

11th International Anti-Corruption Conference: Workshop Panelist Form

Please return to workshop coordinator by [19] March, 2003

1. Your name: Mr Anil Chopra	2. Workshop Title: International Voluntary Standards and Pressures : agents for change or a waste of time ?
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3. Title of case-study or paper: Management of Business ethics- 'sowing the seeds'

4. Please provide a one page abstract of your case-study or paper:

Tata Group's reputation & respectability have been built over the past 125 years. A few years ago, it was considered worthwhile to prepare a clearly defined document, which could serve as a guide to each employee on the values, ethics & business principles expected of him or her.

Ethics is defined as following good behaviour with each other in the organization, customers & publics. This necessitates evolving a process to ensure its continuity, credibility and consistency et el

Each CEO, as the Principal Ethics Officer of the company, ensures that Integrity Principles defined in the Tata Code of Conduct are adopted & complied with. On going CEO commitment, particularly, in public forums such as monthly management meetings, is recommended in gaining code acceptance. A network of Ethics Counsellors provide the lens for promoting a philosophy of 'doing the right things' throughout the organization, has been set in place.

Since the last four years, there has been a significant increase in each company's efforts to institutionalize ethics codes and discussion programs from :

- Greater participation in all phases of the ethics program
- Establishing ethics counsellors at locations
- Aligning company's policies with relevant clauses of the Code
- Encouraging employees to report possible infractions and to obtain advice regarding possible ethics issues.

Tata Quality Management Services, a division of Tata Sons Limited, recently conducted their first survey, amongst managers of thirty four companies, to gain their perception of Management of Business Ethics process in their organization. Its framework was centered on the following key elements :

- Senior management commitment
- Middle and Junior management commitment
- The involvement & awareness of the employees
- The proactive approach of Ethics Counsellors
- Training & communication program
- The progress review mechanism

The survey covered, at random, over 5000 managers. The result indicated the process as "Existence of activities-getting there".

Consistent corporate leadership is demonstrated through consistent business health and a never ending quest for business excellence. This is being measured by assessing the Company's position vis-a-vis the requirements of the Tata Business Excellence Model. A company is expected to attain and maintain a minimum scoring standard with respect to this model. A feedback survey has been completed for it.

The code also stresses on another objective, namely, Corporate Social Responsibility. In the near future, a survey would be conducted to obtain the perception of the employees on their view of the duties & responsibilities that it entails in their organization.

This presentation has endeavoured to depict the perspectives of managing ethics at a functional level within the Tata Group of companies.