italy): An automotive design and engineering company based in Turin, the heartland of car design and styling. In 2010 Trilix became part of Tata Motors and continues to play an important role in the development of the company’s products.

Tata Capital
Tata Capital is a financial services company with coverage across India and operations in London and Singapore.

It aims to bring the trust and expertise of the Tata brand to an economically and socially relevant sector like financial services. Tata Capital’s range of offerings caters to the diverse financial requirements of its retail, corporate and institutional customers, directly or indirectly, through its subsidiaries.

The London office provides capital raising and advisory services to corporate clients and private fund products to institutional investors. The UK business is regulated by the Financial Conduct Authority.
**Tata Communications**

Tata Communications is a global telecommunications company providing service providers and enterprises with voice, data and internet technologies that help them succeed in the new interconnected global environment.

Tata Communications is the number one submarine cable owner in the world with over 200,000 km of owned fibre, connectivity to more than 200 countries and territories across 400 PoPs, and nearly 1 million square feet of data centre and collocation space worldwide.

Tata Communications is the number one international wholesale voice operator with 18 per cent market share, carrying one in six voice calls globally, equivalent to 40 billion minutes of international wholesale voice traffic per year.

Tata Communications has a strong presence in Europe, with over 300 employees in 13 offices including a Global Development Centre in Luxembourg. With almost 1,000 customers in Europe, including some of the world’s largest financial institutions, Europe accounts for over 20 per cent of Tata Communications’ revenues. Over the past two years, Tata Communications’ enterprise business in Europe has seen 21 per cent cumulative growth.

The UK is Tata Communications largest market in Europe, where it serves 25 per cent of FTSE 100 companies. In the UK it has 5 offices, 3 data centres, and a key cable landing station in Somerset, which connects Europe’s submarine cable systems to the US and Africa.
Taj Group
As part of his quest to bring the highest standards to Indian business, Tata’s founder Jamsetji Tata personally inspired the creation of the famous Taj Mahal Palace in Mumbai, which opened in 1903.

The Taj Group is now a leading hospitality business in India and globally, comprising 93 hotels in 55 locations across India with an additional 16 international hotels in the Maldives, Malaysia, Australia, UK, US, Bhutan, Sri Lanka, Africa and the Middle East. The Taj Group has built its reputation on legendary properties, unparalleled facilities and impeccable service and operates in the luxury, premium, mid-market and value segments of the market.

The Taj Group is represented in Europe through its prestigious hotels in central London, Taj 51 Buckingham Gate Suites and Residences and St. James’ Court – A Taj Hotel, as well as iconic Indian restaurants Quilon (awarded with a Michelin Star) and Bombay Brasserie.

Located minutes from Buckingham Palace, Taj 51 Buckingham Gate Suites and Residences is a five star hotel exuding luxury in prestigious surroundings. It features butler service, a stunning award-winning Courtyard garden with delightful fountain as well as the grand banqueting facilities of its Private Rooms at Buckingham Gate and the exclusive Spa at 51.

The Taj Group has a suite of sales and marketing offices in London, Frankfurt and Paris providing tailored services for European clients.
Tata Chemicals

Tata Chemicals is a global company with interests in businesses that focus on LIFE: Living, Industry and Farm Essentials. Tata Chemicals Europe is one of Europe’s leading producers of sodium carbonate (better known as soda ash), salt and sodium bicarbonate.

Operating in the salt-rich county of Cheshire, in the north-west of England, its products are manufactured to international quality standards and find use in a wide range of industry applications and are used throughout European markets.

By volume, Europe is Tata Chemicals main market for sodium bicarbonate, where it is a key supplier into industries including for use in haemodialysis products within the pharmaceutical sector, as a specialist flue gas treatment product in energy-from-waste plants, as a baking ingredient in food manufacturing and as an additive to animal feed in agriculture.

Europe is also an important market for soda ash, which is supplied to customers in the construction, automotive, detergent and chemical industries, while its salt business, British Salt, also supplies customers in the chemical sector plus those in water treatment and food manufacturing.

The company, formerly known as Brunner Mond, was established in Northwich in 1874 and was a founding member of ICI. It was acquired by Tata Chemicals in 2005, which also acquired British Salt in neighbouring Middlewich in 2011.
Tata Technologies

Tata Technologies is a global leader in Engineering Services Outsourcing (ESO) and Product Development IT services to the global manufacturing industry.

Through its pragmatic approach to engineering and manufacturing processes, Tata Technologies delivers best-in-class solutions for Product Lifecycle Management (PLM) and Enterprise Resource Management (ERM) to the world’s leading automotive and aerospace manufacturers and their suppliers.

With its European headquarters in Coventry, England, Tata Technologies employs almost 500 permanent staff in Europe. In the UK, Tata Technologies employs almost 400 people and operates from four sites owned by Jaguar Land Rover, one Airbus site, and six other manufacturing sites.

Tata Technologies also has three offices in France (Paris, Strasbourg and Toulouse) offering Product Development IT services. In Germany, Tata Technologies has an office in Stuttgart to support the automotive market with Engineering Services.
Tata Interactive Systems

Tata Interactive Systems is the world’s leading provider of e-learning solutions and products, offering the complete spectrum of services and solutions related to training and competency development.

Founded in 1991, Tata Interactive Systems provides custom-built performance support solutions, business acumen simulations and e-learning materials, as well as infrastructure and technical consultancy services.

It offers clients learning consultation, design and development of the full range of e-learning product types, including specialised software related to training delivery such as learning management systems and web portals. As the world’s largest developer of custom e-learning solutions, Tata Interactive Systems has deep knowledge and experience of the learning and development challenges in each industry it serves, including Banking and Financial Services, Retail, Education, Government and Defence, Healthcare, Hospitality, Logistics and Transportation. With over 30 years in the interactive sector, Tata Interactive Systems is recognised as one of world’s leading simulations companies.

Tata Interactive Systems’ European headquarters is located in the Hague. There are also development centres in Germany and Switzerland. In Switzerland, Tata Interactive Services has a 15-member team consisting of instructional designers, project managers, software architects and programmers and is supported by a 500-strong development team. Tata Interactive Systems also has a sales office in the UK which liaises with corporate clients who then have learning solutions built in development centres in India. Tata Interactive Systems currently has active relationships with 40 clients from the FTSE 250.
Tata Elxsi

Tata Elxsi is a design company that blends technology, creativity and engineering to help customers transform ideas into world-class products and solutions.

Tata Elxsi serves the communications, consumer products, defence, healthcare, media and entertainment, semiconductor and transportation sectors. Key services include embedded product design, industrial design, animation and visual effects and systems integration.

Tata Elxsi has invested in Europe for over 20 years and works with leading European OEMs and service providers. Tata Elxsi has offices in London, Frankfurt, Dublin and Paris.

TKM Global Logistics

TKM Global is a logistics solution and supply chain provider.

Over the years, TKM has developed a bespoke solution-based offering for its clients. It deploys a professional team of different nationalities, with particular expertise in Indian-related business. Established in 1986, TKM has developed itself into an integrated logistics service provider with core strengths in Air Freight Consolidation, Ship and Aircraft Chartering, Ocean Freight, Project Shipment, Customs Clearance, and Non Vessel Operating Common Carrier.

TKM in Europe is headquartered in the port city of Hamburg, Germany and has offices in Frankfurt, Düsseldorf and London. TKM has an international network, with its own offices in India and China, and long-established partnerships with specialist companies throughout the world.
Focus on… Tata Communications

Powering 67 million unique users at Formula1.com

On race day, every second counts. With enthusiasts around the world glued to Formula1.com, the smallest technical glitch or performance issue could have a huge impact on both fans and the Formula One Management organisation.

Formula1.com is the official website of Formula 1®, representing the brand around the world. The website is a highly interactive and engaging platform for fans that depend on it to stay updated on all things F1®. While the site sees substantial traffic on any given day, the traffic to the site increases exponentially on race days. These days typically see spikes of up to 100 times the usual number of visitors accessing the site, using multiple devices including laptops, handheld devices such as tablets, and mobile phones; as well as from multiple platforms and web browsers. This diversity demands that the web systems provide consistent performance and user experience across a multitude of network bandwidths and rich media-capable devices.

With an ever-increasing number of fans visiting the website, Formula One Management challenged Tata Communications to deliver a flawless experience for Formula1.com and provide fans with a more innovative web experience. The requirement was for content acceleration that provided:

- Consistent delivery of content to users accessing the site from anywhere in the world, even on slow connections (such as 2G or dialup)
- Instant-on delivery and highly reduced latency

The solution

Tata Communications designed and integrated a complete bundle of services onto one platform for improved synergy. This provides Formula One Management with a global Content Delivery Network (CDN), global IP network and on-site engineering, all from a single supplier for consistency and flexibility.

This built-in flexibility is demonstrated in the Formula1.com website, which can easily scale – from handling off-season traffic, to coping with millions of hits during a race weekend – and still deliver a consistent level of performance. During the race weekend, a vast amount of real-time data is shared with up to seven million simultaneous viewers in over 188 countries on a variety of devices.
Focus on… Jaguar Land Rover

Jaguar Land Rover Celebrates Two Years Of Range Rover Evoque Production

As demand for the Range Rover Evoque continues around the world, Jaguar Land Rover this year celebrates two-years of production for the award winning Range Rover Evoque at its Halewood advanced manufacturing plant.

Jaguar Land Rover has invested more than £230 million in Halewood since 2011 for Range Rover Evoque production. The Evoque’s success has also spread out into the wider UK automotive supply sector. Since 2011 Jaguar Land Rover has awarded £3bn worth of supply contracts to more than 40 companies in the UK, many in the North West. In addition, due to continued global demand for Range Rover Evoque, in May 2012, Jaguar Land Rover announced a new external logistics centre in Ellesmere Port, creating an additional 300 new jobs.

Since 2011 the Halewood workforce has trebled to 4,500 employees. As part of Jaguar Land Rover’s commitment to developing the skills of its employees, more than 2,300 employees have completed training programmes over the past year. This includes over 1,800 Level 2 Intermediate Apprenticeships, 76 NVQs and more than 430 learners across three other skills programmes including the Level 3 Group Leader Programme.

Since the first vehicle rolled off the production line two years ago, the Range Rover Evoque has generated an exceptional market response from customers worldwide, with sales of more than 108,000 units in 2012.

The Range Rover Evoque is designed, engineered and manufactured in the UK with around 80 per cent of production exported to 177 global markets – generating an estimated £2 billion in annual export value for the UK. With more than 130 global awards under its belt, the Range Rover Evoque has gained critical acclaim from customers and media alike. The Range Rover Evoque continues to receive plaudits for its concept car looks, dynamic driving performance, class leading off-road skills and excellent cost of ownership.
The Tata tradition in community development has, since the earliest days of the group’s history, been defined by the values embedded in its core. Founder Jamsetji Tata was keen to avoid “patchwork philanthropy”, preferring to pursue activities that delivered sustained developmental impact.

Across Europe, Tata companies continue to embrace the notion of giving back to the community, seeking to support the societies in which they operate. Inspired by the role that Tata Sons, Tata companies and the Tata trusts have played in contributing to the development of the nation in their home market of India, Tata companies in Europe have keenly pursued the development of programmes that could have a national and international impact.
Integrity
Understanding Excellence
Unity
Responsibility

“In a free enterprise, the community is not just another stakeholder in the business but in fact the very purpose of its existence.”

Jamsetji Tata
Founder (1839 – 1904)
A snapshot of Tata’s Corporate Sustainability in Europe:

- Lady Tata Memorial Trust supports research into leukaemia and other blood diseases for over 75 years by distributing awards of between £250,000 and £500,000 per annum.
- Tata is a founding partner of the National Association of College and University Entrepreneurs (NACUE). This government-backed, grassroots charity supports student-led enterprise societies and young entrepreneurs to drive the growth of youth enterprise across the UK.
- TATA ISES, the International Social Entrepreneurship Scheme, provides a unique two-month experiential internship for a selection of students from the UK’s leading universities in the corporate sustainability projects of Tata companies in India.
- The UK Tata Crucible campus quiz is an annual competition held in London. The competition seeks to bring together the sharpest young minds from across UK universities in a gruelling business quiz. The top two teams are then taken to India to battle for first place in the international finals.
- Today is a Good Day – a shared mission across Tata companies is to promote health and healthy living across Tata’s entire European operations, their marketplaces and their local communities.
- Donation by Sir Ratan Tata in 1912 enabling London School of Economics to research the causes of poverty and subsequent establishment of the Sir Ratan Tata department (now the Department of Social Sciences).
- Tata Consultancy Services is a partner to the Berlin Marathon and as the title sponsor of the TCS Amsterdam Marathon, it is involved in supporting cancer research, by raising funds for its official charity – the VUMC Cancer Center.
- All tea used in the Tetley brand globally will come from Rainforest Alliance Certified farms by 2016.
Jaguar Land Rover, Tata Steel and TCS have joined other leading engineering companies in donating to the £1 million Queen Elizabeth Prize for Engineering endowment fund.

Jaguar Land Rover’s investment in new product technology, research and development is driving a targeted reduction of European fleet average tailpipe CO₂ emissions by 20 per cent by 2015.

The Tata Steel Industrial Cadet programme, piloted by Tata Steel Europe, aims to raise young people’s aspirations and inspire them to consider a job in engineering or manufacturing. The programme, now in its second year, forges closer links between the education sector, local schools and businesses, and the community.

Focus on… Tata Steel

Tata Steel strives to have a positive impact on the social and economic wellbeing of the communities in which it operates. The company operates a proactive community partnership programme across its European operations, and supports a range of initiatives for “Future Generations” in the areas of education, environment and health and wellbeing.

Tata Steel launched its Tata Kids of Steel triathlon series in partnership with the British Triathlon Federation in 2007. Since then, more than 50,000 youngsters have been introduced to the dynamic sport of triathlon with an annual series of events challenging the youngsters to swim, run and cycle manageable distances. The company has also supported the Marquette Loop running event in Heemskerk, Netherlands, for a number of years. This year the children’s race at Marquette Loop was named the Tata Kids of Steel race, to link the event to the company’s Tata Kids of Steel triathlon series in the UK. Six hundred youngsters and more than 1,600 adults took part in the running event in 2013.

Tata Steel proactively supports education and learning. One hundred and forty girls attended a technology workshop in IJmuiden this year to develop their skills. In the UK, Tata Steel has enabled thousands of youngsters to develop their science, technology, engineering and maths skills through its Industrial Cadet and Wales School Development programmes.
Jamsetji Tata was one of the great industrial and business innovators of his generation. Today, innovation – in thoughts, processes, approaches and strategies – is integral for Tata companies as they chart a course for a future in a business world without boundaries.

The Tata group invests in building outstanding facilities and forging partnerships with academic and research organisations in order to encourage creative thinking and find innovative solutions with the goal of improving quality of life for its customers and communities.

The Tata approach to innovation hinges on ‘challenging the status quo’ and looking for ways to do business differently. In India, Tata has specialised in developing innovative products in a smarter way to ensure that they are affordable without sacrificing quality. Throughout its global operations, Tata aims to set new standards for products and services.

The Tata group works consciously to reward innovation among its employees and to encourage sensible and creative risk-taking in innovation. The now well-established Innovista programme is one example, in which all Tata companies present their latest innovations to a panel of judges and compete for awards.
Some examples of sustainable, affordable innovation at Tata:

**SilentTrack®**
Tata Steel’s SilentTrack® system tackles noise at the source and can be fitted to established infrastructures with minimal change to railway practice. The system was developed to benefit people living near railway lines, as trials have proven that noise can be significantly reduced without the need for erecting large, visually unattractive barriers.

**ECO Stop/Start technology**
Jaguar Land Rover is introducing ECO Stop/Start technology into their Jaguar Land Rover vehicles. The system turns the engine off when the vehicle is stationary and back on again when the brake is released, delivering significant CO₂ benefits with minimal impact on the vehicle’s architecture.

**Tata Nano**
Made in India by Tata Motors, the Tata Nano was the result of Ratan Tata’s vision was to bring a modern, safe but affordable means of transport within reach of a mass market in India. Through innovative and affordable engineering this dream was realised in 2009.

**Tata Swach**
Tata Swach was designed by Tata Chemicals, TCS and Titan Industries as a low-cost water purifier that meets the most stringent of international standards (US-EPA) for bacteria and virus removal from drinking water, especially for communities without access to electricity and running water supplies. It uses natural raw materials and cutting-edge silver nano-technology and has been widely acclaimed by consumers. The product has won a number of awards in India and globally including the Gold Award at the Wall Street Journal’s Asian Innovation awards.

**Smart Value Homes**
Tata Housing Development Company pioneered the concept of low-cost quality housing in India. Their initiative ‘Smart Value Homes’ focuses on affordable and value housing projects, taking a step to bridging the staggering shortfall of 25 million dwelling units in the country.