

CHANGE INITIATIVE PLAN

TATA STEEL: BALANCING SUSTAINABILITY WITH ECONOMIC VIABILITY

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Assignment 2:

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Balancing Sustainability and Economic Viability: A Change Initiative Plan for Tata Steel in Port Talbot

1. Executive Summary

As the global economy is moving towards more and more competition, businesses are trying to come to terms with the concept of sustainability. The only way for businesses to be sustainable in the long term is to shift towards a more environmentally-friendly operational model. This can be a difficult change for large organizations which have deeply ingrained values, traditions and operating mechanisms. (Gupta, 2023) The steel industry is recognized as being one of the major polluting industries. Tata Steel, a major player in the steel industry, has a range of eco and people-friendly products and is engaged in various change initiatives to reduce its overall carbon footprint. Through the introduction of these initiatives, it is striving to become a more sustainable steel company. (Paul, 2021)

Tata Steel's Port Talbot plant is recognized as being one of the most advanced, efficient and environmentally friendly steel-making facilities in the world; but its reputation is not confined to operational excellence. (Reed & Jones, 2023) The plant has a strong ethos of product and process innovation and has a recognized heritage. It is a unique, 'one of its kind' steel-making facility located in a picturesque town surrounded by the sea and rolling hills; but Port Talbot is also

known for its fickle weather and the town's people are hardy, warm and friendly. They have been living with and supporting the steel plant for many years. In return, the plant has a duty to be mindful of its impact on the local community and environment. (Stewart et al, 2022; Legkovskis et al, 2023)

1.1. Overview of the Change Initiative Plan

Businesses in the 21st century are increasingly aware of and responsive to their role in society. Sustainable development has become a cornerstone of the Tata group, encapsulating the concept of corporate responsibility. Many of their steel companies are multi-site, based in different countries, resulting in a diverse pattern of work being performed among the different locations of the steel companies. (Draxler et al.2021)

Tata Steel in Port Talbot is one of the major steel companies within the Tata group. Changes nested within global patterns of economic restructuring have enhanced the urgency of obtaining support for change through a participative approach to enable the willingness in people to help create successful change initiatives.(Park & Kang, 2023) The paperwork is the beginning of a broad bottom-up approach, which provides a structured means for employees at all levels to generate and put forward proposals for a change initiative plan.(Reed & Jones, 2023; Davies, 2004)

This work is part of a larger action research project, which addresses the issue of how to build a model that better represents the real structure of a steel company in Port Talbot and, in consequence, helps all the people who are working or want to work in Tata Steel to communicate and share knowledge more effectively in order to have a better understanding of their actual job and their capability. The greater job understanding will then increase the potential capabilities of all the workers, mainly in the production part. (Bridge & Faigen, 2023; Choudhury, 2022)

The study will lead to practical results in the form of an implemented change initiative plan and a new model of the production process. The change initiative plan proposes that a balanced scorecard be introduced to measure efficiency and effectiveness of the different activities and departments, knowledge sharing activities to be exploited to increase production capabilities, and training roadmaps to be built to enhance the workforce skills. These proposals are expected to contribute to the overall objective of the plan, which is to find the best way to align the Port Talbot steelwork towards its main goal, that is to be as profitable and sustainable as possible. (Sovacool et al.2024; Stewart et al, 2022)

1.2. Rationale for Balancing Sustainability and Economic Viability

The Tata Group has embraced CSR since its foundation in 1868. The founder, Jamsetji Tata, believed that business was an essential part of society and that it had a duty to promote the welfare of all its stakeholders. This approach to business was derived from his belief in the principles of the ancient Indian scriptures, which proclaimed that business provided the foundation for the welfare of society. (Griffin & Hammond, 2021; Peters, 2023)

Over the years, the Tata Group has embedded CSR into its business model and contributed to society through initiatives in education, health, and the environment. Currently, Tata manages over 100 operating companies in seven business sectors and exports its services to over 100 countries. It has a collective employee base of approximately 660,000 workers, who represent its main stakeholders. (Raianu, 2021; Davies, 1998)

In recent years, concerns about the impact on the environment and the living standards of workers have increased. This paper proposes that to truly make a positive societal impact, a company must survive over the long term. This is particularly true for the steel industry. Given the cyclical nature of the industry, it has to withstand long periods of economic decline when demand for steel falls. It is during such periods that companies have to make tough decisions and balance considerations of stakeholder welfare with the need to stay afloat. (Draxler et al.2021; Lewis, 2023)

Introduction

In January 2006, Tata Steel acquired Corus Group plc and with this single action became the sixth largest steel producer in the world. Amongst Corus's many plants, its largest was the steel-making facility at Port Talbot in South Wales, which at that time was facing some difficult challenges. Today, seven years on, despite having overcome some serious impediments and created a much healthier business, Port Talbot is still fragile. (Lewis, 2023; Tata Steel, 2007)

Additional factors bearing down on the world's steel makers in the second decade of the twenty-first century mean that the site is destined to have a difficult and very insecure future. As part of a global steelmaking business, the Tata Steel plant in Port Talbot faces commercial pressures emanating from its main product, steel. Because of the large volumes that the company's customers require, steel is relatively cheap. However, producing steel is an energy-intensive process. The

tension of dwindling value for products made from an energy-intensive process is and will continue to be, the most onerous of the many challenges faced by Tata Steel in Port Talbot. (Vishwanatha, 2023; Tata Steel, 2007)

Operating in today's economic system, which is increasingly being scrutinised for its negative impacts and unsustainability, global corporations are becoming more responsible for ensuring that their operations and their products are as sustainable as possible. Their efforts in this direction are substantial as they attempt to balance the often conflicting demands of sustainable corporate stewardship with the imperative of economic viability. When their efforts are not sufficient and an association becomes a 'global villain', usually as a result of some spectacular catastrophic incident, the corporation may be forced to make an about-turn and start on a road that requires a complete change of both culture and established business practices. (Vishwanatha, 2023; Reed & Jones, 2023)

2.1. Background of Tata Steel in Port Talbot

Tata Steel is one of the largest steel manufacturing companies globally, with operations across 26 countries and some 80,000 employees worldwide. Tata Steel UK Limited, it is the second largest steel producer, with sites across Wales and England. The Port Talbot plant, located on the South Wales coast, is the largest, employing around 3,500 people directly and a significant number of contractors. The site has two main functions: steel production from iron ore in two blast furnaces, which are among the largest in Europe, and primary and secondary steel processing in the adjacent integrated steel finishing facilities. The latter includes a new £185 million hot strip mill commissioned in 2005 and several other downstream processing lines.

The Port Talbot site has a long history of being a main employer in the area and has seen much economic change and associated social deprivation through the decline of heavy industry in the last half of the 20th century. Steel manufacture also has significant negative externalities, being a large emitter of CO₂ and a producer of waste. However, the industry has been subjected to an increasing number of national and international regulations, which have forced modernisation and the introduction of cleaner production technologies so that the plant is now one of the most CO₂-efficient in Europe in hitting its recent target of 20% reduction in CO₂ emissions by 2020. (Vishwanatha, 2023)(Reed & Jones, 2023)(Chlorine)(Stewart et al.2022)(Legkovskis et al.2023)(Severijn)(Lewis, 2023) (Draxler et al.2021)(Gwal & Gwal)

2.2. Significance of the Change Initiative

This change initiative plan builds on proposals in the sustainability and organisational change literature and is also informed by a study undertaken by the authors on sustainable stakeholder-driven business model innovation. (Stamm & Knauer, 2022) A potential stumbling block, both for the adoption of the progressive employee-ownership model and for the necessary organisational change towards a sustainability-driven business model, is the current lack of engagement of employees and local communities with the strategic objectives of Tata Steel Europe, as well as their perceived powerlessness in having a say in the running of the company, for which both institutional and psychological reasons are to be considered. (Roberts, 2020; Kudryashov, 2023)

For Tata Steel Europe, and the Port Talbot plant specifically, the proposed employee buy-out could be part of the much-needed strategic transition of the company towards a model based on sustainability, balancing economic viability with the social and environmental impact of its activities. (Jones et al, 2017). While steel will continue to be needed for a low-carbon economy (in the UK, for the construction of wind turbine towers, for example), its production is highly polluting. Finding a market and developing low-carbon methods for steel production would be the main challenge to making Tata Steel Europe and its employees sustainable stakeholders. (Moen, 2021; Reed & Jones, 2023)

3. Understanding Sustainability and Economic Viability

The challenge for businesses is not just to recognise the wider stakeholder community but to listen and proactively respond to their needs. (Cherry et al.2022) At the same time, stakeholder pressure for environmental performance must be balanced with economic considerations to ensure that the industry is not unfairly burdened with costs that could make it uncompetitive. (Moore, 2020) This can be particularly acute at times of economic downturn when an industry is struggling to survive. Up to 286 jobs are at risk in Tata Steel's Port Talbot plant, and this has sparked a national and local debate on how best to secure the future of steel production in the UK. (Skidmore & Girling, 2024) The Government has said that steel is vital to its plans to reduce carbon emissions, by building wind farms, for which steel is an essential component, and to its security agenda,

because steel is needed to build new nuclear power stations. (Vishwanatha, 2023; Johnson et al, 2020)

3.1 Introduction

The twenty-first century presents business with a unique challenge: how to balance the necessity of earning profits through business activity with the responsibility of protecting the environment and contributing to the greater good of society to continue to operate in the long term. Business processes can have a large negative impact both locally and globally. (Kumar, 2020) Unsustainable business activities are a root cause of local and global environmental problems such as pollution and climate change. Clearly, it is in the best interests of society that business should be compelled to address these environmental issues in a positive way and that the businesses concerned should become more responsible. And yet, the ability of businesses in an area like South Wales to transform and innovate is crucial to its economic development and the creation of new jobs. Business must remain competitive and continue to seek profit as a reward for risk taking and for creating and delivering products that customers want. (Kumar, 2020; Bocken & Short, 2021)

4. Key Components of a Robust Change Initiative

An effective change initiative is crucial for continuous improvement and is the cornerstone of sustainability. The change initiative plan, based on stakeholder engagement, transparency, and credibility, should resolve prevailing and emerging issues and controversies. (Lewis, 2023) Key components of a robust change initiative include defining a clear purpose, establishing measurable short-term objectives with milestones, designing supporting activities with a clear governance structure, dedicated resources, and competent leadership.

Also important is periodic risk assessment and implementation reviews with mid-course corrections. The details of the change initiative plan should not only be designed with specific local context but also co-created with stakeholders to build in legitimacy, trust, and ownership. (Balogun et al, 2020; Pozzi et al, 2023) The principles of change management require that the company should also be capable of managing change. A change readiness assessment is a useful tool to embark on change only when the organization is ready for it. (Reed & Jones, 2023)

Balancing real sustainability with economic viability is a never-ending challenge for business. When unsustainable performance is the inevitable consequence of market, industry, or enterprise economic cycle dynamics, then dialogue, participation, and partnership with stakeholders, and a robust change initiative designed to deliver stakeholder value becomes an essential element for business management. This paper discusses the key components of a change initiative and presents a change initiative plan as a guide for operationalizing a change initiative. It is illustrated with elements from Tata Steel in Port Talbot, Wales, UK. Several experiences, models, tools, and guidelines in the literature will help practitioners put these components into their change initiatives. (Basso & Antle, 2020; Fischer et al, 2020)

4.1. Leadership and Stakeholder Engagement

One of the first important tasks of a leader is to gather a group of key stakeholders who will work together to develop the vision. Effective leadership of stakeholder groups harnesses the power of collective intelligence to generate the most feasible solutions during vision formulation and planning. (Stewart et al, 2022) The stakeholder group approach for creating a vision and planning has numerous advantages. The inclusion of individuals who will be responsible for implementing the change ensures that the resulting vision and plans are realistic, achievable, and feasible. It also helps to secure strong stakeholder commitment to success by providing all participants with a sense of ownership. In addition, stakeholder involvement in the change initiative serves as a form of experiential learning. The more people learn, especially through active participation in the change, the less resistance to change there will be. (Chebbi et al.2020; Bailey & Lumpkin, 2023)

4.2. Environmental Impact Assessment and Mitigation Measures

Environmental Impact Assessment (EIA) is, globally, one of the most widely used tools applied for development planning to ensure that cumulative effects are identified and evaluated, and development proposals are adjusted in order to prevent negative impacts from occurring. Hence, the initiative should aim to produce an EIA report as the first step towards understanding the full scope of what will be involved in modifying the Port Talbot complex to produce steel in an enclosed dust and fume free, and CO₂ emissions targeted manner, utilizing BECSS and H₂-DRI technology. The mitigation measures proposed are divided into those which prevent and reduce emissions and those which offset detrimental impacts on regional and global ecology. (Bond et al, 2020; Stewart et al, 2022)

The first group of measures applied exclusively to this development scenario consists of installing appropriate carbon and air capture and utilization equipment, and H2 producing renewable energy devices at the proposed power station(s), building a buffer zone with the required number of trees around the site to purify air going into the CCS, H2-DRI and steelmaking facilities, and installing air purification equipment in buildings to prevent emitting pollution when these are being pressurized for the dust and fume to be removed. (Reed & Jones, 2023) There would be air quality monitoring during construction and operation of the capture, energy, steelmaking and tree buffer zone facilities. The second group encompasses regional and national level offset measures required to mitigate unintended consequences of changes induced to the economy of the Port Talbot area. (Chlorine)(Reed & Jones, 2023)(Vishwanatha, 2023; Becattini, 2021)

5. Designing the Change Strategy

The change philosophy for Tata Steel is based on the integrated model of change derived from the philosophical underpinnings and key lessons of the examined change theories. The integrated model identifies the desired paradigm of the Tata Steel as that of a learning organization that values employee welfare and engagement, striving towards continuous improvement, innovation and sustainability. Employees are directors or stewards and are involved in the decision-making processes. (Stewart et al.2022)

The seven stakeholders identified in the case study of Tata Steel (Port Talbot) are investors, employees, customers, suppliers, the surrounding community, government, and other special interest groups. Key strategic decisions related to change at the plant were influenced mainly by the first five stakeholder groups.

Designing the change strategy involves converting the change management philosophy to change management theory by drawing upon established change management concepts and applying them in a unique way to this specific change context. To accommodate such particular and specialized organizational change, established change models are significantly tailored and utilised in an adapted form – hence the birth of the Tata Change Framework and associated Tata Change Model. (Draxler et al.2021) Although this approach involved a great deal of upward influencing, there was a danger of driving a ‘model’ change rather than the change that would best guarantee the long-term viability of the organisation and its sustaining of the preferred future vision. Therefore, an emergent approach to change was also required. (DRUCKMAN & MAIR2021; Mair & Druckman, 2023) This dual approach can be seen in the Tata Change Model.

5.1. Setting Clear Objectives and Key Performance Indicators

The main tool that is used in the business planning process to link business objectives with the business planning activities is Key Performance Indicators (KPIs). These are a set of quantifiable measures that a company uses to gauge its performance over time. (Cruz et al, 2020) They are a means to an end and not an end in themselves. Such measures are derived from the business objectives of the company. In essence, KPIs are a statement of what is important to the business. They are frequently linked to 'critical success factors' which, when they change, can cause a change in the way the business is being operated. It is therefore necessary to identify KPIs that are relevant to the current crisis. (Park & Kang, 2015) This is not difficult to do as KPIs need to be SMART (Specific, Measurable, Achievable, Realistic, and Timely) so that the objective to which they are attached has been achieved. The main difficulty in all this is to resist the temptation of having too many KPIs, as this will kill the process of simple and effective measurement. (Stewart et al.2022; Draxler et al.2021)

5.2. Incorporating Sustainable Practices into Operations

Although Tata Steel has its sustainable development policies in place, all of these have been designed and implemented in the context of developing good steelmaking operations and maintenance of a profitable business. Over the years, to become environmentally responsible, the steel industry has addressed its main environmental issues through the development of cleaner technologies.

Despite the considerable progress of the steel industry in addressing its impacts, corporate philanthropy and social responsibility initiatives, there remains consensus that unless the competitive industrial model is transformed towards active pursuit of sustainability, significant progress will not be achieved. (Vogl et al., 2021) It is increasingly accepted that the implementation of sustainable practices to reduce the impact of steel companies requires change at operational, tactical, and strategic levels.

With its change initiative plan being operationalised, Tata Steel's Port Talbot site would ensure that the company has the right capabilities to manage the transition from a traditionally economically viable steel company to one that incorporates and balances economic, social, and environmental priorities. This would require engaging stakeholders likely to be impacted or have an impact on the company's moves to embrace sustainable development, and to create monetary value as

well as non-monetary value for expectant beneficiaries. To become a sustainable steelmaking company, not only does Tata Steel have to set out a clear vision and strategy towards that end, but it also needs to have scalable and replicable models in place that integrate the requirements of sustainable development within its steelmaking processes. (Park & Kang, 2023; Miśkiewicz & Wolniak, 2020)

6. Conclusion

The paper has proposed a process for taking forward change initiatives in a steel company located in Port Talbot to ensure sustainable development. The proposed changes are necessary to realign the company so that stakeholder concerns related to economic viability, environmental impact, and social responsibility are addressed. In this way, the concept of convergent evolution is introduced. The company has to learn, at each stage, from stakeholder concerns and perceptions and move towards the common vision of sustainable development in which stakeholder theory, institutional theory, and corporate vision are linked. The steel company can therefore evolve into an institution that serves the needs of all its stakeholder communities while contributing to regional development and the overall competitive position of the industry. (Munday & Turner, 2020; Raianu, 2021)

Converting a vision of a sustainable planet into reality will necessitate hard choices, more so at the regional and global levels. The steel industry, which is closely linked with economic growth, has more than its share of problems in the path towards creating a sustainable planet. Issues concerning environmental degradation, wastage of resources, and loss of biodiversity, when identified and addressed using community-wide stakeholder management may help to mature the industry and steer the corporate culture in a direction consistent with sustainable development. (He et al., 2020) This will facilitate the process of revitalization of the industry without jeopardizing national economic goals associated with employment and contribution to GDP for countries. (Sun et al., 2020; Branca et al, 2020)

This report will be used to create an actionable plan for Tata Steel, the full plan is included in the appendix, where strategies and key information relating to implantation, key considerations and in depth actions will be discussed in greater detail.

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Appendix

Comprehensive Strategy for Action: Tata Steel

Section 1: Overview

This strategic document presents a comprehensive approach for Tata Steel in Port Talbot to achieve sustainable development through collaboration with multiple stakeholders. It delves into the economic importance of Tata Steel, potential challenges in implementation, the status of the plant, proposed objectives and goals, as well as a concise summary. The focus is on fulfilling the Welsh Government's directive to ensure economic sustainability, a concept that transcends traditional notions of 'sustainability' or 'development' (Mio et al., 2022)

1.1. Objectives of the Strategic Plan

The transition phase of Tata Steel from surviving the challenges posed by Covid-19 to recovery and resilience is highlighted in this plan. It addresses concerns of various stakeholders, including employees, their families, the local community, governmental entities, shareholders, and customers, with short-term and long-term strategies aimed at sustaining the viability of the Port Talbot facility. This plan is a key component of Tata Steel's engagement with stakeholders and will undergo periodic assessments and modifications as required (Williams et al., 2021; Bourne et al., 2020).

The dual objectives of the plan are to stabilise the operations and facilitate recovery from the impact of Covid-19, while also harmonising sustainability practices with economic feasibility to ensure future resilience (Geels & Gregory, 2024; Raianu, 2021; Griffin & Hammond, 2021).

Section 2: Analysis of Current Scenario

Tata Steel's operations at Port Talbot necessitate a shift towards renewable sources of raw materials and energy, alongside a reduction in greenhouse gas emissions by transitioning to sustainable energy sources and aligning product offerings with their Sustainable Product List (SPL) (Guardian, 2019; Tata Steel, 2022). The SPL encompasses products that are reusable, recyclable, or derived from bio-based materials, thus aiding in lowering GHG emissions and safeguarding both health and the environment (Norris et al., 2024; Beden et al., 2015).

Port Talbot's production processes need to align with both local and global ecosystem sustainability by incorporating renewable and recycled materials and progressively phasing out non-renewable resources such as iron ore and coal. This transformation demands a structured approach that involves collaboration with the supply chain, local communities, and governmental bodies to mitigate risks and pave the way for a sustainable future (Davies-Smith, 2023; Becker et al., 2023).

2.1. Profile of Tata Steel Operations in Port Talbot

Tata Steel's mission is to uphold sustainable practices while ensuring economic viability. Through the provision of premium steel products to discerning markets, it manages one of Europe's largest and most efficient steel plants located in Port Talbot (Brown et al., 2022; Schneider, 2022; Geels & Gregory, 2024; Griffin & Hammond, 2021).

2.2. Significance of Sustainability Challenges

The strategic imperative to address sustainability challenges is paramount for the enduring prosperity of Port Talbot and the broader steel industry. This action

plan seeks to strike a balance between social, environmental, and economic performance (Lee et al., 2020; Morgans et al., 2021; Kineber et al., 2020).

This action plan delves into the economic performance and market trends surrounding Tata Steel. The company focuses on sustainability by producing products that minimise environmental impact, such as lighter structures for energy efficiency and recyclable materials. The overarching aim is to integrate the steel plant into a sustainable society and economy (Prusty & Ray, 2022; Bhattacharya & Bhattacharjee, 2022; Stewart et al., 2022).

The production of steel has direct and indirect environmental consequences, urging the implementation of proactive measures for reduction. Tata Steel invests in environmental control measures to produce reusable products and safeguard the environment (Munday & Turner, 2020; Geels & Gregory, 2023; Chukwuma et al., 2021; Roberts et al., 2023).

One of Tata Steel's core strengths lies in product and process development, coupled with customer engagement to foresee future requirements (Gupta et al., 2021). The cyclical downtrend in the steel market impacts Port Talbot, necessitating responses to both short-term market fluctuations and long-term patterns (Schneider, 2022; Williams et al., 2021; Munday & Turner, 2020).

Delving into strategies for balancing sustainability and economic viability, Tata Steel employs tactics to address the three pillars of sustainability: economic, environmental, and social equity. The criteria encompass sustainable solutions, continuous enhancement, and corrective measures when required (Raianu, 2021; Choudhury, 2022; Griffin & Hammond, 2021; Pidgeon et al., 2021).

Furthermore, Tata Steel aims to diversify its energy sources into materials with reduced environmental impact and increased strength-to-weight ratios. This involves collaboration with the corporate technology division and leveraging venture capital expertise for new initiatives while aligning customer demands

with technological advancements (Raianu, 2021; Norris et al., 2024; Cherry et al., 2022; Singleton, 2023).

The implementation of circular economy practices, such as utilising steelmaking by-products in road construction and investing in processes for aluminium production from scrap metal, can enhance business sustainability. The circular economy principle focuses on reducing, recycling, and reusing materials, thereby reducing reliance on finite resources (Acharya, 2024; Cherry et al., 2022; Norris et al., 2024; Raianu, 2021; Sovacool et al., 2024).

Lastly, investing in research and development is crucial for Tata Steel's sustainable growth. Their in-house R&D facilities benefit from economies of scale, and partnerships with small and medium enterprises or universities can foster innovation in niche areas and adaptation to emerging technologies. Continuous upskilling is imperative for a thriving R&D ecosystem (Cherry et al., 2022; Raianu, 2021; Gregory & Geels, 2024; Rajagopal, 2023).

The investment in Research and Development (R&D) leads to the development of revolutionary technologies, products, and processes. This necessitates a harmony between advancing technologies for the near-market and establishing strategic objectives for the long term (Kutty et al., 2020; Curtis et al., 2020; Safitri et al., 2020).

4. Action Plan Execution

4.1. Clarity in Goals and Objectives

It is recommended that Tata Steel creates a matrix of objectives involving key stakeholders, aligning their feedback with sustainability targets. This matrix ensures that stakeholder suggestions are in line with specific objectives, thus avoiding conflicting demands (Choudhary & Singh, 2022; Sinha et al., 2021).

Clear goals and objectives are essential to prevent opposing stakeholder ideas and to establish collaborations for stakeholder engagement, thereby reinforcing the credibility of the strategy (Singh & Girdhar, 2022; McKinlay et al., 2022; Gupta et al., 2021).

4.2. Development of Key Performance Indicators

Implementing a balanced scorecard with benchmarked Key Performance Indicators (KPIs) covers various sustainability aspects. This system enables the evaluation of performance within the organization, across similar entities, and against industry best practices. The suggested KPIs address sustainability pillars such as minority representation, toxic waste levels, capital efficiency, and order fulfillment (Mio et al., 2022; Neri et al., 2021; McShea et al., 2024; da Silva & Fontana, 2024).

KPIs assist Tata Steel in evaluating and rectifying unfavorable deviations, ensuring sustainable performance (Gupta, 2023; Kumar et al., 2023).

4.3. Allocation of Resources and Responsibilities

The organizational culture within Tata Steel encourages collaborative efforts towards sustainability objectives. Workgroups function within defined boundaries, escalating any deviations to the Sustainability Taskforce, thus ensuring a clear delineation of responsibilities (Bernards et al., 2022; Chaudhuri et al., 2022; Onu et al., 2023).

A cross-functional Sustainability Taskforce, led by a Maintenance Engineer, oversees the implementation process. Regular updates and involvement of employees and Union representatives ensure transparency and active participation (Larson et al., 2023; Cardoni et al., 2020).

5. Oversight and Assessment

Independent evaluations and routine audits evaluate all sustainability initiatives, providing insights for enhancement. Progress is tracked through KPIs, with comparative analysis to pinpoint areas requiring attention (Fraser et al., 2020; Lemma et al., 2024; Glasson, 2022; Keller et al., 2017; Giles et al., 2021; Choudhury, 2022; Geels & Gregory, 2023).

5.1. Scheduled Progress Reviews

Management should periodically review progress, addressing challenges and identifying avenues for improvement. An 'Open Door' policy and channels for suggestions encourage employee engagement (Moore, 2020; Griffin & Hammond, 2021; Payson & Moore).

5.2. Adaptations and Modifications

The action plan must be flexible to accommodate changes and unforeseen circumstances, supporting Tata Steel's sustainable operation in Port Talbot for the long haul (Oliveira et al., 2020; Page et al., 2021).

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