TATA CONSULTANCY SERVICES
Experience certainty.

TATA

Corporate Sustainability Report

2014-15

CONTENTS

Report Application Level

2015 In Accordance		C	C+	B	B+	A	A+
Mandatory	**Self Declared**						✓
Optional	**Third Party Checked**			Report Externally Assured		Report Externally Assured	✓ Report Externally Assured
	GRI Checked						✓ *

Please see GRI Application Level Service organizational mark on page 73

About The Report

TCS publishes Sustainability Reports annually, the last report being for Financial Year 2013-14.This is TCS' Ninth Sustainability Report, for Financial Year 2014-15 (April to March). It has been prepared in conformance with the G3.1 Sustainability Reporting Guidelines published by the Global Reporting Initiative (GRI). The report addresses the key sustainability topics gleaned through interactions with the different stakeholder groups, based on the core principles of materiality and stakeholder inclusiveness. These topics cover the full range of material economic, social and environmental impacts of the organization. The report boundaries and exclusions are provided below:

Data measurement techniques and the bases of calculations and estimates are furnished in the relevant areas of the report. The Company does not believe there is any substantial divergence from the GRI Indicator Protocols.

There have been no significant changes from the last reporting period in the scope, boundary, or measurement methods applied in the report. There has been no restatement of information provided in earlier reports. The data is sourced from Ultimatix, the Company's core enterprise platform which runs all internal processes in HR, Finance and Project Management and is also the portal for employees to provide their opinions and feedback. All the data is audited by relevant third party auditors as part of ISO and financial audits.

This report has been externally assured by KPMG. The scope and basis of the assurance are described in the assurance letter issued by KPMG. No other relationship exists between TCS and KPMG.

Data	Basis	Exclusions
Financial	TCS' Consolidated, Global Operations	None
Human Resources	TCS Ltd.'s global operations, including wholly owned subsidiaries	Subsidiaries not wholly owned by TCS (accounting for 3.6% of consolidated headcount).
Environmental	Delivery centers in India and UK, Hungary, Singapore, China, Philippines, Brazil, Chile, Uruguay and Mexico.	Remaining delivery centers outside India (accounting for approx. 4% of headcount)

Dear Stakeholders,

I am glad to connect with you around this time each year on the occasion of the publication of TCS Corporate Sustainability Report. This is our 9th edition of the Report since 2007.

I am pleased to reaffirm our support to the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

FY 2014-15 has been another year of industry leading growth rates and deepening our footprint in key markets. Our revenues grew 15.7 % to $ 15.5 billion on a year-on-year basis and our net profits grew 12.8% to $ 3.54[1]billion while sustaining our operating and net margins.

We intensified our focus on key markets like Japan – crafted a new joint venture with Mitsubishi Corp to strengthen our presence and create a platform for growth. We started a new talent paradigm in the Kingdom of Saudi Arabia by creating the first all women center in BPS and IT.

I am proud that as an organization we sustain and improve the quality of experience of our 1500+ customers – Over 96% of our customers appreciate the responsiveness and accessibility of our project teams; 98% consider TCS as a partner of choice and are willing to endorse our capabilities; and 94% feel that it is easy to collaborate and do business with us.

As an organization, we continue to build our people strength through diversity in multiple dimensions. While our total employee base reached 319,656 this year, making us the third largest employer in the global IT services industry, we were also delighted to celebrate the landmark of employing 105,481 women – a rare feat in the corporate world also in the context of TCS being host to 122 nationalities across our global footprint of 232 locations.

While we focus on business, TCS continues to promote health and wellness of our employees through the Fit4Life program. Sponsorship of marathons like the TCS New York City Marathon has created a unique opportunity to engage with the communities in health and wellness. With our Purpose4Life program, TCSers volunteered over 200,000 hours globally to make an impact in the communities in education, health, and environment.

These are exciting times when India has taken the lead in mandating corporate spend on social causes. FY 2015 represents the first year for reporting on CSR under the new regime of the Companies Act 2013. TCS has a CSR Committee of the Board and has published a global CSR Policy. We have also established a CSR Foundation to undertake large scale projects. This is in addition to the existing volunteering and projects which utilize core competency to support social causes.

TCS was among the first corporates to identify with the Prime Minister's Swachh Bharat Abhiyan (Clean India Initiative) and has pledged ₹100 Crores to build dedicated sanitation facilities for girl students in government schools. Our CSR flagship, the Adult Literacy programme, reached over 2 lakh beneficiaries with ~ 30,000 jail inmates becoming literate.

STEM education has become a focal point for our community efforts in the USA, Canada, UK and Australia. Since its inception in in 2009, goIT has impacted 8,800+ students across 11 cities. In UK the IT Futures programme has facilitated learning for students in 160 schools. TCS is also proud to be a founding donor of the Queen Elizabeth Prize for Engineering.

Safety and well-being of our employees is of prime importance. Our drive on road safety, ergonomics, fire safety, general office and personal safety is strengthened with a behavioral safety approach. We have deepened our engagement with employees on safety and convert them to being safety responsive. We have completed a year since the launch of Safety First initiative on May 2, 2014 in which we had chosen to focus on Accidents, Crime, Health and Self Harm. We are constantly working to make TCS a 'Zero Incidents' organization - both internally and externally.

The endeavour to pursue our Environmental Sustainability Roadmap continues with the same zeal and commitment. We are on-track against our targets for sustainable growth. Carbon footprint and energy management are among the areas of strong focus. We continue to work towards the target of specific carbon footprint reduction in order to decouple business growth from the carbon and energy footprint. Green buildings, green IT, operational energy efficiency and renewable energy are the pillars for achieving this target.

Looking forward, we have a unique opportunity to grow and lead our industry to greater heights with a strong focus on our customers, a culture of innovation and collaboration, provide a platform for our employees to realise their potential and make a strong impact on society. We continue to invest in new technology and building people capabilities. We remain a performance driven organization that believes in excellence and rigor in everything we do.

Regards,
N. Chandrasekaran
CEO & MD, TCS

1] Excluding impact of $423 Mn paid as Special One-time Bonus to employees

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TATA

Organizational Profile

Organizational Profile

Tata Consultancy Services Limited (TCS) is an IT services, business solutions and outsourcing organization that delivers real results to global businesses, with a high level of certainty. TCS offers a consulting-led, complete and integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model (GNDM™), recognized as an industry benchmark of excellence in distributed software development.

Founded in 1968 as part of the Tata group, TCS is headquartered in Mumbai, India and is a public limited company[2], listed on the National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India. In FY 2015, TCS reported consolidated revenues of USD 15.45 billion.

Mission and Values

TCS has built a global reputation for its ability to help customers achieve their business objectives – by providing innovative, best-in-class consulting, IT and IT-enabled solutions and services. TCS' core set of values underpin all activities in the Company and these include leadership with trust, integrity, excellence, respect for the individual and learning/sharing.

Business Overview

TCS is an Information Technology (IT) services, consulting and business solutions company that delivers measurable results to global enterprises. The Company's full services portfolio consists of Application Development and Maintenance, Business Intelligence, Enterprise Solutions, Assurance Services, Engineering and Industrial Services, IT Infrastructure Services, Business Process Outsourcing, Consulting and Asset leveraged solutions. In addition, the Company has launched several new service offerings around Mobility, Social computing, Big Data and the Cloud.

The Company has built strong domain capabilities in a range of industry verticals, positioning itself as a strategic partner capable of reliably delivering innovative technology-led solutions to business problems. Key industry verticals serviced by the Company are: Banking, Financial Services and Insurance (BFSI), Retail and Consumer Packaged Goods, Telecom, Media and Entertainment, Hi-Tech, Manufacturing, Life Sciences and Healthcare (LSHC), Energy, Resources and Utilities (ERU), and Travel, Transportation and Hospitality (TTH).

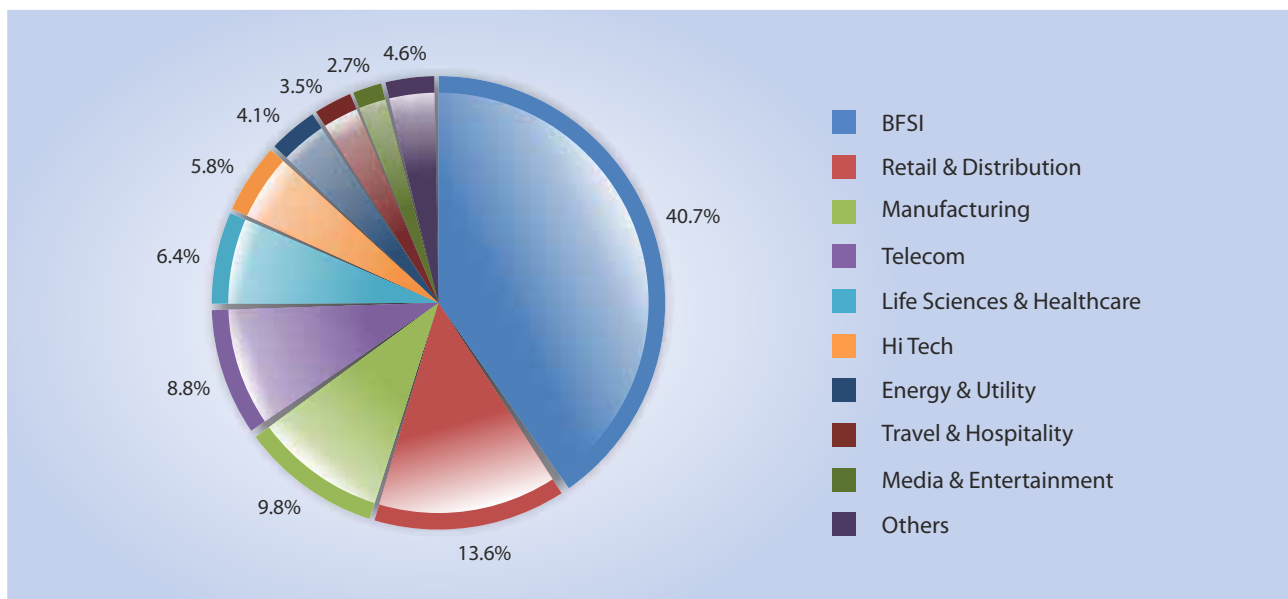**Figure 1: Revenue break-up by industry vertical**

2] Please refer to our FY2015 Annual Report for details of the shareholding pattern (Page 108), changes in the capital structure during FY2015 (Page 144) and the complete list of Subsidiaries (Pages 216-218). Our Annual Report can be accessed from our website. The URL is:
   http://www.tcs.com/investors/Documents/Annual%20Reports/TCS_Annual_Report_2014-2015.pdf

The Company has also been steadily expanding its geographic footprint. In addition to the traditional markets for its services – namely, North America, United Kingdom and Continental Europe, the Company has been expanding its presence in emerging markets like Asia-Pacific, India, Latin America and Middle East & Africa.

As of March 31, 2015, TCS had 232 offices across 46 countries. The break-up of offices by geography is as below:

29 USA and Canada	**14** 8 Countries Latin America	**25** UK and Ireland	**31** 13 Countries Europe	**24** 12 Countries Asia Pacific	**9** 8 Countries Middle East and Africa	**100** India

In addition, TCS' Global Delivery Network Model (GNDM™) consists of a network of 151 delivery supporting centers located in 30 countries **See Figure 2)** that uniquely positions us to deliver the Company's world class services seamlessly to any location in the world.

UK 4 | Europe 6 | N. America 10 | Latin America 9 | MEA 3 | India 111 | APAC 8
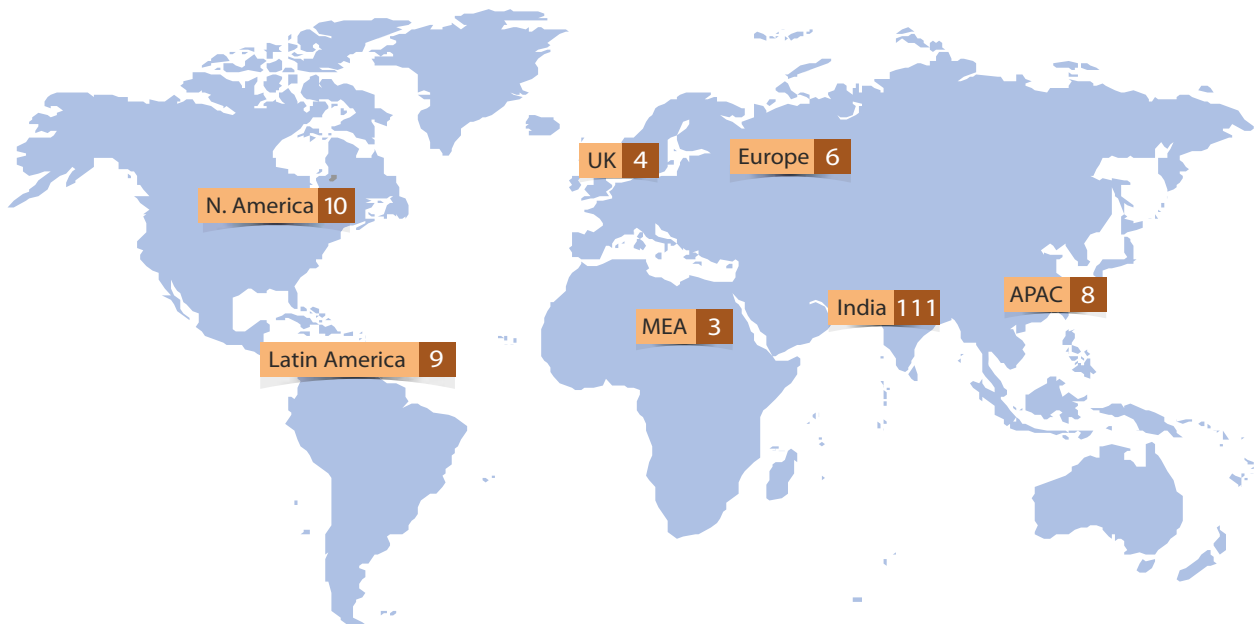
Figure 2: TCS' Global Network Delivery footprint

The revenue breakup by geography is provided in Figure 3.

2.0%
2.1%
6.4%
9.3%
11.6%
16.7%
51.9%

- North America
- UK
- Continental Europe
- Asia Pacific
- India
- Latin America
- MEA
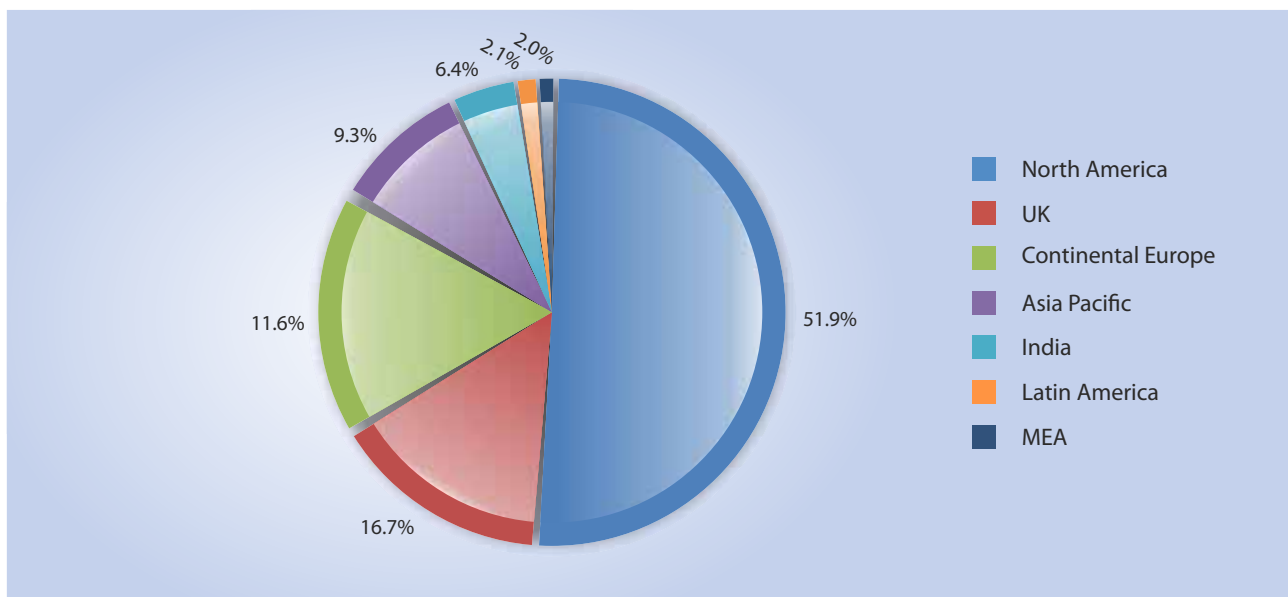
Figure 3: Revenue Breakup by Geography

TCS by numbers

Net Sales $15.45Bn	Operating Margin 26.9%	Net Income# $3.5 Bn	Taxes# $1,087Mn	Retained earnings $10.66Bn
		Total Assets $11.97Bn	Market Capitalization (on March 31, 2015) $79.59Bn	Number of Employees (on March 31, 2015) 319,656
Number of nationalities in the workforce 122	% of women in the workforce 33%	New hires in FY 2015 67,123	Attrition in IT Services* 14.9%	Clients contributing more than $1 Mn/year 791
Clients contributing more than $100 Mn/year 29	Number of shareholders 616,828	Volunteering effort in CSR (person hours)* 2,21,000	Investment in CSR initiatives* ₹253.55 crores	Reduction in per capita electricity consumed** 42%
Reduction in per capita carbon footprint (Scope 1 + Scope 2) ** 39%	Reduction in per capita business air travel emissions** 55%	Reduction in per capita fresh water consumption** 13%	Reduction in per capita paper consumption** 78%	

*Excl subsidiaries
** Reduction given is over baseline year 2007-08 Coverage as per Annexure A
# Excluding impact of $ 423 Mn paid as Special One-time Bonus to employees

Key awards and accolades received by TCS in FY 2015 are listed below.

Corporate

- Brand Finance: Fastest growing IT industry brand over the last five years
- Achieves Superbrands status in the UK
- The Economic Times: Company of the Year
- Business Standard: Best Company of 40 years
- NASSCOM 2014 Awards: Excellence in Gender Inclusivity & Best IT Services and Product Company
- NASSCOM Silver Jubilee Awards: Leading IT Company for 25 years

Investors

- TCS wins the Best CEO and Best Investor Relations titles in FinanceAsia's 15th Annual Best Companies Poll
- TCS amongst the Most Honored Companies in Institutional Investor's 2014 Annual All-Asia Executive Team Rankings

Leadership
N Chandrasekaran

- CNN-IBN: Indian of the Year (Business)
- Finance Asia's Best Companies Poll: India's Best CEO
- Institutional Investor's 2014 All-Asia Executive Team Rankings: Best CEO
- Business Today: Best CEO
- CNBC TV 18: Voted one of India's Top 15 business icons

Partners

- Informatica: Innovation Award for Test Data Management
- SAP: Run SAP Partner of the Year & Customers' Choice Award (SAP Pinnacle)
- Renault-Nissan: Best Service Support 2014 Award
- NXP Semiconductors: Best Supplier for Indirect Services
- JD Edwards: Partner Excellence award
- TESTA 2014: Leading Vendor Award for Quality Assurance(QA) and Testing services
- CA Technologies:
  - Country Partner of the Year
  - Partner of the Year - Security solutions
  - Public Sector Partner of the Year
- Oracle Excellence Awards
  - Global System Integrator Customer Experience (CX) Applications
 - Specialised Partner of the Year

Awards

Talent Management

- Gold Stevie: Best Human Resources Department 2014
- Top Employers Institute: Certified as Top Employer North America 2015
- Top Employers Institute: Ranked # 1 Employer in Europe
- Top Employers Institute: Ranked # 1 Employer in UK
- Golden Peacock National Training Award 2014
- Six awards at Asia's Best Employer Brand Awards 2014, Singapore
- Diversity and Inclusion (DANDI) awards: Top Workforce honour
- World HRD Congress RASBIC awards: Best Overall Recruiting & Staffing Organization & Best Use of Technology for Recruiting

Capability and Innovation

- TCS wins the Best CEO and Best Investor Relations titles in FinanceAsia's 15th Annual Best Companies Poll
- TCS amongst the Most Honored Companies in Institutional Investor's 2014 Annual All-Asia Executive Team Rankings
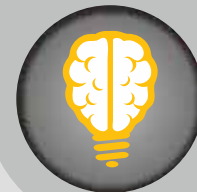
Community & Environment

- Dow Jones Sustainability World Index: Ranked Global Leader
- Asian Sustainability Ranking: Ranked #1 of Top 100 Companies
- The CDP Climate Performance Leadership Index: A-List world leader in corporate action on climate change
- Carbon Disclosure Leadership Index, 2014
- Gold Stevie: Corporate Social Responsibility Program
- JSW-Times of India: Earth Care Award
- Lumity Community Corps Corporate Champion: Enhancing quality of STEM Education
- Supply Chain Carbon Performance Leadership Index (SCCPLI), 2014
- Bombay Chamber's Civic Awards 2013- 14 for Sustainable Environmental Initiatives for TCS Sahyadri Park, Pune
- HYSEA CSR Award 2015 under category Community Development & Environment Protection by Hyderabad Software Enterprises Association, Andhra Pradesh
- CII Energy Efficient Unit Award 2014 for TCS Deccan Park, Hyderabad

Our Stakeholders

TCS engages with a broad spectrum of stakeholders, internal and external to understand their concerns and priorities and use those inputs to guide policy formulation and decision-making. Business (or, in some cases, policy) considerations largely govern the decision on which stakeholders to engage with and in what manner and periodicity.

A stakeholder prioritization exercise was undertaken and in consultation with the Company's management, the key stakeholders were identified. While Customers, Employees, Customers and Shareholders Investors continue to be are obvious stakeholders, the supply-chain of the Company's people-centric business consists of various academic institutions, engineering colleges, staffing agencies and other vendors. Staying at the cutting edge of technological developments requires us to partner with leading technology firms to develop and market industry-specific solutions.

TCS is a member of a number of industry bodies like NASSCOM and CII and works closely with these bodies in shaping policy. TCS interacts with governments in the course of regulatory compliance and also in implementing e-governance initiatives or as part of government-facilitated community betterment initiatives. Lastly, TCS works with local communities directly or through various NGOs as part of CSR initiatives in different parts of the world, and with the larger society.

Described below is TCS' stakeholder interaction framework. Some other stakeholders that the Company closely engages with, such as Industry Analysts, Equity Analysts and the media have not been mentioned here because they are proxies for other named stakeholders – customers, shareholders and the larger society respectively.

Stakeholder	Interfacing Group	Engagement Types by Frequency

Customers	Sales / Pre-Sales | Marketing | Delivery Teams | Senior Mgmt
As needed: Project-related Calls and meetings, PMRs, Relationship Meetings, Visits, Responses to RFI/RFPs, Sponsored Events, Mailers, Newsletters, Brochures	**Continuous:** TCS website, Customer portal **Half-yearly:** Customer Satisfaction Surveys[3] **Annual:** Customer Summit, Innovation Day

Employees	HR | Senior Mgmt
As needed: Town Halls, Roadshows, Project / Operations Reviews, Videoconferences, Audio conference calls, PEEP, PROPEL (associate forum), One-on-one counseling **Monthly:** @TCS (Inhouse magazine)	**Continuous:** TCS website, Ultimatix Notice Board, CEO Connect, CTO Blog, Corporate Corner, JustAsk, IdeaMAX, Dipstick surveys, mPower (quick grievance redressal) **Annual:** PULSE (employee feedback survey), Hats Off (Long Service Awards), Velocity (Sales meet), Blitz (Business Planning meet)

Shareholders	Investor Relations | Company Secy | Senior Mgmt
As needed: Press Releases and Press Conferences, Email advisories, Facility Visits, In-person meetings, Investor Conferences, Non-Deal Roadshows, Conference Calls **Quarterly:** Financial Statements in Indian GAAP and	IFRS, Earnings Call, Exchange Notifications, Press Conference **Continuous:** Investors Page on TCS website **Annual:** Annual General Meeting, Annual Report

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3] *The Survey is done at an account-level and measures TCS' performance on various parameters across multiple dimensions.*

Stakeholder	Interfacing Group	Engagement Types by Frequency

Academic Institutions	**HR | Senior Mgmt | CTO**
As needed: Academic Interface Program, Co-Innovation Network meetings	**Continuous:** TCS website, Academic portal **Annual:** Sangam (High-level academic conference), Campus recruitment

Head Hunters | Staffing Firms | Other Suppliers	**HR | ISUs[4] | Procurement**
One time: RFI/RFPs, Empanelment process	**As needed:** Transactional meetings, Periodic Reviews, Surveys

Partners and Collaborators	**Alliance | Mgmt | CTO**
As needed: Meetings / Calls, COIN meetings, Visits, Partner Events	**Monthly:** Conference Calls **Quarterly:** Business Reviews **Annual:** Partner Events

Corporate Affairs | Finance | Senior Mgmt	**Alliance | Mgmt | CTO**
As needed: Conferences and seminars, Working Committee Meetings, Surveys, Meetings	**Annual:** Conferences, Summits

Governments	**Government ISU | Corporate Affairs | HSE / Finance CSR Team | Senior Mgmt**
As needed: Governance RFIs / RFPs, Presentations, Project Meetings, Reviews, Calls and Meetings, Surveys, Consultative sessions	**Continuous:** TCS Website

NGOs / Local Communities | Society at large	**CSR Team | Volunteers | Corp Comm | Senior Mgmt**
·As needed: Field visits, Due Diligence, Calls and Meetings, Conferences and seminars, Surveys, Press Releases, Press conferences, Media interviews and quotes, Sponsored events	**Continuous:** TCS Website

Apolitical Stance

While TCS works closely with consultative bodies of various industry associations in advising governments on policy formulation or advocating changes to policy, the Company does not spend on lobbying and maintains an entirely apolitical stance in line with the Tata Code of Conduct. The Company does not support any specific political party or candidate for political office. Nor does it offer or give any company funds or property as donations to any political party, candidate or campaign.

4] Industry Service Units

The content for this report is arrived at by applying a materiality filter on the various topics that come up in the course of stakeholder interactions described in the earlier section. A team of senior managers evaluated sustainability issues providing a rating for each. A final evaluation of the scorecards indicated the key issues for the Company. This report shall focus on the issues thus identified:

| Stakeholders	Material Topics
Customers	Business knowledge, Delivery capability, Quality, Data privacy and security, Ethical behavior, Fair business practices
Employees	Safe and comfortable workplace, Engaging assignments, Learning opportunities, Career development, Compensation structure
Shareholders	Continued revenue growth, Profitability, Cashflows, Corporate Governance, Transparency and Disclosure, Dividend payouts
Academic Institutions	Job creation, Curriculum enhancement, Internship opportunities, Faculty development
Vendors, Partners and Collaborators	Ethical behavior, Fair business practices, Governance, Sustainability of Demand, Credit-worthiness
Governments / NGOs / Local Communities	Good governance, Ethics and Compliance, Support for developmental programs, Job opportunities, Responsible Citizenry
Society at large	Environmental impact

Corporate Governance

Our Sustainability Strategy and Corporate Governance

TCS embodies the Tata group's philosophy of building sustainable businesses that are firmly rooted in the community and demonstrate care for the environment. Towards this, TCS has adopted the 'triple bottom-line' approach and recognizes that People, Planet and Profit as the central pillars of corporate sustainability.
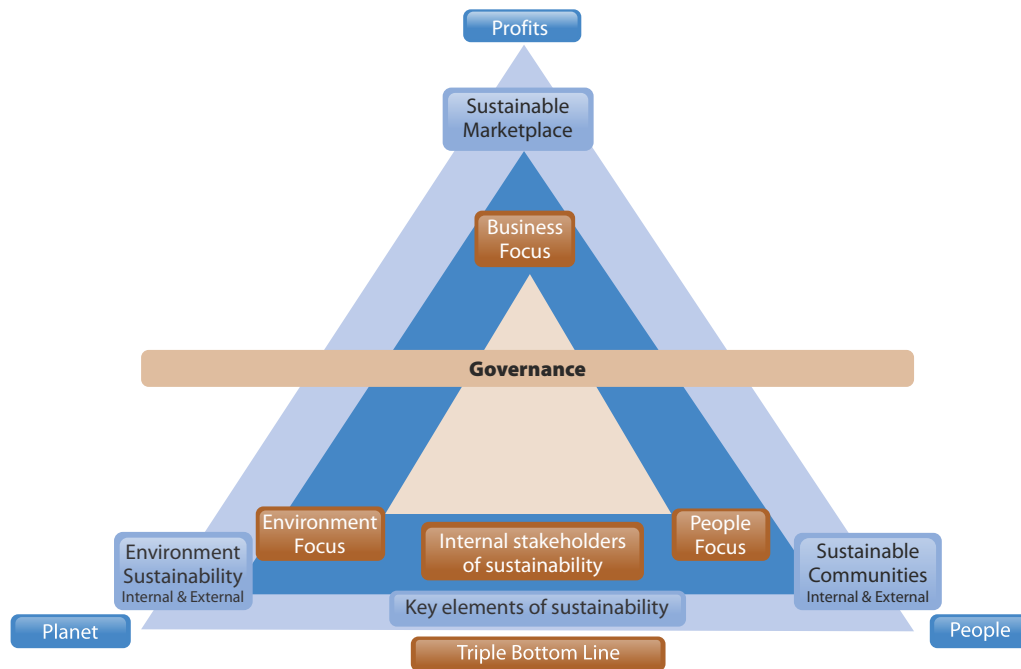
People: Sustainable Internal and External Communities – Internally, 319,656 employees are the backbone of TCS, who are actively engaged with in order to drive sustainability initiatives. Externally, TCS conducts a diverse range of CSR initiatives in the areas of education & skill building, health environment and affirmative action using volunteering, sponsorships and pro bono leveraging of the Company's IT capabilities as the modes of engagement. In addition initiatives focused at promoting supply chain and procurement sustainability ensure the alignment of that vendors and suppliers to the sustainability objectives.

Planet: Environmental Sustainability – From designing sustainable infrastructure, running efficient operations, to engaging with supply chain partners in green procurement and disposal activities; TCS takes a holistic approach towards reducing its energy, water, material, waste and carbon footprint. TCS offices as well as IT infrastructure are sustainably designed and built for maximum resource efficiency.

Profit: Sustainable Marketplace – In addition to ensuring sustainability of TCS' business performance, the Company's sustainability specialists work across industry verticals with an aim to provide next-generation sustainability services to customers. Integrating sustainability into business strategies and unlocking environmental efficiencies in the entire value chain is a significant value add.

Corporate Governance

Strong corporate governance that oversees business strategies and ensures fiscal accountability, ethical corporate behavior and fairness to all stakeholders, creates all the conditions necessary to foster sustainability. Being part of the 147-year old Tata group which epitomizes sustainability, TCS has inherited a strong legacy of fair, transparent and ethical governance, as embodied in the Tata Code of Conduct[5] (TCoC).

5] The full text of the Tata Code of Conduct is available on our website. (URL: http://www.tcs.com/SiteCollectionDocuments/About%20TCS/Tata-Code-Conduct-2013.pdf)

This is aligned with the ten principles articulated in the UN Global Compact to which TCS is a signatory.

At the top of the governance structure is the Board of Directors representing the shareholders, and various Committees on the Board, overseeing the Executive Management. TCS has a unitary board structure consisting of 11 members of whom 9 are Non-Executive Directors[6] (including the Chairman) and 6 are Independent Directors.[7] Ms. Aarthi Subramanian was appointed as an Executive Director for a period of three years with effect from March 12, 2015. The composition of the Company's Board and detailed profiles of Board Members are available on the website.[8]

The supervisory capability of the current Board has been significantly boosted by the inclusion of highly capable individuals with diverse global management perspectives, broad corporate experience and specific expertise in corporate governance and compliance as independent, non-executive directors.

Different aspects of TCS' Corporate Governance are addressed below:

Aspect	How
Avoidance of Conflict of Interest	Conflict of interest between the Board's executive function and the supervisory function is minimized by making the Chairmanship of the Board a non-executive role, and keeping it separate from that of the Chief Executive Officer and Managing Director. TCS has a Code of Conduct for Non-Executive Directors, (http://www.tcs.com/investors/corp_governance/Documents/TCS_Directors_Policy.pdf), requiring them to always act in the interest of the Company and ensure that any other business or personal association, which they may have, does not involve any conflict of interest with the operations of the Company and their role therein. Similarly, all employees including the Managing Director and Executive Directors are prohibited from freelancing or accepting any position of responsibility with or without remuneration with any other company without TCS' written approval. For Executive Directors and the Managing Director, such approval must be obtained from the Board.
Intra-group Transactions	TCS does not derive any material revenues (~0.003% of revenues in FY 2015) from other Tata group companies. There is no intermingling of employees and resources including cash amongst the Group companies. Independent Directors make up half the Board. Any dealing with Tata Sons or with a group company is done on an arms-length basis and has to be approved by the Board. Such transactions are reviewed closely by the Board to ensure that all shareholders' interests are protected before they are approved. All transactions with Tata group companies are disclosed in TCS' Annual Report (Page 165-168).interests are protected before they are approved. All transactions with Tata group companies are disclosed in our Annual Report (Page 134-136).

6] *A Non-Executive Director is defined as a Director who is not involved in the day-to-day operations of the Company and is not a full-time employee of the Company.*
7] *An Independent Director is a Non-Executive Director, who (a) does not have any material relationship/ transaction with the Company, its Directors, Promoters, senior management, holding company and its subsidiaries, (b) Is not related to Promoters/Board/Senior Management, (c) Has not been an executive of the Company in the past 3 years, (d) Has not been a partner/executive of the Company's statutory audit/ internal audit firm, legal/consulting firm in the past 3 years, (e) Has not been a material supplier, service-provider or customer or a lessor or lessee of the company, (f) Is not a substantial shareholder i.e. owning 2% or more and (g) Is not less than 21 years of age.*
8] *http://www.tcs.com/about/corp_facts/board_directors/Pages/default.aspx*

Aspect	How
Board Oversight of the Sustainability Agenda	To ensure that business sustainability gets adequate governance focus, TCS' Board of Directors meets 7 to 8 times a year instead of the statutory 4 times. While four of these meetings are for review and approval of financial results, the remainder is for more detailed oversight of business, strategy and sustainability matters.

To ensure that business sustainability gets adequate governance focus, TCS' Board of Directors meets 7 to 8 times a year instead of the statutory 4 times. While four of these meetings are for review and approval of financial results, the remainder is for more detailed oversight of business, strategy and sustainability matters.

This ensures that the Board's focus goes beyond financial performance and covers various operational and strategic issues including sustainability aspects, budgets, industry performance, peer review and competition analysis, overall risk assessment, performance of subsidiaries, opportunities for organic and inorganic growth etc.

The CEO is the Director responsible for Sustainability. Oversight of the Company's sustainability strategy is the responsibility of the Sustainability Head, EVP & Global Head HR. He is supported by the Sustainability Council and dedicated teams for Corporate Social Responsibility and Environment, each headed by highly-qualified specialists in their respective domains. Their goals are determined by Senior Management in line with the Company's overall sustainability objectives, and performance on these two specific aspects of TCS' sustainability agenda is reviewed by the Board on an annual basis. A framework to enable the Board's self-evaluation is currently under review.

The Sustainability Council

In order to drive the Company's sustainability initiatives effectively, a sustainability council with representation from key departments within TCS has been convened. Processes for quarterly review on performance against targets for each stakeholder have also been implemented.

The Executive Vice President and Global Head of HR presides over all matters related to Sustainability within the organization and the overall Corporate Sustainability of the organization falls within the purview of the CEO & MD.

Board Level Committee
(including CEO & MD - Director Responsible for Corporate Sustainability)

Executive Vice-President & Global Head-HR
Head - Corporate Sustainability

Sustainability Council
Representatives from...

- Internal IT
- Infrastructure, Planning & Development
- Administration
- Health, Safety & Environment
- Human Resources
- Corporate Social Responsibility
- TCS Maitree
- Corporate Communications
- Investor Relations

Aspect	How
Fiscal Oversight	An Audit Committee, consisting entirely of independent, non-executive Directors, oversees TCS' disclosure process to ensure that sufficient and credible information is disclosed, and that the published financial statements reflect a true and fair position of the company's finances.
	The committee meets four times a year to approve the quarterly accounts and another three to four times for an in-depth consideration of internal audit reports. The Audit Committee also actively ensures that the internal audit processes provide adequate support in improving the Company's business processes, i.e., making the Company more efficient and cost-effective.
	As an additional governance control on access to the Company's cash, TCS has a Bank Account Committee of Directors which approves the opening and closing of bank accounts of the Company and to authorize persons to operate the bank accounts of the Company.
Independent and Effective Validation	TCS has an independent third party, M/s Ernst and Young, to oversee and carry out internal audits of the Company's operations as per an internal audit plan which is reviewed annually by the Audit Committee in consultation with the Statutory Auditors. In line with international practice, the planning and conduct of internal audit is oriented towards the review of controls in the management of risks and opportunities in the Company's activities. The external auditors of the Company are Deloitte Haskins and Sells, who do not have any undue dependence on TCS.
Disclosure and Transparency	Benchmarked against global peers, TCS discloses significant - operational and financial metrics on a quarterly basis. The quarterly, half-yearly and annual results are published in leading Indian newspapers, emailed out to analysts and investors who subscribe to that service and posted on the website http://www.tcs.com/investors/Pages/default.aspx. Half-yearly results are sent to shareholders along with a message from the Managing Director on the Company's performance.
	The Earnings Release every quarter is accompanied by a press-conference which is video webcast live through the website. There is also a conference call where Management briefs investors and analysts on the quarter gone by, and takes questions.
	In addition, there is a robust investor outreach program as part of which the TCS Management meets investors at the Company's premises or at investor conferences and addresses their queries and concerns.
Ethics and Compliance[9]	The Tata Code of Conduct, which every employee signs at the time of joining the Company, contains 25 clauses that make up a governing framework for responsible corporate citizenship and ethical behaviour. TCS has established procedures to deploy the TCoC and to enable employees, customers, suppliers and partners to understand the code and follow it in letter and spirit.
	The leadership team personally conveys TCS' values and the importance of the TCoC at employee events. There are Local Ethics Counsellors at every Company location to advise and guide employees on ethical matters.
	Customers and suppliers are made aware of the TCoC through specific clauses in proposals, contracts, contract discussions, and through the TCS website.
	In addition, senior managers with access to privileged information, have to comply with an additional code for the Prevention of Insider Trading. TCS also has a global policy to address Sexual Harassment at the work place. This policy was updated in February 2014 to align with current legal mandates, in particular the "Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013" enacted in India where TCS has the majority of its workforce.
	At the Board level, the Ethics and Compliance Committee oversees TCS' compliance to the Codes of Conduct to be followed by the Directors, Officers and other employees. Monthly Reports are sent to the Committee on matters relating to the Insider Trading Code and the TCoC. One meeting of the Ethics and Compliance Committee was held during the year.

9] *No significant legal or regulatory non-compliance in general or specifically in relation to the Company's products and services was brought to the Company's attention in Fy2015.*

Aspect	How
Board Composition and Selection of Board Members	The Nominations Committee, consisting of two independent Directors and the Chairman, makes recommendations regarding the composition of the Board, identifies suitable individuals who can be inducted as Independent Directors and takes steps to refresh the composition of the Board from time to time.
	The supervisory capability of the current Board has been significantly boosted by the inclusion of highly capable individuals with global management perspectives, broad corporate experience and specific expertise in corporate governance and compliance as independent, non-executive directors.
Protecting Minority shareholders' interests	The Corporate Governance philosophy at TCS, based on the Tata Code of Conduct, emphasizes fairness and transparency to all stakeholders. The Company also has a variety of channels through which minority shareholders can interact with the Management / Board to express their concerns.
	There is a year-round, global investor outreach program where investors can interact with Management. Minority shareholders can move their private resolutions for discussion by the Board of Directors, or even requisition a General Body Meeting.
	Small shareholders can interact with the Board of Directors in person at the Annual General Meeting and have their queries/grievances resolved. They can also communicate any grievance to the Company Secretary's office where complaints are tracked to closure. At the Board level, a Shareholders/Investors Grievance Committee of Directors consisting of two Independent Directors and one Non-independent Director oversees the redressal of these complaints.
Employee access to the Board	Employees at TCS are highly empowered and the Company's culture encourages open communications and offers various channels for communicating concerns and grievances. Larger concerns are represented to the Board by the Executive Directors. In addition, individual senior-level employees are also invited to present to the Board on specific topics under discussion, from time to time.
	Lastly, the Company has a Whistle Blower Policy, with the necessary mechanism for employees to directly report concerns about unethical behavior to the Chairperson of the Audit Committee, without fear of reprisal or victimization.
Sustainability and risk management	TCS has an Enterprise-wide Risk Management (ERM) process administered by a Risk Office that continually identifies the various risks threatening the Company's continued sustainability, as grouped under:
	(1) Strategic
	(2) Operational
	(3) Financial and
	(4) Compliance related risks
	The Risk Office maintains a Risk Register and draws up suitable risk mitigation plans for each of the risks identified therein. These risks are reviewed by the Board periodically.
Succession planning	Business sustainability requires consistency in management vision and minimization of impact when there is a leadership change. Therefore, succession planning is an important element in ensuring smooth transitions. At TCS, succession planning occurs at every level – at the corporate level, at the business unit level, at the account level and even at the project level.
	At the highest level, succession planning of senior management is directly reviewed by the Executive Committee of the Board. Business/Unit Heads are invited to Board Meetings from time to time to give presentations to the Board to update them. This provides an opportunity for the Board to interact with Senior Executives periodically and assess values, competencies and capabilities to help them identify suitable internal successors and provide feedback.
	In these last four decades, TCS has gone through two CEO-level transitions, the last one in October 2009. The seamless manner in which that transition took place is evidence that the Company's succession planning is working well.

Aspect	How
Remuneration Policy	The Company follows a compensation mix of fixed pay, benefits and Economic Value Added Analysis based variable pay. Individual performance pay is determined by business performance and the performance of the individuals measured through the annual appraisal process.
	Compensation for Non-Executive Directors on the Board consists of:
	- Sitting Fees for attending Board meetings and meetings of Committees of the Board, to the tune of INR 10,000 per meeting.
	- Commission, as decided by the Board of Directors and approved by members at the Annual General Meeting, within the ceiling of 1% of the net profits of the Company as computed under the Companies Act, 1956. The commission is distributed amongst the Non-Executive Directors based on their attendance and contribution at the Board and certain Committee meetings, as well as the time spent on operational matters other than at meetings.
	- Reimbursement of any out-of-pocket expenses incurred by the Directors for attending meetings.
	Remuneration of the Managing Director and Executive Directors consists of a fixed component (salary, benefits, perquisites and allowances) and a performance-liked variable component (commission).
	The Remuneration Committee decides the annual increments within the salary scale approved by the Members, and the commission payable to the Managing Director and the Executive Directors out of the profits for the financial year and within the ceilings prescribed under law. The commission amount is based on the Company's performance as well as that of the Managing Director and each Executive Director, measured along several sustainability-linked criteria discussed in this report. Details of the compensation paid out to Members of the Board in FY 2015 are disclosed on Page 99 of the Annual Report.

Serving as an Ethical Exemplar

TCS regards integrity as the first core value that underpins all business activities. The Company has earned its reputation of trustworthiness through several decades of consistent, value-driven conduct.

TCS has adopted the Tata Code of Conduct (TCoC) which is signed by every employee on joining and which serves as a roadmap on principled conduct. Training on TCoC is a mandatory part of the induction process for all associates. Awareness of TCoC and adherence to it is promoted by several methods such as annual ethics awareness week featuring invited speeches, poster sessions, contests, ethics themed video screenings. A Whistle blower Policy has also been incorporated through which instances of misconduct can be reported directly to the Board without fear of reprisal.

TCS has been able to build a strong, highly successful, global business, and is able to sustain its leadership position by adhering to the high standards of principled conduct. In all contracts with customers, suppliers, and partners, clauses on principled conduct are explicitly included. TCS seeks to learn leading practices through active participation in international and Tata Group forums on ethics, and adopt leading practices that aid in improving adherence to principled conduct.

The Company's policies and training modules have been periodically reviewed and revised to comply with the legislation with respect to bribery, corruption and with improved norms on business ethics.

TCS enterprise risk management programme (ERM) involves risk identification, assessment and risk mitigation planning for strategic, operational and compliance related risks across business units, functions and geographies.

Sustainability of Business Performance

Key stakeholder concerns regarding the sustainability of TCS' business performance are centered around five major areas:

- whether there is sufficient headroom for continued growth

- whether the Company's size could impede agility

- whether supplyside constraints could hamper growth or impact margins

- whether macroeconomic uncertainties or new technologies might impair business

- whether the Company is investing sufficiently in innovation

Some of these concerns are addressed in this section of the report.

Key strategic risks faced by TCS and the Company's approach to mitigating them are summarized on Page 62-63 of the FY 2015 Annual Report.[10]

Strategy for long-term growth

TCS' revenue growth comes from following a multi-pronged strategy built around

    (a) Expanding the Company's addressable market by geography, by industry and by service-line and

    (b) Deepening the Company's relationships with existing clients.

Key elements of this strategy for sustainable, longer-term growth are summarized in Figure 4 and explained in greater detail on Pages 58-59 of the FY15 Annual Report.
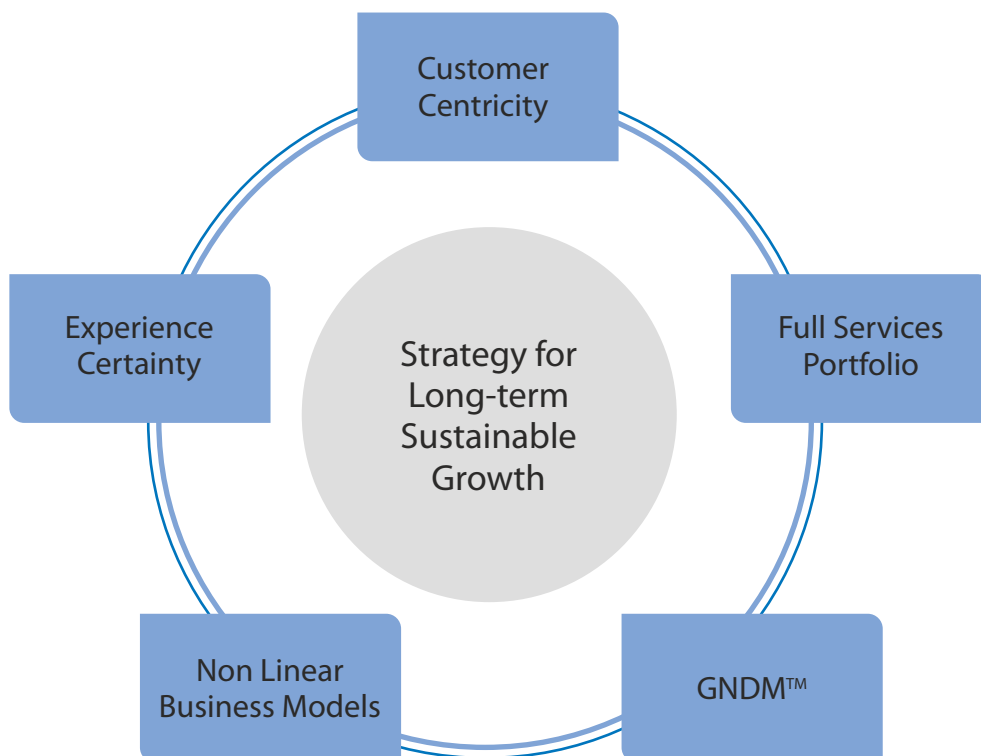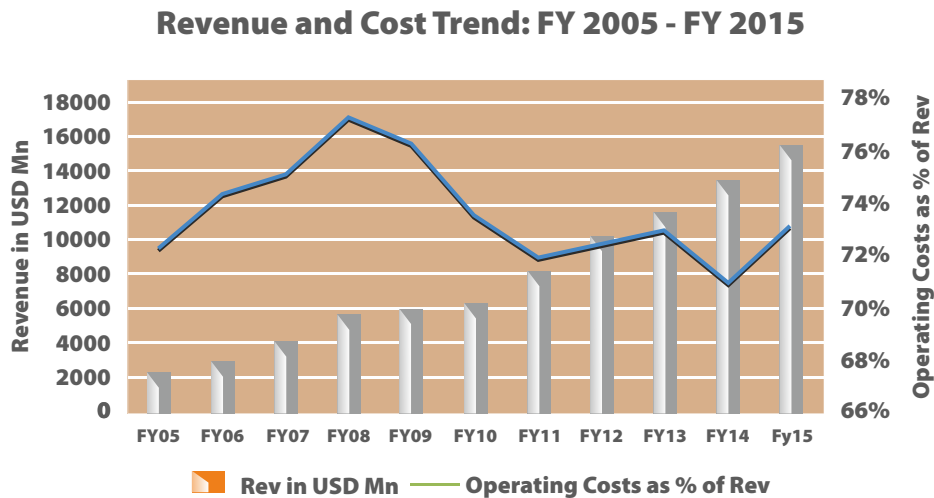
Figure 4: Five point strategy for long term growth

Demand-side Sustainability

TCS has had a consistently stellar track-record of revenue growth. The Company's 10-year CAGR is 20.6% and closed FY 2015 with revenue of USD 15.45 Bn (up 15% YoY).

Revenue and Cost Trend: FY 2005 - FY 2015

Figure 5: Revenue Growth in USD (FY 2005-2015)

Other highlights of FY 2015:

- Volume growth of 17% YoY
- Gross Margin of 44.5%, EBIT margin of 26.9%
- Gross headcount addition of 67,123
- Net headcount addition of 19,192

TCS believes that the long term growth trajectory is sustainable because (a) the global market for IT services is growing, (b) offshore outsourcing is today a mainstream strategic option, (b) TCS has the strong foundational elements needed to partake of this growth and (c) TCS' strategy for longer-term growth is delivering results.

Global market: Headroom for growth

According to NASSCOM's Strategic Review, global spend on IT Services and BPM was estimated to be $834 Bn in 2014. This is a highly fragmented market in which TCS' market share is ~1.8%, suggesting significant headroom for growth.

Going forward, technology spending is expected to further increase as the technology intensity of businesses increases. The 6-year CAGR for the period 2013-2019 is expected to be 3.1% according to Gartner. Historically, TCS' growth is far higher than the growth in global spend on IT services due to shifting customer preferences favoring greater offshore outsourcing.

Enablers for growth

The pre-requisites for sustaining growth are:

(a) maintaining the same high quality of service that customers have come to expect from the Company,

(b) continuing to invest in innovation so as to remain at the cutting edge of technological and
       business evolution,

©   ensuring that the Company remains agile despite the size and creating a strong brand that creates customer loyalty.

In the next few sub-sections, we explore these four foundational elements in further detail.

Best-in-class Quality

The TCS Quality Management System is a complete set of documents, tools, methods and practices built on and around the business model, with a focus on service & solution delivery, customer management, security management and people processes. The system is focused on ensuring that customers experience a level of certainty that no other organization can match.

Every project executed by TCS goes through a three-tier quality check to ensure that the customer receives a deliverable of the highest quality:

Product Quality	Internal Quality Assurance	All work items, products or deliverables undergo peer review / independent review / self review / code walkthrough.
	External Quality Assurance	Competent associates external to the project verify each work item or deliverable.
Product Quality & Process Compliance	Final Inspection	An external reviewer does the final quality check to ensure completeness and usability of the package before delivering the final product to the client. In addition, the external reviewer periodically verifies that the team is complying with all quality process. The Project Leader also does a final inspection before delivery.

In addition, Project Management Reviews (PMR) are conducted every quarter by senior managers and project audits are performed by to verify compliance with customer-specific processes and TCS iQMS.

Information Security and Data privacy

Information security and data privacy is critical to TCS' business. In pursuit of the Company's Security Vision, TCS has implemented a comprehensive Information Security Management System (ISMS) framework based on the globally recognized ISO 27001:2005 ISMS standard, covering network controls, network privacy, internet security, patch management system and controls against malicious software. The Company's Information Security is managed by a team of security professionals having industry-recognized credentials such as the CISA, CISM, CISSP, CEH, CBCP etc, and hailing from varied backgrounds and experience, such as application development, Infrastructure services, Networking, Forensics, Legal and Compliance.

TCS considers all client information as confidential and have rigorous processes in place to protect the same. The Company's security policy has been framed to comply with all international privacy laws and information security laws as applicable. Collection, processing and dissemination of any personal data is done under highly controlled conditions.

Investing in Innovation

Constant innovation is important for business sustainability, ensuring as it does, the continued relevancy of the Company to its customer's needs. Innovation is an important part of the organizational DNA of TCS and a key enabler of the 'Experience Certainty' proposition. The Company has well defined processes and a framework to drive innovation across its diverse businesses.
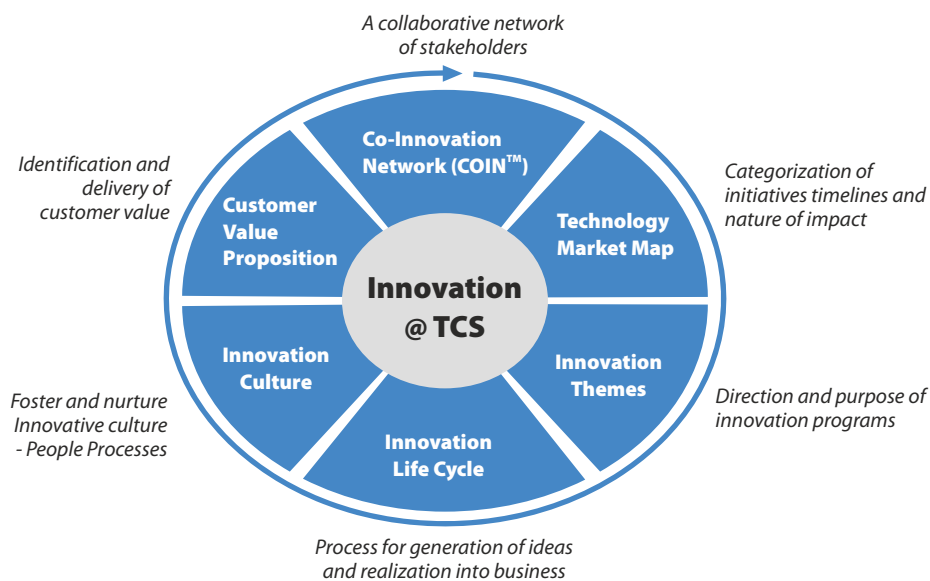
Figure 6: Framework for driving innovation across TCS

TCS has established a strong organizational focus for innovation - the Corporate Technology Organization (CTO) – which governs innovation processes, sets benchmarks, guides creation of Intellectual Property and facilitates Innovation diffusion. Innovation is delivered through:

- Structured Innovation Engine: TCS Innovation Labs

- Innovation Ecosystem: Co-Innovation Network, (COIN)™

- Culture of Innovation: Knowledge Portals, Awards and People Practices

Apart from bringing big benefits to customers, TCS has, in the last couple of years, created over a hundred product patents and its innovative products have won several awards from industry.

	Continuous Improvement (Sustaining Innovation - Derivative)	Transformations (Sustaining Innovation - Platform)	Disruptions (Disruptive Innovation - Radical)
How	Standard Methodologies Six Sigma Metrics and KPIs	Investments by TCS	TCS and Client joint Innovation Lab TCS Ecosystem
What	Productivity improvement Product standardization Centres of Excellence D-7 Digital Dashboard	Technology Consumption Management IS Optimization of applications Advanced modelling and simulation	Leverage Innovation Ecosystem Enterprise Architecture Domain & Technology Next Generation Development Utility Computing, 'IT Plan' Management
Who	Engagement Team with Support from Practices and CoEs	Engagement Team with + CTO Organization (Practices and R & D)	TCS CTO Organization, TCS Innovation Network

Figure 7: An Overview of TCS' innovation effort

TCS R&D continues to attract top research talent from India and across the world. The Company continues to support sabbaticals, internships and PhD sponsorships in research areas relevant to the Company, in premier academic institutions. Research based competencies have been introduced in the Company's learning portal.

Details of the Company's R&D focus areas and innovations are provided on Pages 37-38 and 59 of the Annual Report. As of March 31, 2015, the company has applied for 2,277 patents of which 206 have been granted. TCS' R&D expenses increased in FY 2015, in absolute terms as well as a percentage of revenue. The R&D centers at Pune, Chennai, Bengaluru, Delhi- NCR, Hyderabad, Kolkata and Mumbai have been recognized by the GoI's Department of Scientific & Industrial Research (DSIR). The Company has also set up innovation labs, product engineering groups and groups engaged in path-breaking technologies at multiple locations all over the world.

Expenditure incurred in the Company's R&D centers during FY 2015, excluding expenses incurred by Innovation Centers and by individual business units investing in building frameworks, products, platforms and other intellectual property, went up 11.6% YoY as can be seen below:

	FY 2014-15 ($ Mn)	FY 2013-14 ($ Mn)	% Increase
R&D Expenses	36.5	32.7	11.6%

Structured for Agility

A key concern that sustained growth engenders is the potential loss of agility in an organization that has outgrown its structure. Another concern is around whether and how the organization will be able to focus on the right sectors for future growth.

Both these concerns are addressed by TCS' organization structure which is designed to enhance customer focus, accountability and agility. TCS is organized into many small operational units, each with 4,000-15,000 employees, aligned to the different industry verticals. Each market-facing Business Unit owns its resources and pursues growth in its respective domain at the best possible pace that the domain can support, with all the agility and focus of a smaller company (See Figure 8).
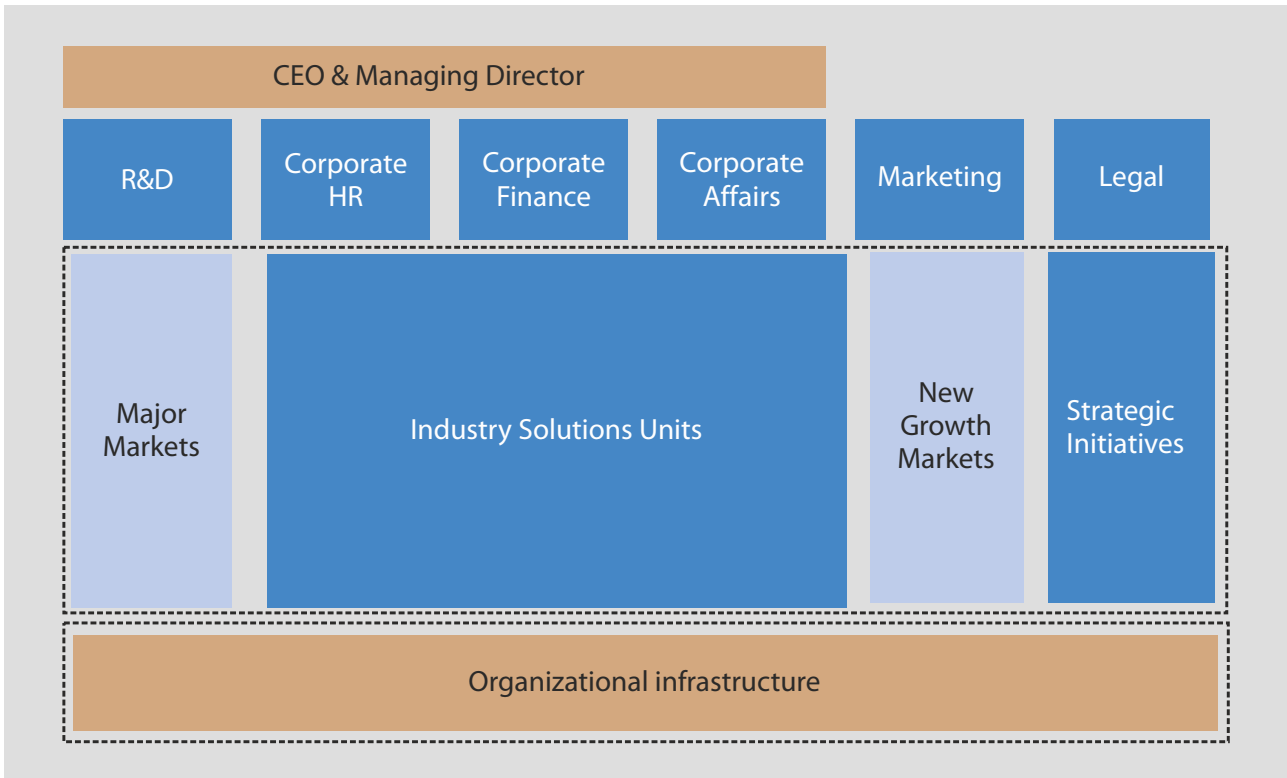
Figure 8: Organization Structure designed for agility

Brand Building

The Company continued to implement global marketing initiatives to promote the TCS brand. All marketing communications – including advertising, promotions and sponsorships – tend to be understated, designed to strengthen the trust clients repose in the Company when they outsource the development and upkeep of key mission-critical systems to us, along with other key attributes they most appreciate in our work: high quality, reliability and dependability. TCS' tagline, "Experience Certainty" captures the essence of these attributes.

TCS evaluates the health of the corporate brand at regular intervals in select markets. The evaluation is benchmarked against a pre-defined competitive set, and along specific image and personality parameters that include attributes such as 'ethical' and 'trustworthy'. The Company's marketing and communications strategy is fine-tuned based on findings from this brand survey.

TCS participated in leading industry and business events around the world and held key customer summits world-wide reaffirming its commitment to delivering a complete brand and organizational experience.

Apart from its regular branding activities, TCS also continues to invest in building the brand in the digital space using premium business and technology channels as well through focused branded properties and sponsorships. These include events and activities in sports such as motor sports, cricket, marathons and distance running events. Lastly, TCS continued to articulate the brand promise internally using the various channels and internal marketing assets and leveraged them to activate the brand amongst the associates as well as other important stake holders.

Some of TCS' sponsorships in FY 2015 are as below:

TCS is the technology partner of the Rajasthan Royals, the Jaipur franchise cricket team in the Indian Premier League. TCS provides IT expertise to help the team analyze the players' performance, simulation and other areas. In turn, TCS enjoys greater visibility among cricketing fans, with the RR players sporting the TCS logo.

To reinforce TCS' brand attribute of commitment to excellence, the Company sponsors various marathons across the world in order to support the commitment to excellence of the participants.

These sponsorships also serve to reinforce TCS' commitment to wellness, because they give us an opportunity to engage with runners, their friends and family, and the broader community to drive home the importance of fitness and health. In FY 2014, major marathons sponsored by TCS were:

- Standard Chartered Mumbai Marathon
- World 10K Bangalore
- Boston Marathon
- Bank of America Chicago Marathon
- ING New York City Marathon
- TCS Amsterdam Marathon
- BMW Berlin Marathon

TCS IT Wiz, India's biggest inter- school IT Quiz programme, started in 1999 as a part of the educational Initiative to help build awareness about technology and provide a window to the world of Information Technology for young students. In 2011 TCS launched the first international edition in UAE.

TCS IT Wiz is a knowledge platform currently held in 14 cities across Indian and has become a national benchmark in the inter-school quizzing circuit for the level of research, the intensity with which teams compete and the sheer participation number it draws. TCS IT Wiz provides a wider outlook to the students about Information Technology and its trends as in the current global scenario; IT plays an integral role in the knowledge economy and is a key enabler for success in diverse fields.

The platform provides an opportunity to learn outside the classroom, fosters competitive spirit amongst students and triggers voluntary learning, and to prepare them for the future.

Sustainability in Marketing

Being a services company catering to a purely B2B market, sustainability issues such as the environmental, health and safety impacts of products and software solutions have limited relevance and hence are not directly applicable.

Likewise, product labeling requirements do not apply to the Company's business. Documentation of the custom applications the Company builds for clients is as per mutually agreed specifications. System documentation is not governed by any regulation or industry code. All TCS' marketing communications including advertising, promotions and sponsorships comply with the relevant laws of the countries that TCS operates in. No instance of regulatory non-compliance in this area was brought to the Company's attention in FY 2015.

The related issue of sustainable consumption also does not arise because TCS' clients are sophisticated consumers – mostly large Global 2000 corporations that consume the Company's services rationally, in accordance with their business requirements, staying within the vendor concentration limits specified by their risk oversight policies.

Financial Sustainability

Successful execution of TCS' strategy for sustainable growth requires investments in building capacity, in people and in new business initiatives. TCS' business model has a financial profile characterized by strong cash generation, low capital needs, low working capital requirements, negligible debt and very attractive Return on Equity. TCS is a near zero-debt company, funding its growth entirely through internal accruals. TCS did not receive any significant governmental financial assistance in FY 2015.[11]

These are structural attributes of the Company's business model, and are sustainable. Equally important, TCS has a robust risk management framework using which the Company scans the environment for potential risks to this sustainability and take mitigative steps.

Strong cash flows

The Company's growth is financed by cash generated from operations. As of March 31, 2015, Total Shareholder's Equity stood at $9,184.9 Mn (FY14: $9,213 Mn) of which Retained Earnings made up $10,669 Mn (FY14: $10,289 Mn).

As at March 31, 2015, the Company had cash and cash equivalents of $3,275.9 Mn (FY14: $3,232.6 Mn) which includes Bank Deposits of $2,697.9 Mn (FY14: $2,413.9 Mn). Net Cash generated from Operations was $3,462.3 Mn (FY14: $2,613 Mn).

The Company believes that it has sufficient cash from operations to meet its working capital requirements. In addition it has short term working capital facilities with various commercial banks.

Shareholder Value delivered, year after year

In FY 2015, the Company paid a total dividend of $1.3 (`79) i.e. a payout ratio of 44.9% of the consolidated profits under IFRS, (excluding special dividend).

TCS' market capitalization as of March 31, 2015 was $ 79.593 Bn.

Our Sustainability Services

TCS Eco-Sustainability Services
Information Technology has a big role to play in driving the sustainability agenda for our customers.
TCS offers IT-led services in the 4 key areas/

Strategy & Risk

Reporting & Disclosure | Compliance Management | Supplier Risk Management

To create significant impact, organizations need to consider the environmental efficiencies in their entire value chain. The internal operations and business processes of an organization may only contribute a fraction of the ecological impact of the entire value chain, as compared to the other components of the value chain such as raw materials procurement, their manufacturing and processing, shipping and transportation, use and disposal.

Sustainability Performance Mgmt | Energy Management | Water & Waste Management | Green IT

TCS continues to invest in building capabilities on the key aspects of the entire value chain to create significant sustainability impact, and help its clients drive their sustainability agenda effectively and efficiently.

Operations

Products & Services

Life Cycle Assessments | Product & Package Materials | DfE and PLM Integration | Low Carbon Logistics

TCS differentiates itself as a trusted partner helping clients drive the sustainability agenda through the thought leadership in this space, ability to innovate and co-create solutions, rich sustainability and industry domain expertise and an established partnership ecosystem to provide the end-to-end solutions

Social Media Analytics | Product Info Through Mobile Apps | Smart Homes/Smart Meters

Driven by the cost and scarcity of resources, rapidly changing country and industry regulations, transformation in the competitive landscape, and increasing investor interest, boardrooms and chief executives recognize that sustainability is important for the future success of their business

Consumer Influence

11] *Excluding tax incentives applicable in specific locations. . Details of the Company's Taxation are noted on page 142 of the annual report, available online at:*
   http://www.tcs.com/investors/Documents/Annual%20Reports/TCS_Annual_Report_2014-2015.pdf

Detailed view of TCS Eco-sustainability services

Strategy & Risk

Reporting & Disclosures
Develop a robust data model to support the sustability processes and management procedures, leveraging our "ecoBIDS" framework to meet customers efforts toward voluntary disclosures

Compliance Management
TCS supports client with compliance process blue-printing, EHS systems implementation, as well as in creating, verifying and submitting necessary documentation associated with the key regulations such as RoHS, REACH, etc.

Supplier Risk Assessments
TCS helps design, deploy, or enhance existing system(s) to monitor supplier sustainability performance and risks periodically. We also have frameworks to profile and rank suppliers, and identify different sourcing options.

Operations

Eco-footprinting/baselining
Deploying "ECView" to baseline an oranization's GHG Emissions under Scope 1, 2 and 3 in line with the ISO 14064-1:2006 standard

Energy Management
TCS helps design and deploy an integrated energy management platform that covers all type of facilities and energy sources across the enterprise operations.

Renewable Energy
TCS support organizations to arrive at an optimal energy mix, considering the relevant policies and technology maturity of alternative energy resources.

Water & Waste Management | Sustainability Performance Management
We help Select, design and implement an integrated management platform on proprietary or COTS or bespoke software to track, and monetize enterprise performance across energy, water, waste, and carbon dimensions

Green IT/Data Centers
As part of our larger IT infrastructure transformation framework, 'itransform' our 'PowerInsight' tool provides real-time information about the power consumption of both the IT and the non-IT (cooling and lighting) components in a data centre

Products & Services

LCAs for Eco Labeling & EPD
TCS Facilitates sustainability information disclosure for products for voluntary disclosure requirements such as eco-labels to comply with enviornmental declarations and reporting frameworks

Product & Package optimization | Sustainable materials
TCS helps model and understand the possible impacts of interventions across the product and package composition towards product weight and material optimization, migration to more sustainable sources.

Integration of DfE with PLM | Digital Manufacturing
TCS helps future-proof new product development by integrating DfE principles in product design

Low Carbon Logistics
TCS can help improve network throughput with an innovative application of pull-based process design and Theory of Constraints(ToCs) solution

Consumer Influence

Smart Meters/Smart Energy
Our Smart Integration framework merges diverse utility applications like customer portals, billing system, Meter Data Management System(MDMS), Outage Management System (OMS), work & asset management systems.

Product Information through Mobile Applications
Dedicated Mobile UX Design team, comprising user experience designers, and user researchers help identify best means to share your product's sustainability benefits.

Social Media Analytics
Through our social business solutions, engage, listen, analyze and respond to customers on different social channels

Our Workforce

Human capital is the largest factor in TCS' business and the sustainability of revenue growth is directly dependent on the organization's ability to attract and retain the right talent in the right number.

TCS has a highly educated workforce, whose technical skills are greatly valued globally. Although employment is at will with one month's notice period from either side for termination, employees have significantly higher bargaining power in this industry, ensuring workers' interests are largely protected by the free market and less than 0.050% of the workforce is unionized in India, which is TCS' largest region of operation.

TCS recognizes the criticality of human capital to the business and its sustainability, and has in place mature processes devoted to attracting, retaining and developing this human capital, assessed at PCMM Level 5.

The total number of permanent employees[12] (at the consolidated level) as on March 31, 2015 was 3,19,656 (End-FY14: 3,00,464). It is a predominantly young workforce, with an average age of ~29.3 years at TCS Group level. A break-up of the workforce by employee category and age is given below:
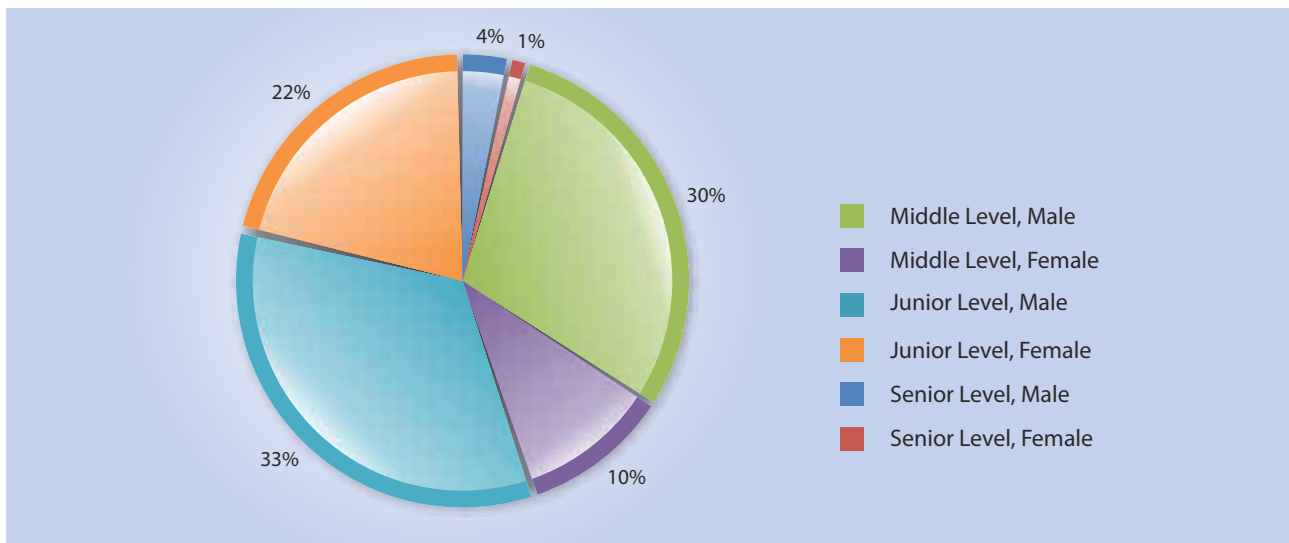

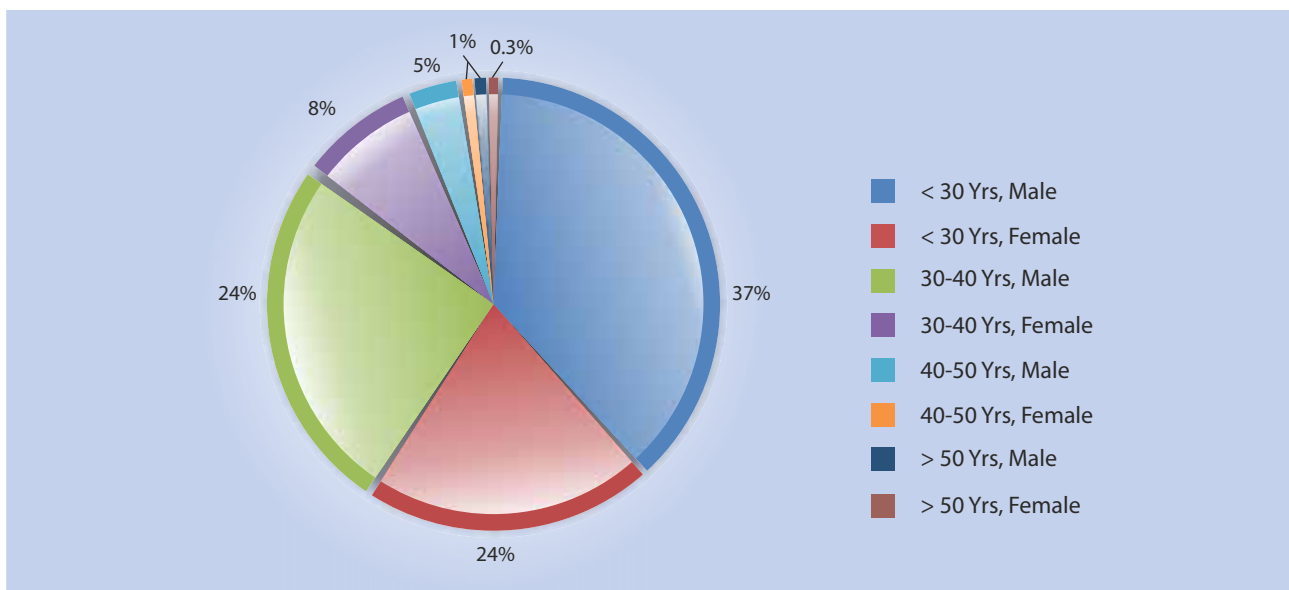*Figure 9: Break up of workforce by category*

Figure 10: Breakup of workforce by age

12]   *TCS does not have part time employees on the payroll.*

Additionally, during FY15, TCS workforce on temporary basis comprised 22,906 individuals.
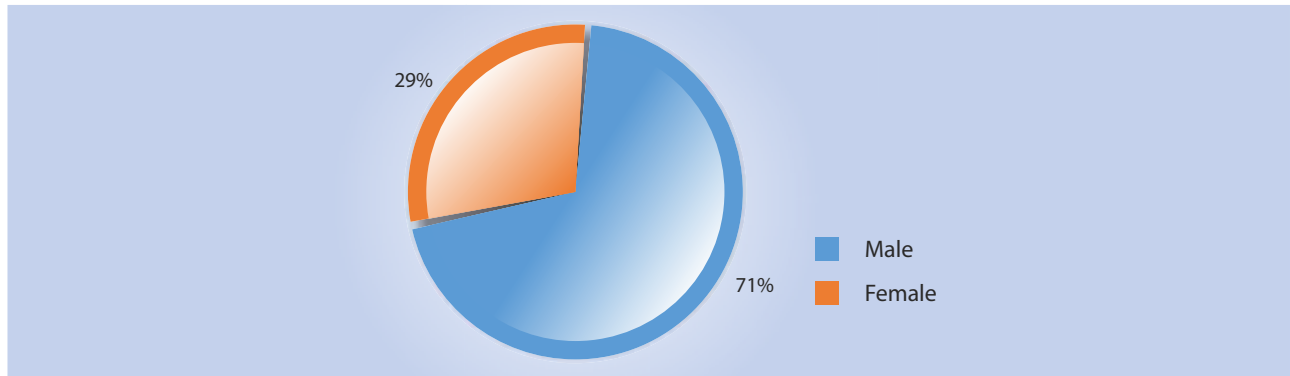

Figure 11: Breakup of temporary workforce

Diversifying the talent pool

With custom-tailored training programs and greater gender as well as cross-cultural sensitization, TCS has been able to expand the talent pool from which to recruit, in terms of gender, geography and academic discipline.

TCS is an Equal Opportunity Employer and subscribes to the Tata Code of Conduct in embracing diversity in race, nationality, religion, ancestry, marital status, gender, age, ethnic origin, physical ability and sexual orientation. Compensation levels are merit-based, determined by qualification, experience levels, special-skills if any and performance. Gender and any of the other diversity parameters don't play any part in determining compensation levels. TCS has a well-defined Diversity & Inclusion Policy.

The Company participates in the Tata group's Second Career initiative which offers job opportunities to women returning to the workplace after a break in their careers. TCS also has an initiative called DAWN (Diversity and Women's Network), a support group for women and minorities, that fosters inclusivity through collaborative dialogue. DAWN organizes leadership-connects, mentoring, discussion forums, sensitization workshops, wellness sessions and reorientation programs for associates returning to the workplace after long-leave. 'Culture Meter' aims to build appreciation in the workforce for different cultures and practices across the globe through mailers, quizzes and other online resources.

As on March 31, 2015, women constituted 33 % (at the consolidated level) of TCS' workforce. The number of non-Indian nationals in the Company's workforce stood at 33,152 (at the consolidated level), representing 122 different nationalities (FY 2014: 118 nationalities). The breakup by nationality is provided in the figure below

Composition of International Workforce - TCS Consolidated
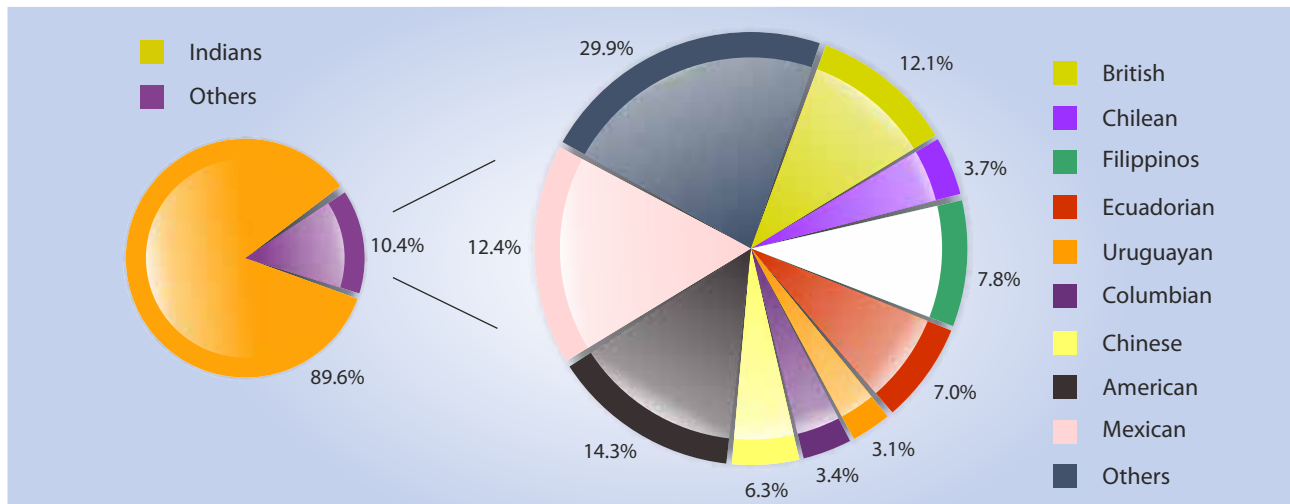
Figure 12: Break up of non-Indian workforce by nationality

Talent Acquisition

The Company continues to attract high quality talent and has been able to successfully scale up the talent acquisition process. The global workforce plan is structured in alignment with the short, medium and long term business plans. The consolidated requirements are part-fulfilled by re-skilling / up-skilling existing unallocated associates and the balance fulfilled through focused drives by the Talent Acquisition Group. Experienced professionals are recruited through online jobsites, head-hunters, recruitment agencies and through employee reference schemes. Other sources of experienced talent include strategic initiatives like M&A and in-sourcing.

The Company's talent acquisition strategy is strongly focused on Campus Recruitment of engineering graduates and has invested in building relationships with universities across the world, as well as improving the quality of academic training at engineering colleges. In FY 2015, TCS (at the consolidated level) recruited 67,123 employees, on a gross basis (FY 2014: 61,200). Of this, 23,875 i.e. 36% of the hires on a gross basis were fresh graduates.

Figure 13: Breakup of new employee hires by region
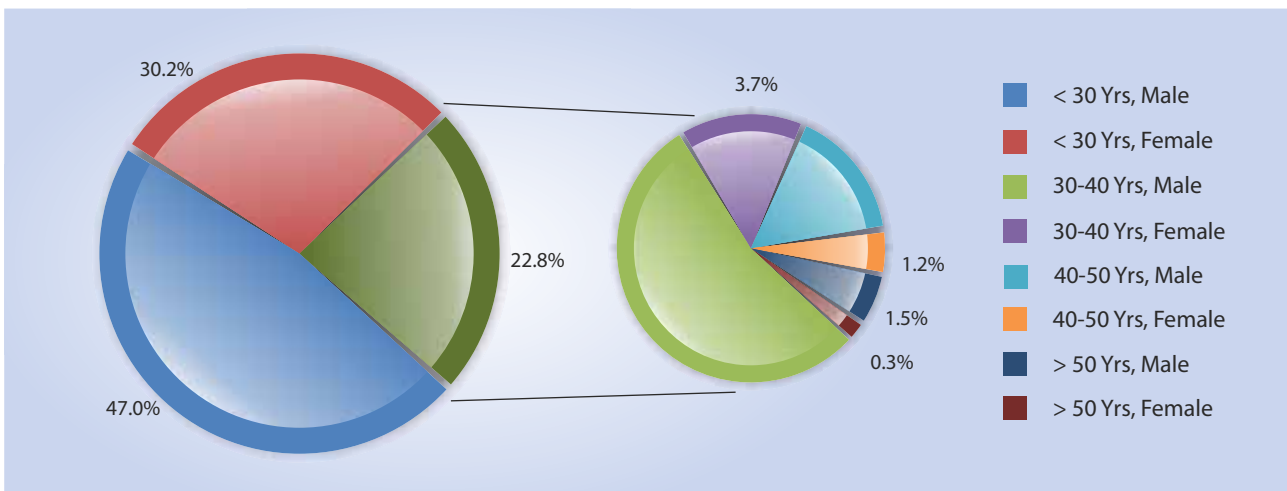
Figure 14: Breakup of new employee hires by gender and age

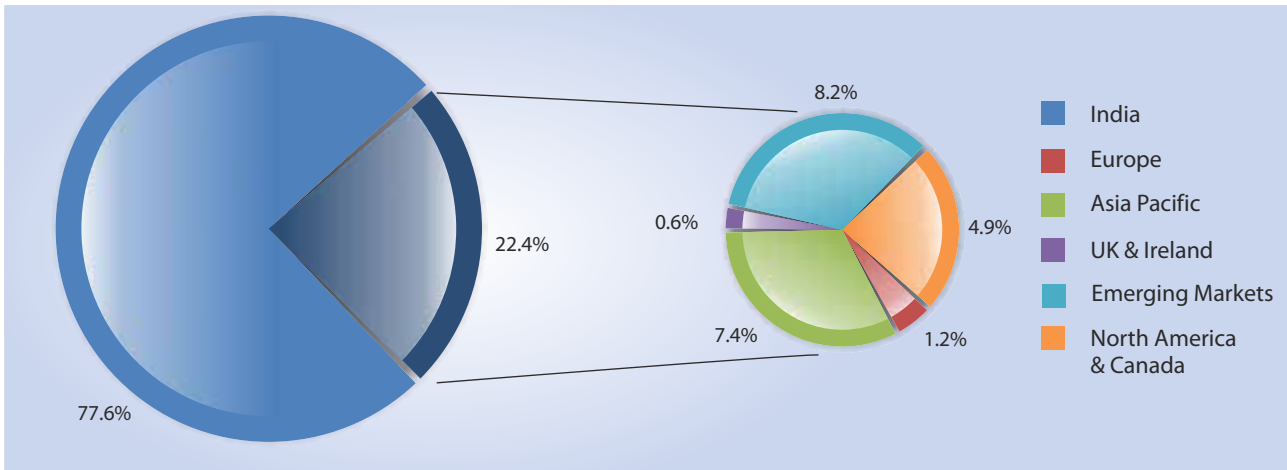**The Academic Interface Program** (AIP) helps build a robust high-quality, long-term relationship between the Company and Academic Institutions

Faculty Development Programmes: TCS' senior associates conduct training programs for faculty, to keep them abreast with technology developments and an industry perspective.	Student Workshops: Sessions for students on technical, managerial or soft-skills topics to enhance competitiveness and workplace-readiness.
Membership in Boards of Studies (BOS) / Curriculum Committees: TCS helps 37 Boards of institutes across India in revamping curriculum as per current industry trends.	Project Support and Internships: TCS provides internship opportunities for students from Indian and overseas institutions.
Student Awards: Sponsors the Best Student and the Best Student Project awards.	Sponsorship of Academic Technical Events in closed partner institutes.

Campus Commune

TCS has created a professional networking platform for campus recruits to connect, share, explore and collaborate with their peers and TCS associates prior to joining the Company. Campus Commune aims to engage the campus community and sustain an interest in a career at TCS. The platform provides users with timely information and updates about the Company, Initial Learning Programme (ILP), applicable processes and other pertinent topics of interest.

TCS also plays a role in mentoring and guiding students to explore career opportunities within the Company by way of experience sharing, discussions, awareness building on relevant industry trends, engaging through debates, polls and other engagement practices and pertinent topics of interest.

CodeVita was launched in 2012 to provide a platform for Coding Enthusiasts in technical colleges to showcase their programming skills. Code Vita has also been an opportunity for TCS to spot the brightest programming talent in the academia and attract them into TCS.

ASPIRE, a mandatory online interactive programme for technical graduates, aims to prepare students offered jobs at TCS for the ILP, ensure that they learn the basic concepts of IT, learn about the Company and sharpen their communication skills. The Aspire modules are deployed online in an interactive and gamified manner, reaching more than 20,000 students.

Ignite – from Science to Software

The Ignite programme is a pioneering initiative to induct science graduates to TCS. Ignite has trained 1229 associates during FY 2015. The technology-enabled, project based learning approach at Ignite evolves continuously leading to the development of innovative digital assets.

Local Recruitment outside India

TCS is a multinational company with operations in 46 countries. Local recruitment is an integral part of TCS' staffing strategy in each of these countries, spanning every level in the local organization. In FY 2015, TCS at a consolidated level recruited 15,596 employees outside India. The percentage of senior-level employees amongst local recruits was 5.5% at the TCS group level (FY 2014: 5%).

Recruitment of new graduates is facilitated by the relationships built up with empanelled universities through TCS' Academic Interface Programmes in different parts of the world. The brand awareness created by those programmes helps attract quality talent when formally participating in their placement programmes and conduct on-campus interviews. Recruitment of experienced professionals is done through empanelled recruitment agencies and head-hunters.

Local Subcontractors

A key element of the manpower demand fulfillment strategy is the need-based use of contractors, especially for assignments which are of a short-term nature or which require skills not readily available or in sufficient numbers internally. For this purpose, TCS maintains strong relationships with a network of empanelled vendors – staffing agencies and head-hunters – in every country that TCS operates in. The Company taps into this network to find suitable candidates whenever the need arises. In case those skills are needed on a longer term basis, TCS looks to build equivalent capabilities internally and eventually replace these contractors with employees. In FY 2015, TCS spent $ 1084.4 Mn (7% of Rev) on subcontractors (FY14 $883 Mn, 6.6% of Rev).

Learning & Development

TCS' Integrated Competency And Management System enables systematic tracking of the training roadmap of the Company's large workforce, while integrating skill assessment and individual development and providing employees an end-to-end view of their learning and competency development needs, as well as their progress against the plan.

At the start of the year, every employee in consultation with her/his supervisor, works out a learning and development plan for the year, based on their interests and aspirations as well as the needs of the specific project / Business Unit. Thereafter, the employee goes through various training sessions and workshops as outlined in the plan. These could be through e-learning sessions on in-house Learning Management System, external certifications, classroom sessions conducted by various technical centers of excellence within TCS or Management Development Programmes (MDPs). Each associate is assessed biannually on the progress made against this plan.

The newly launched Virtual ILP uses learning technologies to enhance the learning experience of trainees, with sessions delivered digitally and each trainee undergoing a customized learning path based on their baseline assessment. Trainees are also part of the various dedicated ILP and Technology related communities – that help them interact with senior leaders, Subject Matter Experts, technologist, scientists and architects.

Average per capita training hours in FY 2015		
Category	**Male**	**Female**
Senior management	17.8	17.9
Middle management	26.2	28.8
Junior management	73.7	82.4
Others/N/A	17.8	23.3

13] *Local recruitment pertains to hiring persons who are from the specific region of the Company's operation*
14] *Local Subcontractors are subcontractors hired from the specific region of the Company's operation*

In FY 2015, overall 2,599,768 learning days were invested towards competency development including training in thrust technology areas. The breakup of this is as below:
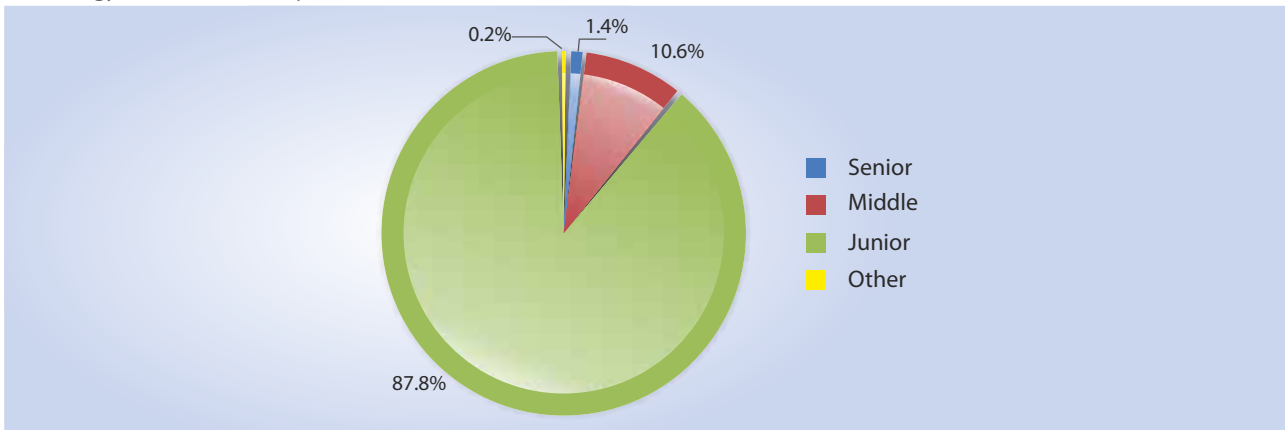
Figure 15: Breakup of learning days by employee category

Of this, around 136,552 learning days went into developing management skills and leadership qualities amongst employees identified for managerial and leadership roles.

Training programmes at the entry level as well as the continuous learning programmes that cover technology, domain and project management practices have been enhanced during the year to ensure that TCS develops the right competencies in its workforce that can deliver and meet customers' business needs. This process, in turn, helps individuals drive growth in their careers and realize their potential in different ways.

An internally designed development programme for first-time managers, ASCENT, was deployed during the fiscal year using the high-tech virtual class room interaction. The programme has been initiated to equip First Time Managers to deliver better business results, transformative leadership and trusted partnership for success. This versatile developmental workshop adopts a creative and learner centric methodology to assist managers with critical behavioral skills to play their role effectively.

TCS places significant emphasis on training and grooming employees at all levels with a long term perspective that develops the right competencies which help individuals drive growth in their careers and realize their potential in different ways to support their continued employment and post retirement phase. In addition, HR also organizes multiple programmes on financial management, health and other areas that assist them in managing career endings.

Talent Retention

TCS views talent retention as another critical success factor – as important as talent acquisition – and has invested heavily in building an employee-friendly culture and developing mature people-processes towards improving it. The Company has been assessed enterprise wide at P-CMM® Level 5[15] and retention programmes are considered best-in-class in the industry. Employee retention has been enhanced through a wide range of competency enhancement and career growth options, role mobility, challenging assignments, competitive and differential compensation, flexible working hours, a collaborative work environment, rewards, recognition and benefits.

The outcomes of these retention programmes have also been best in class. The return to work and retention rates after parental leave are at 71%. Most parental leave is taken by female associates. In FY15, 5 out of the 13 employees who opted for adoption leave were men. In FY 2015, attrition in IT Services was 13.77% (on a LTM basis) while overall attrition, including BPO, stood at 14.8%. Of this, attrition caused by departures of new hires within the same year was 3.2%. Of total attrition, female employee attrition was 34 %. Attrition levels are higher at junior levels – at 16.4%.
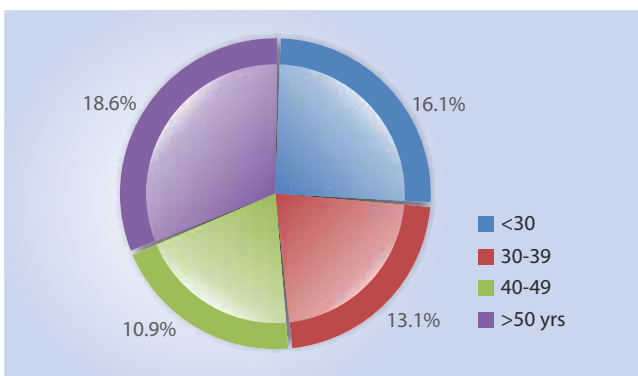
*Figure 16: Break up of departures by age
(out of employee base in age group)*
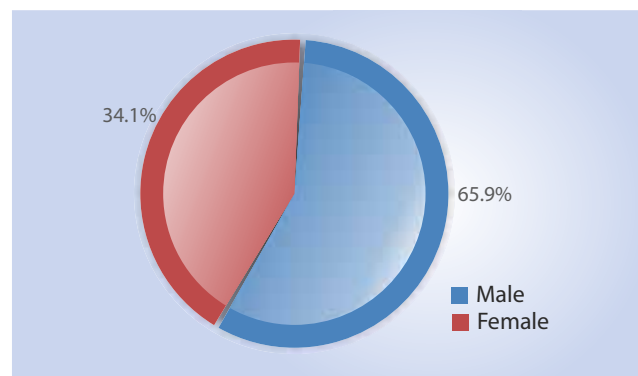
*Figure 17: Breakup of departures by gender
(out of total attrition)*

Figure 18: Breakup of departures by region

Career Development

The Career Management Process operates with the philosophy of facilitating employee's Career Growth in TCS. CareerHub provides a framework to help employees learn and grow. It operates in a dynamic manner to provide timely updates to fuel and fast pace employees' career in the organization.

Career development though the CareerHub is divided into two processes- Inspire: The TCS Hi Potential Programme (HiPo) and the iConnect process. The 'Inspire Programme' aims a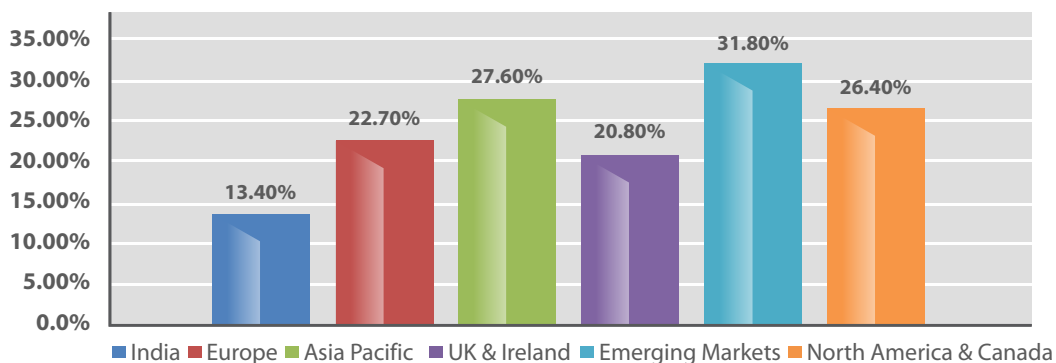t identification, engagement and building of a robust leadership pipeline, keeping in line with the organizational growth objectives. Under this programme special initiatives are taken for hi potential employees (in senior and middle grades) at the ISU and organizational level to bring about more visibility to the high potential employee in terms of positioning, allocations, projects and learning. HiPo's undergo exclusive focused leadership programmes to help them move into higher roles. The iConnect process is for all other employees in junior to middle and equivalent grades. It focuses on one on one discussions in areas ranging from career development to personal development .This process also allows a mentee to directly reach out to a mentor of his/her choice. In both these processes mentees have a career discussion with their chosen mentor and customized Individual Development Plan is created by mentor post discussion. A guide to the career paths in TCS as well as mentoring success stories are published on the Career Hub.

At TCS, career processes are online and transparent, with a holistic view of aspirations, mentoring, and developmental interventions, as well as an opportunity to share their feedback online. My Career Eureka is a social media platform for associates to connect for insights and plan their careers in TCS. In this community, associates have a common ground to blog, discuss, clarify and develop a better understanding about their careers as well as to connect with domain experts.

Employees can voice their views and inputs on the career processes through the Career Eureka community on the internal social networking platform. This community launched in late 2013, has been successful in responding to associates' queries in real time, sharing inspirational success stories of mid-level and senior associates, and also for receiving guidance through a one-to-many mentoring opportunity. The community is also used to crowd-source ideas and use this platform to constantly develop and improvise on the Company's career planning tools.

Competitive Compensation Model

TCS has to attract and retain talent in a highly competitive labor market. The workforce consists of mainly software engineers who hold engineering graduate and post-graduate degrees and even entry-level wages of engineers in any country tend to be several times higher than the minimum wage in that country. TCS' employee cost over the last three years is given below:

	FY 2013	FY 2014	FY 2015
Employee Costs in USD Mn	6,549	7,544	8,940.4[16]

16]   *Excluding impact of $423 Mn paid as Special One-time Bonus to employees*

To ensure competitiveness in the pursuit of talent, TCS regularly benchmarks its compensation plans and benefits[17] with those offered by peers. There is also a skill-based allowance for employees possessing niche skills, designed to motivate employees to acquire marketable skills thereby benefiting themselves as well as the company.

Compensation structures are driven by prevailing practices in the different countries TCS operates in. But across the enterprise, remuneration is the same for men and women working at the same location and in the same grade.[18] In India, in addition to a fixed component of the salary, there is a variable component linked to the Economic Value Added (EVA). Payout of that component depends on organizational performance as well as individual performance. This alignment of the Company's interests and the individual's interests has the effect of strengthening team spirit and improving collaboration amongst teams.

Reward and Recognition

Subscribing to a performance based culture, TCS has several schemes for recognizing and rewarding employees. TCS Gems is the formal, global online employee recognition platform for managing all the rewarding mechanisms at TCS. Some of the popular awards are Star of the Month and Quarter Awards, On the Spot Award, Best Programme and Project Manager Awards, Star Team Award, Beyond Performance Award, Service Awards, appreciation certificates. Associates can choose their reward from a variety of redemption options ranging from electronic items, utility products, gift vouchers, travel accessories, charity and more.

Other forms of rewarding outstanding performance include fast-track promotions, sponsorship of external training and certification programmes, assignment to key positions, membership to professional bodies, sponsorship to international conferences, public announcements of individual/team achievements on the intranet, internal magazines, town hall meetings and so on.

Challenging Assignments

The importance of work content and an individual's quest for self-actualization can never be overstated. By virtue of its broad footprint across geographies, across industries and appetite for executing large complex projects, TCS offers plenty of opportunities for ambitious individuals who seek challenging assignments and exposure to different kinds of roles, technologies and geographies. This has been an important aspect of TCS' best-in-class ability to retain high performers.

Employee engagement and motivation

Communication within TCS has moved to the next level thanks to Knome, TCS's internal social networking portal. From the traditional one-dimensional mode of communicating to multi-dimensional engagement, the organization caters to its largely young audience through this social network. TCS associates across the globe can now post their views, suggestions and questions at one place, and also expect to get feedback through comments and answers from other associates. TCS' senior leadership engage regularly with associates through blogs and live chat sessions, which has ensured that that the voice of a regular associate is not just heard, but 'actioned' upon by the top management.

Besides, the simplification journey within TCS will usher in an era where employees will get their work done faster, in a more efficient way through effective and easier processes.

Employee retention and motivation are greatly facilitated through closer engagement with employees and by fostering a spirit of community, through shared activities outside of work. TCS sponsors picnics and social gatherings at every location so employees and their families get together under informal settings. Another forum for employees and their families to participate in and develop sense of camaraderie is TCS Maitree, which harnesses their energy and enthusiasm to undertake activities for the betterment of the local communities and the environment.

TCS takes an active interest in the wellbeing of employees and has actively supported athletic and sporting events at the national, regional and local level. The company encourages employees to participate in these activities on a regular basis and stay fit.

Commitment to Human Rights

A strong commitment to human rights is an integral part of the Tata Code of Conduct. All employees, including security personnel, are sensitized to human rights as part of the induction into the company. TCS' commitment to human rights principles is reflected in the various check and balances including a robust grievance redressal system within the HR processes. TCS' commitment extends to subsidiaries, and the Company takes care that the same is practiced by vendors as well.

With respect to vendors, TCS follows a rigorous screening process before entering into a business relationship. All the contracts that the Company enters into with vendors require the vendor to comply with the relevant laws safeguarding labour rights and human rights in their respective jurisdiction.

No incident of discrimination or non-compliance with human rights was brought to TCS' notice by any of the Company's business partners in FY2015. As on March 31st 2015, TCS had no pending grievances relating to human rights.

17] *TCS offers gratuity, a defined benefit retirement plan for eligible employees in India and in certain overseas locations. The plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment. Total benefit obligation at the end of FY2015 stood at $325.1 Mn.*
18] *Remuneration for men and women at the same location and grade is in the ratio 1:1*

Initiatives like TCS Fit4Life and Purpose4Life have enthused employees to take care of their fitness, and in giving back to the society respectively. The company encourages associates to participate in these initiatives by forming teams, and 'gamification' done through their respective portals. Through Fit4Life, TCS' CEO himself encourages employees to form teams and pursue a passion for running. TCS' sponsorship of the Mumbai Marathon, the World 10K Bangalore and other long-distance events across the world has sparked widespread interest in fitness and running.

Employee Wellness and Safety

Health and Wellness

TCS encourages employees to regularly participate in sporting and fitness activities to ensure they stay fit. A culture of fitness is evident in the wide range of initiatives available to employees within TCS campuses, including yoga and aerobics, coaching in tennis and badminton, as well as cricket and football tournaments.

TCS has introduced Fit4Life and Purpose4Life to motivate employees to take care of their fitness, and in giving back to the society respectively. The initiatives are designed to create an environment of fun, while maintaining camaraderie in competition, encouraging associates to participate through forming teams, and 'gamification' through portals.

Through Fit4Life, TCS' CEO himself encourages employees to form teams and pursue a passion for running. TCS' sponsorship of the Mumbai Marathon, the World 10K Bangalore and other long-distance events across the world has sparked widespread interest in fitness and running. Associates are encouraged to make an annual commitment of fitness hours on the Company's fitness portal.

Similarly, Purpose4Life is aimed at ensuring mental and social well-being of employees. It is designed to motivate and enable TCS' associates to contribute towards societal well-being by providing a platform that could channelize the effort and leverage the extensive geographical reach. As part of this initiative, each TCS associate is encouraged to commit a minimum of 10 hours in a year towards activities that would be based on TCS' CSR themes of Education, Health and Environment.

Case Studies on Health and Well-Being

Pedometer Challenge

To support national walking month in May 2014, TCS UK ran a Pedometer challenge. Associates across all TCS locations in UK participated in teams.

Each team recorded their weekly steps and submitted their results to UK HSE team. Weekly results were communicated to all throughout the challenge with supporting educational and motivating messages, which kept the teams engaged and committed to doing well in the challenge.

A trophy was awarded to the winning team 'The Peterborough Pace Setters'.

National Stress Awareness Day

Stress at work is one of the leading causes of people taking leave from work. Beyond a certain limit, stress can become a disability like any other mental health condition.

Well-being days were undertaken at a number of delivery centres in UK with the following activities

- On site Massage
- Laughter Yoga
- Mindfulness

The day was a great success, it created a "feel good" factor and raised awareness of UK HSE team and its role in relation to workplace health and wellbeing.

Occupational Health & Safety

TCS' commitment to provide a healthy and safe work environment to all associates and partners on TCS premises is articulated in the organization's Occupational Health & Safety (OHS) Policy which translates into the objectives and targets towards inculcating safe behavior.

Occupational Health & Safety Objectives and Targets

Objectives	Goals	Target
Building a safety culture and inculcating safe work practices among associate & contractors	Providing training for associates contractors	1 hour per associate per year
		2 hours per contract staff per year
	Creating general awareness	1 awareness communication per month
		1 awareness campaign per quarter
Providing safe workplaces and compliance to H&S management system & regulatory requirements	H&S inspections for all the Sites	One annual inspection per site
	Compliance to H&S legal and HSE-MS requirements	100%
Incident Reporting and implementation of remedial measures	Reporting of accidents and near miss incidents	Increase in number of reporting
	Resolution of incidents reported and effectiveness of measures	100%

Taking the commitment to employee safety one level higher, TCS' CEO launched the SafetyFirst Initiative in May 2014 to make Safety every TCSers way of life by reaching out to associates. SafetyFirst was launched with the ambition to become a zero fatality organization with four areas of focus – Health failures, Accidents, External violence and Self Harm.

19] Full text of TCS' Occupational Health and Safety Policy is available on the TCS website. The URL is:
http://www.tcs.com/about/corp_responsibility/health-safety-policy/Pages/default.aspx

Safety F**i**rst

"...Our mission of zero fatalities can be achieved not just by policies and processes, but by individual participation and commitment. I urge each and every TCSer to reflect on the need to ensure our own personal safety and security at all times and make sure our colleagues are safe too. This should extend beyond our workplaces and include our personal lives too..."

TCS strives for beyond compliance leadership in occupational health and safety across all locations globally. 99 locations across TCS are certified to OHSAS 18001:2007 Occupational Health and Safety Management System, which is integrated with the organization's Quality Management System. The Board-level Health, Safety and Sustainability committee and Corporate Sustainability Council review the health and safety performance on regular basis.

The key generic occupational health & safety risks identified typical to TCS' nature of operations include ergonomic risks, road safety in company provided transport, indoor air quality, fire and other general office risks including slips, trips, falls, electrical shock, etc. Hazard identification and risk assessment has helped identify workplace risks and ensure sufficient and suitable mitigation measures are put in place for a healthy and safe work environment.

TCS is also proactively monitoring safety at all the new facilities that are coming up at various locations across India. Deployment of safety processes and systems is mandated with effective tracking of lead as well as lag safety indicators in order to maintain a comprehensive oversight of safety performance.

Employee engagement is the key pillar of safety initiatives at TCS. Induction training for new employees along with continuous learning programs strengthen the occupational health and safety awareness amongst all levels of employees. In FY 2015, over 390,000 man-hours of training through classroom sessions, induction trainings and web based training on Health, Safety and Environment have been imparted. Several campaigns like the Road Safety Awareness, Ergonomics Awareness, Incident reporting engage associates to make them more aware and safety conscious.

Ergonomics Awareness Campaign (Oct 2014)

Ergonomics training sessions

Ergonomics session conducted in local schools@Delhi

Floorwalk@Hyderabad

MSD Check-up@Kolkata

Good office ergonomics is a habit that has to be practiced regularly and can improve your concentration and productivity at work. Ergonomics campaign was designed to educate associates on office ergonomics – sitting posture and workstation stretches. The campaign saw participation from over 70,000 associates.

Road Safety Campaign 2015

Road Safety Campaign is an annual event observed across TCS to engage associates and business partners. During the two week campaign different activities ranging from display of informative banners, screening of movies, training for associates as well as contract drivers, information mailers and various contests were organized.

"You have got a ticket!!"- Dummy Challan activity was an instant hit at every location... It was a fun-filled activity where challans were given to those who did not follow the basic road rules and those who followed safety rules were given a rose with a Safety Pledge.

With the intent to inculcate Road Safety as a culture in future citizens and TCSers, in 2015, the Road Safety campaign was expanded beyond TCS and to schools, associate's children and educational institutes from where TCS recruits.

Engaging Associates

1 - Dummy challan activity @ Lucknow
2 - Floorwalk @ Baroda
3 - Slogan board @ Bangalore
4 - Motor driving training @ Trivandrum
5 - Vehicle check-up camp @ Kochi
6 - Safety zone @ TCS UK
7 - Road safety model @ Bangalore

FOLLOW SPEED LIMIT

Engaging Contractors

1 - Road safety training @ Delhi
2 - Road safety training @ Hyderabad
3 - Video screening @ Bhubaneswar
4 - Eye check up camp @ Bangalore
5 - Road safety training @ Bangalore

FOLLOW SPEED LIMIT

Engaging the Future Generations

1 - Poster making contest for kids @ Delhi
2 - Road safety awareness session as a part of AIP in colleges
3 - An associate's kid exploring the kiosk @ Kochi

FOLLOW SPEED LIMIT

Injury Data

Typical to any service sector company operating out of office-based premises, most common injuries occur due to slips, trips and falls or being struck by stationary objects, etc. Road accidents in company provided transport is also a key focus area. The prime focus is on capturing all types of incidents that include accidents, near-misses and safety observations and ensure 100% closure of the reported incidents with effective corrective and preventive actions. With the launch of SafetyFirst, the incident reporting increased significantly within the organization as more and more associates became aware of the importance of reporting incidents.

Table 1. Work-related injuries by severity of injury

Severity of Injury	Number of Injuries
Fatality[20]	1
Lost Time Injury	70
Medical Treatment Injury	27
First-aid Injury	60

Break up of high severity injuries[21]

GENERAL BREAK-UP	BREAK-UP BY PERSON	BREAK-UP BY ACCIDENT TYPE
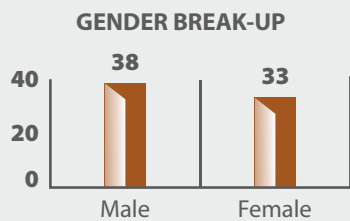
Figure 19: Break-up by Gender
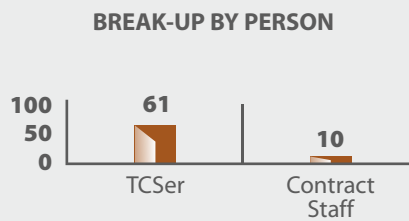
Figure 20: Break-up by Person Type
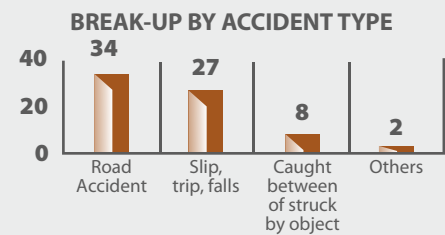
Figure 21: Break-up by Accident Type

Lost time injury frequency rate
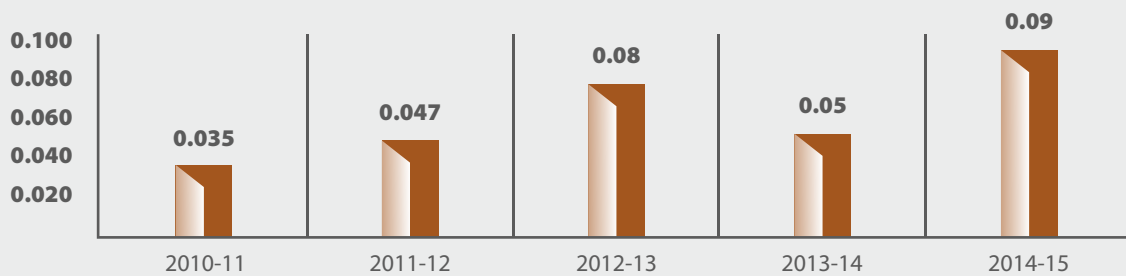
Figure 22: Lost Time Injury Frequency Rate (Year-on-Year trend)

Figure 22 Lost Time Injury Frequency Rate (LTIFR)[22] - number of lost time injuries per million man-hours worked (TCS associates + contract staff working in TCS offices).

20] Most of the injuries reported are from India geography. One work related fatality occurred in India geography where a security contract staff was fatally injured in a road accident in TCS provided transport, while escorting a lady associate. The lady associate and driver also incurred major injuries

21] High severity injuries include fatalities and lost time injuries

22] Only work related fatalities and lost time case have been considered from all geographies. It does not include the lost time cases on road in personal or public transport involving associates travelling to and from work. These cases are tracked internally and reviewed and Road Safety awareness campaigns are aligned to sensitize employees on Road Safety

Our Community

Being part of the Tata group, TCS has a unique relationship with society at large. This section, highlights TCS' global CSR initiatives – through volunteering, sponsorships and pro bono leveraging of TCS' IT core capabilities – in the areas of Education & Skill Building, Health, Environment and Affirmative Action.

Tata Sons Ltd, the holding company of the Tata group, owns close to 75% of TCS. Around two-thirds of the equity of Tata Sons Ltd is held by various philanthropic trusts – the largest being the Sir Dorabji Tata Trust and Sir Ratan Tata Trust – which have created and nurtured leading national institutions for science and technology, medical research, social studies and the performing arts.

These trusts also provide aid and assistance to various non-government organizations working in the areas of education, healthcare and livelihoods. More details of the work funded by these trusts can be found on their websites (http://www.dorabjitatatrust.org and www.srtt.org).

Close to 49% of the dividend paid out by TCS each year goes towards the Tata Trusts and the philanthropic work carried out. It is a source of tremendous pride and motivation to associates that that their efforts and contribution to the company's success results in tangible benefit to society on a large scale

Direct and Indirect Economic Impact

The most significant, direct economic impact TCS has is the productivity benefits that clients gain from the automation of their various business processes using the IT applications. Greater cost-efficiency and productivity at a firm-level translates into higher productivity for the larger economy. Therefore, TCS has had a significant role in the transformational phase of the global economy, marked by significant productivity gains from the deployment of IT.

The productivity benefits from the Company's IT-related work directly translate into community benefits when TCS engages with various governments to digitize their operations, particularly in the area of citizenry services. DigiGovTM, an integrated system which facilitates optimized planning and execution among government departments thereby impacting the working of government functions, is an example of TCS' service. The Company does not believe that any part of its operations has a potential or actual negative impact on the communities with whom it works.

TCS' profitable global operations result in payment of corporate taxes applicable in multiple countries. Thereby, funding the governments indirectly to help improve the quality of their civic services. Tax expense relating to overseas operations is determined in accordance with tax laws applicable in countries where such operations are domiciled and provided for. In FY 2015, TCS provided for a total tax expense of $1,087 Mn. Based on NASSCOM's figures for the entire sector, it is estimated that TCS contributed 1% to India's GDP and TCS' share of India's exports in FY 2015 is over 5%.

Direct and Indirect Employment

TCS' strategy of a distributed delivery capability, tapping into the local talent in each delivery location has resulted in a largely balanced, positive economic impact through employment generation both direct and indirect. Direct employment results in the creation of tens of thousands of white-collar jobs, broadening the tax collections at the local, state and central levels.

Each delivery center has over a thousand employees. The construction of these massive campuses employs architects, engineers and construction workers. Once the facility is commissioned, the center opens up tremendous local employment opportunities for skilled workers while the vendor-partners hire housekeeping staff, security guards, drivers, gardeners, maintenance workers, chefs, cafeteria staff etc.

The creation of these jobs creates a massive demand for local housing in the surrounding areas Moreover, the beneficiaries of these net new jobs are often young (median age of the workforce: ~29 years) and therefore tend to display high consumption patterns, benefiting local businesses and by extension, the local economies.

All in all, it is conservatively estimated that TCS generates 29 indirect jobs for every 10 direct jobs[23]. Taking these indirect jobs into account, TCS' consolidated, global employment generation footprint is estimated at over 910,000.

Infrastructure Development

The setting up of delivery centers promotes infrastructure development to accommodate the resultant growth within the communities. Local municipalities respond to the growing needs of the community. An improvement in transport infrastructure and connectivity as well as an improvement in electricity and water supply is expected outcomes of this growth.

Private and public sector partners respond to these developments by offering their services in areas including telecom, healthcare, education etc.

23]   Source: NASSCOM

Broad based Regional Development

Historically, the emergence of the Indian IT industry occurred in the four large metropolitan cities of New Delhi, Mumbai, Chennai and Kolkata Further expansion to Bangalore and Hyderabad occurred with a view to take advantage of the available engineering talent and supporting infrastructure.

Recognizing the multiplier effect that the IT-BPO industry has on local economies, various state governments are encouraging IT companies to establish centers in smaller cities. This is to broad-base the resultant economic development beyond just the Tier I cities With a view to leverage benefits of low costs and a motivated local workforce, the IT-BPO industry has started establishing centers in Tier II and Tier III cities TCS has been leading this foray with headcount in Tier II/III cities steadily growing as a percentage of the Company's total India headcount over the last 4 years.

Intangible benefits

TCS associates are well educated, well-groomed young professionals. Almost a one third of the Company's workforce comprises of women. The experience of working within a global company and among highly qualified individuals allows employees to redefine preconceived notions and broaden their horizons. The evidence of social progress and individual prosperity influences parents to invest in their children's education. Girls in traditional communities find inspiration to seek higher education and pursue corporate careers. As a result there is a positive impact on community outlook and behavior.

Corporate Social Responsibility: Nurturing People and Planet

Tata Consultancy Services Limited is an IT services, business solutions, and outsourcing organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match. Within its CSR activities, TCS increasingly employs the use of technology as a key enabler to assist and resolve business challenges faced by social organizations and to tackle development issues faced by diverse communities globally.

The CSR committee of the Board was constituted on April 16, 2014. The Committee is responsible for recommending to the board a CSR policy as well as the expenditure, monitoring the CSR policy from time to time, overseeing the activities impacting the quality of life of various stakeholders and overseeing the Company's corporate and societal obligations.

The core themes for TCS' CSR programmes are:

- Education & Skill Development
- Health
- Environment

Programs under Education include IT enabled modules and advisory systems for learning and creating an interest and enabling an interest in IT.

1. Adult Literacy Programme

The Computer-Based Functional Literacy (CBFL) software was designed by TCS to promote Adult Literacy. It is available in 9 Indian languages and 3 foreign languages namely, Northern Sotho (South Africa) and Moore (West Africa) and Arabic. Since inception, the programme has reached 2,31,178 beneficiaries which include prison inmates in New Delhi and Lucknow.

The CBFL software is available on www.tcsion.com/ALP

2. BPS Employability Programme

In 2010, TCS initiated a programme to train economically and socially disadvantaged candidates for BPS jobs and then absorb some of them based on the company's requirements. TCS has dedicated itself towards addressing the issue of lack of exposure to contemporary skills within India. Certificates being distributed at PuneTCS launched a simple yet powerful employability training programme for marginalised youth across India. This Employability Training Programme comprises 80 - 100 hours of interactive content designed to develop skills that increase their chances of finding employment. The training provides an effective platform for the development of communication skills, corporate etiquette, interview skills, resume building and basic computer knowledge. The recruitment process for entry level jobs is conducted by TCS BPS post the training. In the last 3 years, the programme has trained 56,631 students with a cumulative reach of 16,676 SC/ST youth through training programmes in over 160 geographic locations. Over 3,626 of these trained youth have found employment at TCS BPS.

3. UDAAN, initiative for increasing employability of Kashmiri Youth

Enabling youth from Kashmir to connect with Indian Industry

TCS was the first organisation in India to sign an MOU with the National Skill Development Corporation (NSDC) to promote employability among youth from Jammu & Kashmir. TCS endeavours to catalyze the Kashmiri youth connect with Indian industry, along with enhancing their skills, thus making them more employable. Through 14 weeks of training designed by TCS, Udaan seeks to improve industry relevant skills relevant and increase employment opportunities available to them. The Company trained 200 candidates in FY 15 of which 126 were offered jobs in TCS. 75% of the candidates were mobilised through Indian Army under Operation Megh Rahat, described by Armymen as their "biggest flood relief and rescue exercise so far".

4. IT Employability Programme

TCS' Affirmative Action approach has incorporated a focus on improving the employability quotient of socially and economically backward students from rural engineering colleges. Enabling business skills and technical training through IT EmployabilityIn 2014, TCS launched on a new initiative to promote employability within IT. Students in the 5th semester of four engineering colleges in Andhra Pradesh, Karnataka, Madhya Pradesh and Maharashtra, have received training through a specially designed 200 hour module to promote employability in the IT sector. In FY 15, 295 Students have completed this programme and from among them 105 students got placed in various Corporates including TCS.

Enabling business skills and technical training through IT Employability

5. Computer Operator cum Programming Assistant (COPA) ITI Training

This Faculty Development Programme for Industrial Training Institute (ITI) instructors has helped to enhance the capability of the faculty, so that the quality and course delivery is in line with the latest industry practices. In coordination with TCS' technology specialists, TCS has trained COPA faculty from ITIs located in Uttar Pradesh, Haryana, Gujarat, West Bengal, Maharashtra, Odisha, Karnataka and Tamil Nadu.

In FY 15, 67 Faculty from various ITIs across 3 states have been trained and certified by TCS.

6. Advanced Computer Training Center (ACTC)

Addressing skill deficit leading to unemployment among visually impaired in India, TCS created IT-enabled vocational courses that are in sync with the industry requirements in addition to providing training in personality development and corporate etiquette. The Advanced Computer Training Center for Visually Impaired (ACTC) has trained 156 individuals while facilitating employment for 119 candidates across multiple companies. 5 of these trainees are currently pursuing higher studies.

7. IT Wiz

CEO N. Chandra felicitating the winners of the TCS IT WIZUnder CSR, the Company has also used quizzing as a medium to create an interest in IT. TCS IT Wiz, the biggest inter school IT Quiz programme in India, started in 1999 as a part of the educational Initiative to build awareness and hone IT skills for young students. The programme is the first and the largest powerful knowledge platform of this scale, on information technology for students of class 8-12.

The TCS IT Wiz, which was held between August and November 2014 across 14 locations in India— Ahmedabad, Bangalore, Bhubaneswar, Chennai, Coimbatore, Delhi, Hyderabad, Indore, Kochi, Kolkata, Lucknow, Mumbai, Nagpur and Pune—witnessed over 18,432 students of class 8-12 from over 1,900 schools participating at the Regional level.

CEO N. Chandra felicitating the winners of the TCS IT WIZ

Promoting inclusive growth through the Rural IT Quiz

8. Rural IT Quiz

TCS has partnered with the Government of Karnataka to start India's first Rural IT Quiz in 2000. The Quiz aims at enhancing IT awareness among students from rural areas, promoting inclusive growth and building their confidence. The Rural IT Quiz currently reaches rural students in Madhya Pradesh, Gujarat, Maharashtra, Chattisgarh and Rajasthan. The 15th edition of the Rural IT Quiz was conducted in the states of Gujarat, Maharashtra, Madhya Pradesh, Chattisgarh, Rajasthan and Karnataka this year. The programme witnessed participation from over 8,000 schools.

9. InsighT

The programme is designed to meet the ISE, CBSE and State Board syllabus in India and uses a case study methodology with a practical approach. InsighT seeks to promote team building, leadership, communication, and presentation skills, along with technical skills. This year, InsighT was run in 36 schools reaching 2,040 students.

10. BridgeIT

BriDgeIT is a unique project to demonstrate the use of IT as a key enabler in school education, adult literacy and creation of entrepreneurs in the Bundelkhand region. This project is implemented in Jhansi and Lucknow districts of Uttar Pradesh and in Tikamgarh district of Madhya Pradesh and Yadgir in Karnataka. This is a joint venture with the National Confederation of Dalit Organisations (NACDOR) for UP, MP and Kalike for Karnataka, who provide field level support in identifying the schools and in the identification of young entrepreneurs; and Pratham as the domain expert is providing support in child education. Supporting Computer Aided Learning in government schools in Jhansi. FY 15, the programme reached 1,471 school children through computer aided learning, 140 adults through the adult literacy programme and also provided support to 31 entrepreneurs.

Supporting Computer Aided Learning in government schools in Jhansi

11. Empower

Through Empower, TCS aims at building capacity and capabilities of its support staff at various TCS offices and bridge the gap between service staff and TCS associates. Modules of the training include acquiring basic communication through English and other relevant soft skills. Participants and trainers of an Empower batch at a TCS office in BangaloreIn FY15, 826 beneficiaries received training under the Empower programme across 8 locations.

Participants and trainers of an Empower batch at a TCS office in Bangalore

12. Sanitation Project

On a national scale, TCS pledged INR 100 crore to the 'Swachh Bharat, Swachh Vidyalaya Abhiyan' to build dedicated sanitation facilities for girl students in adopted government schools. The programme is being rolled-out in a phase-wise manner, with 860 schools targeted in Phase-1.

13. STEM focus – North America

goIT is TCS' signature community engagement program in North America, through which the Company's employees teach computer programming and mentor youth to increase STEM education and career awareness. Offered free of cost for middle and high school students, the goIT programme covers career awareness workshops, hands-on technology education, teacher trainings and parent orientations. Students learn icon-based programming languages as they engage in hands-on, project based challenges. In turn, goIT participants acquire critical thinking and problem solving skills while troubleshooting designs and learning in a team environment.Students participating in the goIT programme

TCS' skill based volunteers engaging with students

Since its launch in 2009, goIT has engaged more than 8,800 North American students across 12 cities and 50 school districts, with promising results. In 2014, goIT attracted over 1,800 new students, engaged over 350 employee volunteers, resulting in over 20,000 hours of high-impact skill building and computer science programming for students, including those from underserved groups, minorities and girls. TCS partners with numerous organizations across the U.S. and Canada to successfully implement and sustain goIT programmes.

To support a national technology infrastructure for STEM mentoring, TCS is leading the development of mentoring platforms for US2020, a national initiative that will match one million STEM mentors with students at youth-serving non-profits for high impact mentoring by the y ear 2020. TCS also supports Million Women Mentors (MWM), a national initiative that will match one million STEM mentors with girls and early career women by 2018 to engage mentors for students in need. TCS is also a partner for the National Center for Women & Information Technology's (NCWIT) Clinton Global Initiative commitment to scale the AspireIT program and engage 10,000 middle school girls in learning computing concepts.

Students participating in the goIT programme

14. APAC

Expansion of efforts to promote interest in IT & technology in APAC continues through Go for IT! and Work Placements Programmes. Go for IT! is a one week structured and intensive work placement initiative designed to encourage girls to consider IT as a career. TCS employees interact with the trainees also sharing their personal experiences, providing insight into their current roles and thereby increasing the students' enthusiasm towards IT. Till date, the programmes have reached 6,500+ students.

In FY15, the programmes reached 63 students, in 13 schools with associates pledging over 130 hours of volunteer time. 86% of students said that their participation in the TCS Work Experience programme has inspired them to study IT and 100% felt that their knowledge of the IT Industry has increased exponentially.

Participants of the Go for IT! programme in China

15 "Education to Careers" - MEA

In the Middle East and Africa, IT awareness in schools, Graduate Development Programmes and Customer Training in IT address the global "Education to Careers" theme. Till date, 30 graduates have been trained and employed; 2 IT Training centers built for marginalized communities and 2000+ customer employees trained. In Africa, TCS is a Level 2 BEEE contributor.

16 IT Futures

In UK TCS is seen as enthusing young people into technology through its IT Futures. The programme seeks to engage students at critical stages in education, while strengthening the ability of educators to deliver effective training and relevant skills. Through IT Futures, TCS facilitated IT application development for 160 schools, IT challenges to students through 100 school workshops, 100 work placements at TCS and 12 Universities involved in programmes where students provide IT solutions to local charities. As part of this programme, TCS is proud to be a founding donor of the Queen Elizabeth Prize for Engineering. 63% of students reached by IT Futures indicated that they will consider an IT career and 90% f teachers say that the programme has triggered an interest in technology.

In Europe, youth summer camps and technical skill enhancements programmes have been instrumental in encouraging an interest in IT. This year, goIT was also launched in Sweden & Germany.

Participants of the Go for IT! programme in China

17 ENABLE

In LATAM, a programme focusing on Social & Economic empowerment of the differently abled was launched. Through ENABLE 3000 Volunteering hours were invested and 21 associates hired in post the training. TCS received the Best Volunteering Company (Red Cross, Ecuador) and Company with Best Social Service Practices (Foundation Tierra Nueva of Carollo Father).

18 Pro bono IT offerings

The Company works to provide pro bono end to end consultancy and architect comprehensive solutions to enable social organizations to be efficient and accountable.

The Tech CSR team in India has been instrumental in leveraging core competencies and capabilities (i.e. feasibility assessment, business & process analysis, prioritization of aspirations, design, development and consulting) for social programmes and initiatives. A bulk of non-government organizations (NGO) struggle in visualizing and functioning with corporate style efficiencies.

The team uses IT as a key enabler to assist such organizations in analyzing and highlighting areas of improvement and suggesting processes and systems to increase the organizations' efficiency. This has assisted NGOs in highlighting increased visibility of their programme activities and initiatives - to their teams, management and donors. This in turn translates into enhancement of NGOs overall experience due to increase in efficiency, credibility and accountability which is substantiated by fact based statistics.

In FY15 the Tech CSR Team has focused on supporting multiple health based initiatives for organizations like Retina India Foundation (Indian Retina Repository) and Operation Smile (Patient Management System). The team has also prepared a Case Management System to assist Justice and Care in tracking human trafficking cases.

An integrated Hospital Management System and IT infrastructure which includes a comprehensive and fully integrated, web-based solution has been provided free of cost to the Cancer Institute at Chennai. Since its inception at the Cancer Institute in 2010, the system has enabled 80,000+ new patient registrations, 500,000+ doctor consultations and 50,000 hospital admissions. TCS is continuing to support Cancer Institute by continuously enhancing the system in alignment with the needs of Cancer Institute. A new module to support the Chemotherapy function is under development. This year saw an increase of 37% in the laboratory investigations being reported in the system, a direct result of the automation of laboratory equipment interface with the Hospital Management System.

TCS also designed and implemented a comprehensive Hospital Management System for Tata Medical Center (TMC), Kolkata. TCS is providing 24x7 maintenance support services to TMC, Kolkata which includes enhancement to functions of a comprehensive Hospital Management System (HMS) and the site IT Infrastructure. A 32TB NAS storage has been added for non- HMS data archival by TMC medical staff. These activities are part of the IT Infrastructure services.

Currently a TCS sponsored Clinical Trial platform is being developed, which is expected to be in the production environment this year. For ease of communication and tracking of information flow a SMS gateway has been implemented at TMC. After a successful integration with the IP patient admission process the SMS gateway is now being integrated with other process flows in phases.

In China, one out of approximately every 600 newborn babies suffers from cleftings. Often, these children have difficulty in eating, speaking, hearing and/or breathing properly. Currently, it is estimated that there are 2.5 million children in China suffering from cleftings. TCS associates have designed and implemented a comprehensive IT system for Operation Smile China, which provides free surgeries to young patients with cleft palates.

A TCS volunteer helping children learn

Volunteering through TCS Maitree

The Company cultivates and propagates volunteer-driven, meaningful activities for TCS associates & their families in the domain of associate engagement and community services. TCS Maitree is a core human resources function within TCS and is based on the philosophy of Together, Caring and Sharing. TCS has grown tenfold in the last decade with the workforce scattered around the globe in innumerable locations. The essence of TCS Maitree is to come together; care and share in the spirit of friendship within the TCS community, and then reach out with the same spirit to the less privileged. During the year 72,179 TCS associates volunteered 1,21,525 hours in CSR activities.

TCS is working to deploy a sustainable model to improve education, healthcare and environment and promote economic empowerment in rural areas across India. To enhance their livelihood options in Panvel India, TCS associates have trained 45 women in making eco-friendly jute bags through the 'Women Empowerment Programme'.Students in the Science Lab at the Waze school in PanvelIn this village more than 550 children are benefitted through the provision of an infrastructure for clean drinking water as well as supplementary support in the learning of Conversational English, Science and Mathematics.

Students in the Science Lab at the Waze school in Panvel

TCS launched Purpose4Life, in March 2013 enabling employees to commit to social causes. It is aimed to provide a platform for scaling up efforts of socially conscious associates in the areas of health, education, and environment. Through Purpose4Life, every associate can pledge their social contribution in terms of volunteering hours in three focus areas - Health, Education and Environment. Associates can form teams and immediate family members can be included as well.

Disaster Relief Efforts in FY 15

This year, the Company and associates extended support to the relief efforts of Tata Relief Committee and the PM's Relief Fund in Jammu & Kashmir, Andhra Pradesh and Odisha. TCS donated an amount of INR 17.37 crores towards these relief efforts.
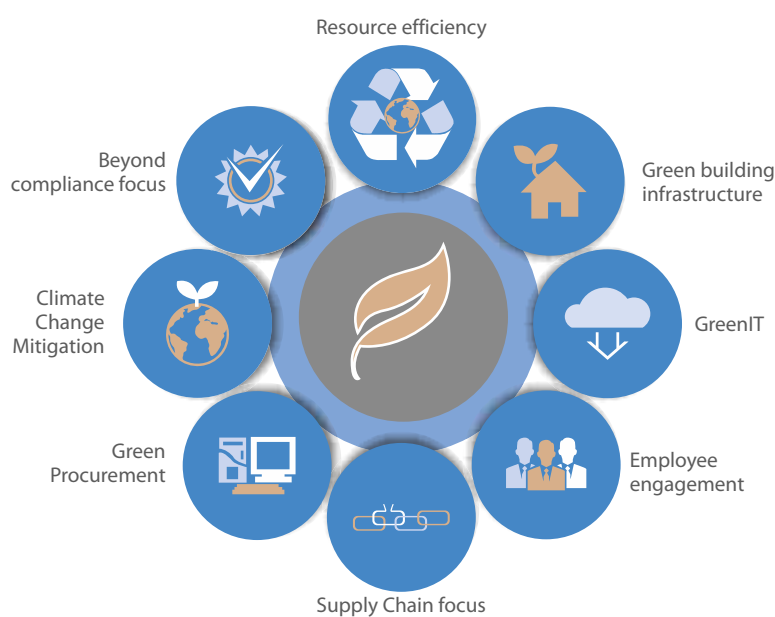
Our Environment

Our Environment

As part of the TCS' mission to be a responsible corporate citizen, TCS continuously strives to reduce its ecological footprint by decoupling the growth in business and the impact on the environment through conscious changes in its strategy across the value chain and a beyond compliance approach[24]. Senior management commitment and an integrated management system approach under the aegis of the TCS' Environmental Policy form the basis of the strong focus on environmental sustainability. 99 TCS locations globally are certified for Environment Management System (EMS) under ISO 14001:2004 with an ongoing commitment to bring additional and upcoming software development centers under scope of certification.

Green infrastructure, green IT, operational energy efficiency, and green power contribute towards reducing the specific energy and carbon footprint. Water efficiency and closed loop recycling help to reduce the demand on fresh water and achieve water neutrality[25]. Effective waste management aligned to the 3R principle is enabling to achieve zero waste to landfill target at all TCS campuses. Supply Chain Sustainability drive is to influence the supply chain partners to improve environmental performance through engagement and gradual capacity building.

Environment Management @ TCS

TCS' commitment to environment has helped it continue strongly on its environmental sustainability roadmap. The performance[26] for FY 2014-15 is summarized below –

Financial Year 2014-15 at a glance		
Objective	Target Date	Status
Carbon footprint* (per capita) reduction by 50% over baseline 2007-08 *(Scope 1+Scope 2)	2020	On-track
Achieve PUE at 1.65 (weighted average)	2016	On-track
20% renewable energy procurement	2020	On-track
Water Neutrality	2020	On-track
Zero* solid waste disposal to landfill (*<5%)	2017	On-track
Include vendor sustainability requirements in contract & conduct assessments	2017	On-track

24] Compliance to all relevant environmental laws, acts, rules and guidelines is monitored on an ongoing basis. No instances of non-compliance to environmental laws & regulations in FY 2015.
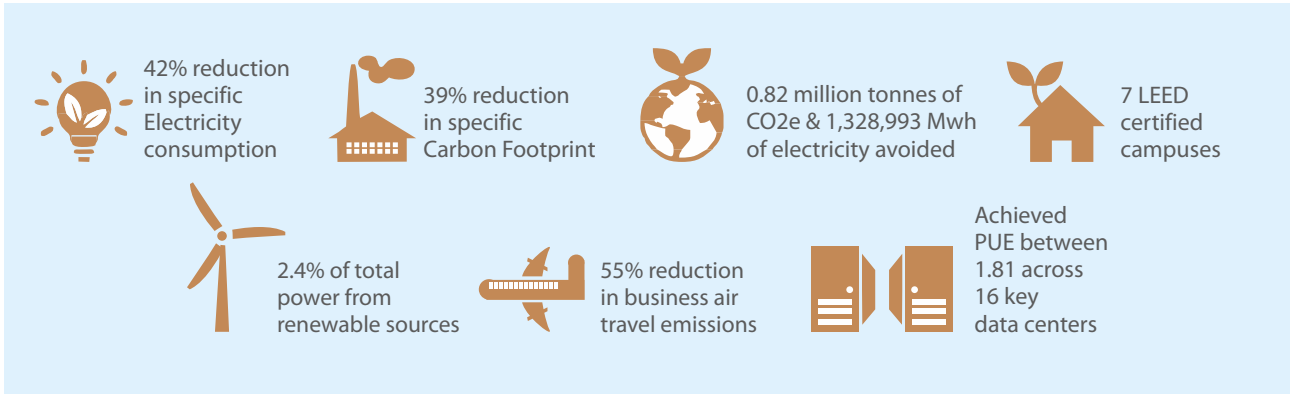
25] Water Neutrality shall be achieved through a combination of water conservation at source, treatment, recycling and reuse & rainwater harvesting to make good the freshwater consumed either within TCS campuses or through community based watershed management projects to benefit the society and environment at large.

26] All performance over the baseline year 2007-08

Carbon & Energy

Commitment – To reduce the specific carbon footprint by 50% by 2020.

Energy in the form of electricity is a key resource[27] for TCS which is essential for business operations. It is also the single largest contributor towards TCS' carbon footprint. Figure 23 (a & b). TCS' carbon & energy management strategy recognizes the various risks and opportunities of climate change and targets to mitigate the risks and simultaneously convert the opportunities to its' advantage. Energy management has been identified as a key opportunity and TCS has taken up the objective to reduce the energy footprint through various measures like green building infrastructure, green IT, operational energy efficiency, etc.

42% reduction in specific Electricity consumption

39% reduction in specific Carbon Footprint

0.82 million tonnes of CO2e & 1,328,993 Mwh of electricity avoided

7 LEED certified campuses

2.4% of total power from renewable sources

55% reduction in business air travel emissions

Achieved PUE between 1.81 across 16 key data centers

Performance over the baseline year 2007-08

The sources of GHG emissions contributing to TCS's carbon footprint[28] (Scope 1 & Scope 2) are:

Scope 1:   Diesel operated Generator sets, Company-owned vehicles, Refrigerant gases (fugitive) emissions, cooking gas combustion, fuel combustion for space heating

Scope 2:   Purchased Electricity
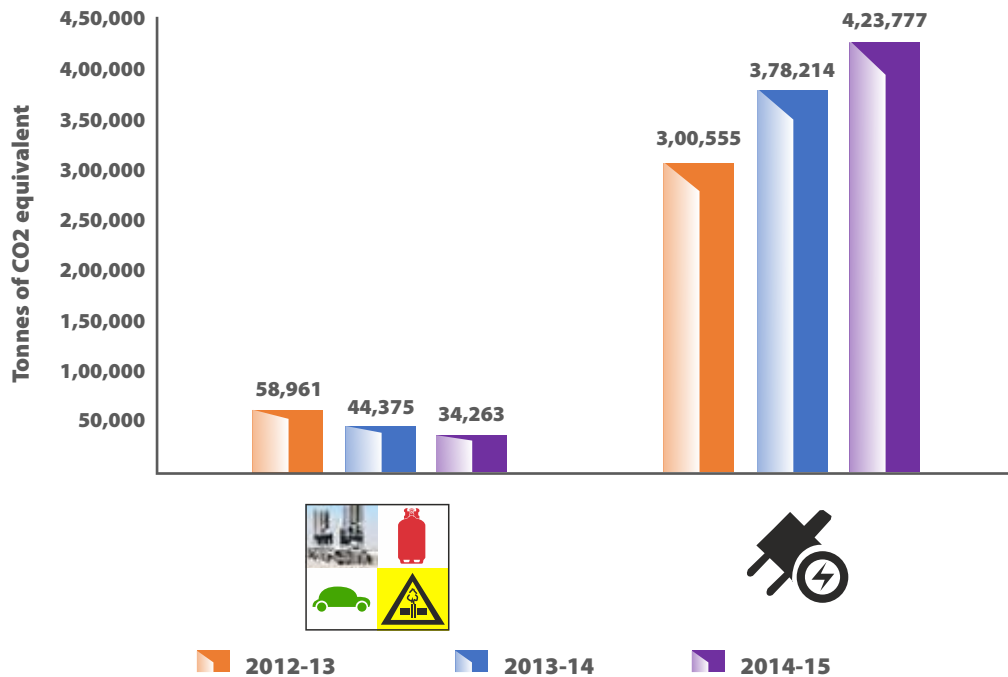
Figure 23-a Carbon Footprint (Scope 1 & Scope 2) distribution

Bar chart data — Tonnes of CO2 equivalent:

	2012-13	2013-14	2014-15
Scope 1	58,961	44,375	34,263
Scope 2	3,00,555	3,78,214	4,23,777

27] Being a services company, there is no direct raw material consumption in TCS' operations. Resources consumed including electricity, water, physical infrastructure and office commitment & communication technology equipment are auxiliaries which support operations

28] Scope 1 and Scope 3 emissions have been calculated using the emissions factors published by the Green House Gas protocol. For Scope 2 emissions for India i.e. purchased electricity related carbon emissions, the source is the emissions factor published by the CO2 Baseline Database for the Indian Power Sector, User Guide, Version 10.0, December 2014 published by Central Electricity Authority of India. For Scope 2 emissions of overseas geographies emission factors published by DEFRA have been referred.
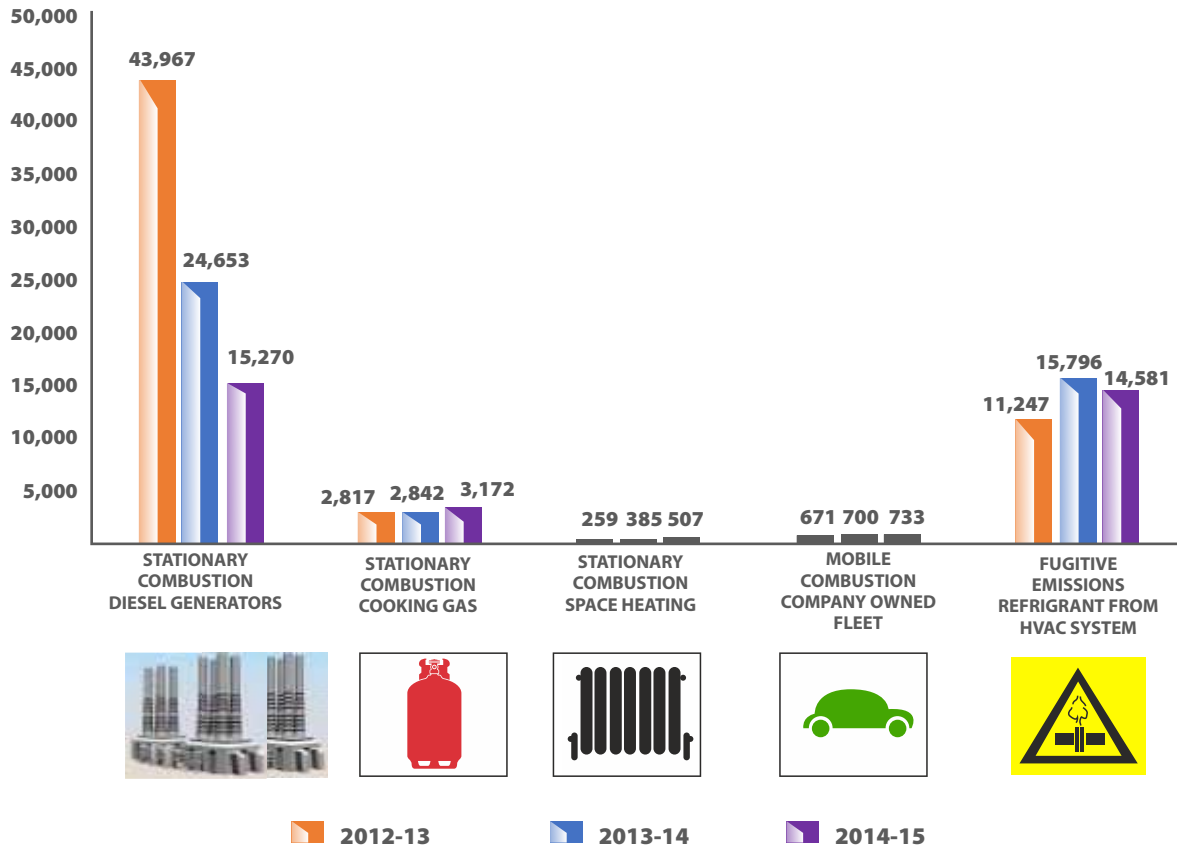
Figure 23-b: Scope 1 carbon footprint distribution

The primary source of electricity at TCS is grid electricity with diesel generator (DG) sets used for back-up power supply during power outages. Some TCS offices have provision for roof-top solar and at some offices 'green power' is procured through open access (hydroelectric power, wind power). Some overseas locations use fuel for space heating. A source-wise breakup of the 562,831 MWh (2,219,688 GJ) of electricity consumed by TCS in FY 2015 is given in Figure 24. The total direct energy consumption by primary energy sources is 272,836 GJ (from fuel consumption in owned vehicles, diesel consumption in diesel generators, combustion of cooking gas, space heating).
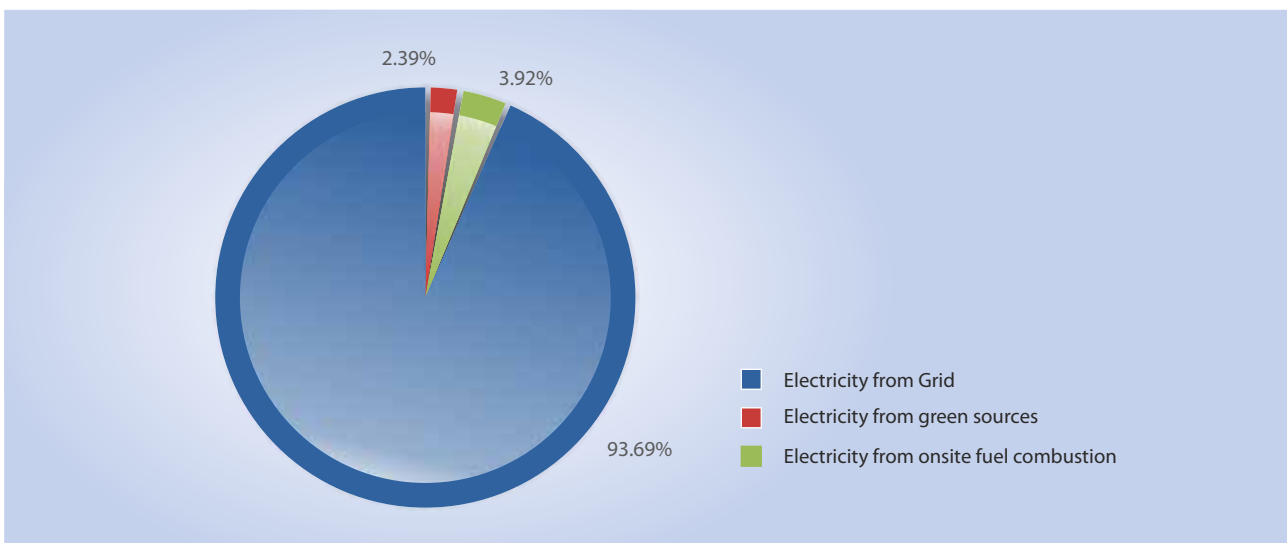
Figure 20: Electricity Consumption by Source (%)

TCS strives to manage its energy and carbon footprint focussing on four key levers – Green Buildings, Green IT, Operational efficiency and renewable energy.
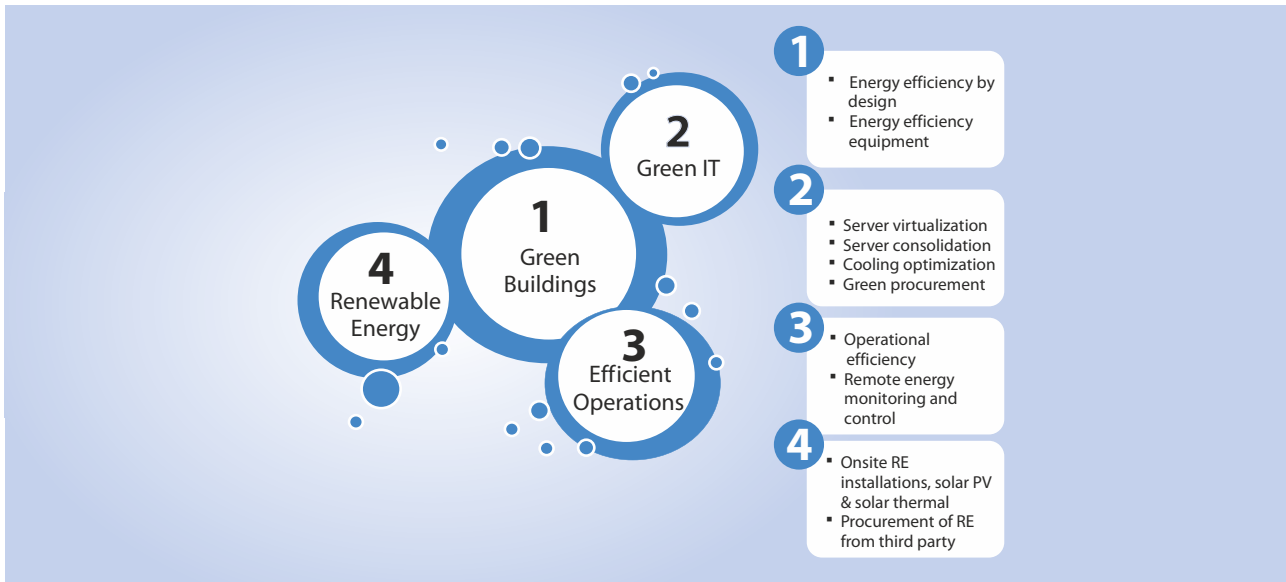
Energy & Carbon Management

Green Buildings

TCS views green infrastructure as a key tool for sustainable growth by reducing the ecological footprint of office spaces. All new offices coming up are designed as per LEED Green Building standards for high energy and resource efficiency. TCS has 7 LEED certified campuses at –

1. Siruseri Phase 1, Chennai - LEED Gold; Siruseri Phase 2, Chennai - LEED Platinum
2. Sahyadri Park, Pune - LEED Gold
3. Banyan Park, Mumbai - LEED Gold
4. Peepul Park, Trivandrum - LEED Silver
5. Kalinga Park, Bhubaneswar - LEED Platinum
6. Synergy Park (Phase 2), Hyderabad - LEED Gold
7. Garima Park, Ahmedabad - LEED Gold

The other upcoming facilities at Hyderabad, Kochi, Trivandrum and Indore are also designed as per green building standards. Some of the new office spaces which TCS has leased are also LEED certified. Energy efficiency is a key criterion for new leases of office spaces.

TCS Garima Park, Ahmedabad: LEED Gold Certified

Some key features of the TCS green buildings include energy efficient design of building envelope, energy efficient electrical and mechanical equipment, onsite renewable energy (rooftop solar photovoltaic panels), solar thermal installations (hot water generators), chiller waste heat recovery units, solar PV based peripheral lighting systems, etc.

TCS Sahyadri Park, Pune – LEED Gold Rated

TCS Sahyadri Park, located in Rajiv Gandhi Technology Park (Hinjewadi, Pune), is designed to accommodate over 25,000 software professionals. The campus spans over an area of 48 acres. The LEED Gold certified facility conserves energy by promoting the maximum use of natural day light, naturally ventilated open spaces, energy efficiency utilities and lighting fixtures and use of solar energy resources. Provision for sewage treatment and recycling helps the campus become a zero water discharge site. The campus also has an onsite bio-digester plant to treat the bio-degradable waste generated at the site – towards the zero waste to landfill target.

With the implementation of the Biodiversity Action Plan since the time of construction, Sahyadri Park, is now home to rich biodiversity. A total of 210 trees were protected during construction period which were retained and were incorporated into the final landscape design. 60% of the total land area is used for landscaping. The site has a rich population of native species including Alstonia scholaris, Anthocephalus cadamba, Azadirachta indica, Bauhinia purpuria, Cassia fistula, Cordia sebestena, Dillenia indica, Erythrina indica, Michelia champaca, Mimusops elengi, Saraca indica, Terminalia catappa, etc. Biodiversity mapping of the campus through has been carried out and site specific Biodiversity Action Plan has been implemented for conservation & enhancement of flora & fauna within the TCS premises for protection of depleting urban biodiversity. Some of the programs include creation of butterfly zone, bird habitat program, use of bio-fertilizer and protection of rare species - Khaya senegalensis (African Mahogany).

A View of Landscaping @ Sahyadri Park

Green IT

As a part of its Environmental Sustainability Roadmap, TCS has committed to improve data center power utilization efficiency (PUE) by improving weighted average PUE of selected data-centers to 1.65 by March, 2016. This target was internally divided into interim annual targets and the deployment of recommendations are being taken up in phases for effectiveness.

5 data-centers were taken up in the first year, and then 11 data-centers followed making it a total of 16 data-centers in FY14-15. Deployment of best practices such as correct placement of supply grill tiles, arranging racks in hot and cold aisle, blocking of cold air leakages and optimization of cooling units by switching off extra units were carried out to improve the PUE.

These recommendations incurred minimal cost and brought the weighted average PUE of the 16 data-centers to 1.81 from 2.16. Online PUE dashboard is available for most data-centers on an internally developed tool that helps to monitor and track the PUE performance.

Efficient Operations

TCS has embarked on a programme to actively monitor, manage and reduce the energy consumption of its facilities. In FY 2014-15, TCS invested in implementing energy monitoring infrastructure and an Energy Monitoring System, over 3 phases, which covers over 100 facilities in India accounting for over 90% of overall energy consumption. This involved the installation of over 5,500 digital energy meters, and the associated hardware. This has enabled TCS to monitor, in real time, the energy consumption of its facilities, at facility-level and/or at the load level.

This real-time oversight has helped to develop key performance indicators related to the energy performance of the sites, identify the low hanging fruits to address energy wastages and identify facilities with opportunities for improvement where operational and/or asset based interventions can be taken up. Active monitoring helps monitor the impact of the energy efficiency initiatives being undertaken to ensure that they are achieving the expected savings and return on investment.

In 2015-16, the scope of this initiative will be increased across TCS' buildings portfolio, with further enhancements to the energy management platform, so that TCS can actively measure energy consumption and track performance in relation to the environmental targets, benchmarks and rating systems (eg. BEE star rating).

Renewable energy

The energy efficiency measures helps reduce the carbon footprint, but use of energy is inevitable for TCS' operations and hence to further mitigate its climate impact, TCS has been keenly considering renewable energy as a substitute for high carbon energy. In line with the aim of making a difference wherever possible, small renewable energy installations are installed across different offices including solar peripheral lights, solar electrical fencing system, solar hot water generators, etc. At the campuses, roof-top solar power plants are also installed to cater partly to the energy demand. Additionally, TCS is looking at procurement of renewable energy through open access mechanism and targets to increase this capacity over the next few years to achieve a target of 20% renewable component by 2020. In FY15 the total renewable energy component was 2.4% of the total energy consumed.

At TCS, environmental initiatives are seen as part of the overall operational and infrastructure improvement and the expenditure is not tracked separately. Green building projects are included in the capital expenditure while expenditures like monitoring and measurement costs, small energy efficiency projects, compliance fees are included as a part of the operational budget for the facility.

TCS has successfully reduced its specific carbon and energy footprint through appropriate mitigation measures clearly demonstrating the decoupling of business growth and increase in absolute carbon and energy footprint.[29] All these initiatives have helped TCS reduce its energy consumption by 5% over FY 2014 and 42% over baseline year FY 2008 (25).
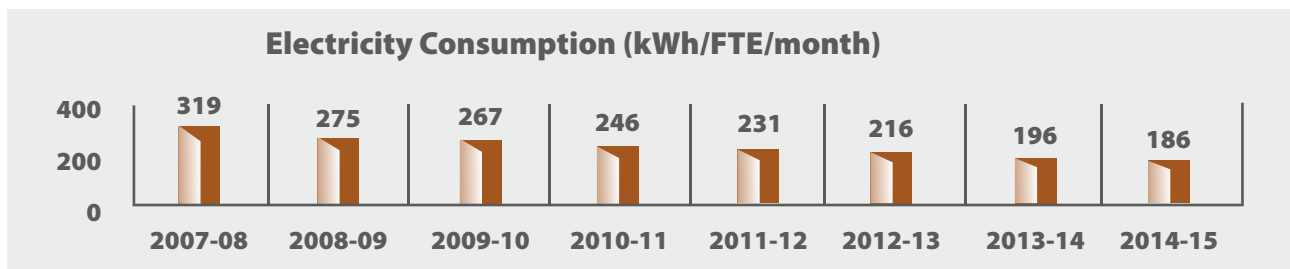
Figure 25: Electricity Consumption (kWh/FTE/month)

The combined GHG emissions (Scope 1 + Scope 2) was 1.82 tCO2e/FTE/annum in FY 2015 as compared to 1.97 tCO2e/FTE/annum in the last financial year, 39% less than the baseline year 2008 and 8% less than the last reporting year (26).
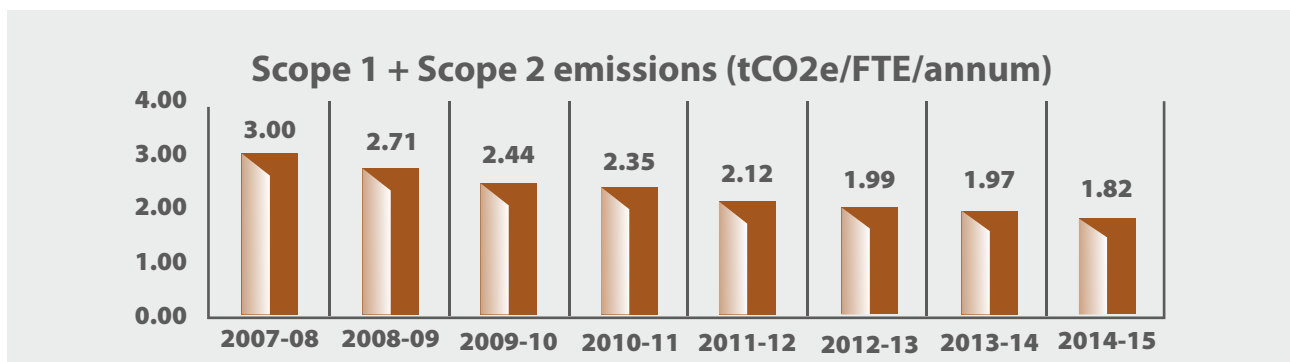
Figure 26: Carbon Footprint (Scope 1 + Scope 2) in tCO2e/FTE/annum

Scope 3 carbon footprint

Scope 3 includes other indirect carbon emissions, which are a consequence of company's activities but occur from sources not owned or controlled by the Company. Often this typically contributes significantly to the total carbon footprint for any organization.

The Scope 3 accounting standard by the GHG Protocol classifies emission sources into pre-defined categories and the accounting has to be done as per these categories. The various categories of Scope 3 emission sources applicable to TCS along with the approach and reporting boundaries are described below:

Scope 3 Category		Accounting approach
	Category 1 – Purchased goods & services	The carbon footprint from the information and communication technology equipment purchased, which are not capitalized, is accounted under purchased goods. The services which TCS procures for infrastructure management are delivered from within TCS premises and hence get accounted for in Scope 1 & Scope 2 emissions.
	Category 2 – Capital goods	Emissions from office machinery, equipment, furniture, computer, servers, electrical machinery which are capitalized are accounted for in this category.
	Category 3 – Fuel and energy related activities (not included in Scope 1 and Scope 2)	The emissions associated with upstream extraction, production and transportation and T&D losses due to the electricity consumed in TCS offices are quantified under this category.
	Category 4 – Upstream transportation and distribution	IT goods constitute a significant % of the Company's overall purchase. The upstream transportation and distribution emission for the IT purchases have been quantified based on the Life Cycle study published by key suppliers to TCS for different IT assets like desktop, laptop and servers.
	Category 5 – Waste generated in operations	Emissions associated with waste disposal have been quantified taking into consideration the recycled quantities, waste treatment and the disposal methods.

✈	Category 6 - Business travel	Business air travel is very relevant and material to TCS due to the nature of business and operating model. TCS has been monitoring the GHG emission from business air travel since the baseline year on 2007-08 (Scope 3)[30] and has been able to reduce it by 55% over baseline year and is 0.36 tCO2e/FTE/annum. The reduction has been possible due to the organization's commitment to optimize the business air travel through strict controls and by encouraging audio and video conferencing. The year-on-year trend is given in Figure 27-b.
🚌	Category 7 - Employee Commuting	It has two components - travel by company provided hired vehicles & travel in personal or public transport. The vehicle kilometers for company provided hired vehicles is monitored by type of vehicle and fuel and used to account for the associated emissions. For employees commuting in personal or public transport, the number of employees using personal transport (two wheeler or wheeler) is collected from the parking pass issue records and the remaining are assumed to travel by public transport. It was assumed that on an average a person would travel 30 km in a day for work based on the average distance of TCS offices in any city from the geographical center. Emissions are accounted for based on the passenger kilometer and the respective emission factor for passenger car, motorbike, bus and train as different modes of transport. With India geography as base to over 90% of associates, this data is reported for the India geography only.

The profile of the Scope 3[31] categories applicable to TCS is given below in Figure 27-a.

Category 1 – Purchased goods & services, 25,037 tCO2e

Category 2 – Capital goods, 72,158 tCO2e

Category 3 – Fuel and energy related activities (not included in Scope 1 or 2), 1,91,945 tCO2e

Category 4 – Upstream transportation and distribution, 2,113 tCO2e

Category 5 – Waste generated in operations, 1,749 tCO2e

Category 7 – Employee commuting, 223,607, 35.64%

Category 6 – Business travel, 110,809, 17.66%

Figure 27-a: Scope 3 carbon footprint distribution

Business air travel emissions (TCO2e/FTE/annum)

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
0.80	0.44	0.52	0.44	0.42	0.34	0.31	0.36
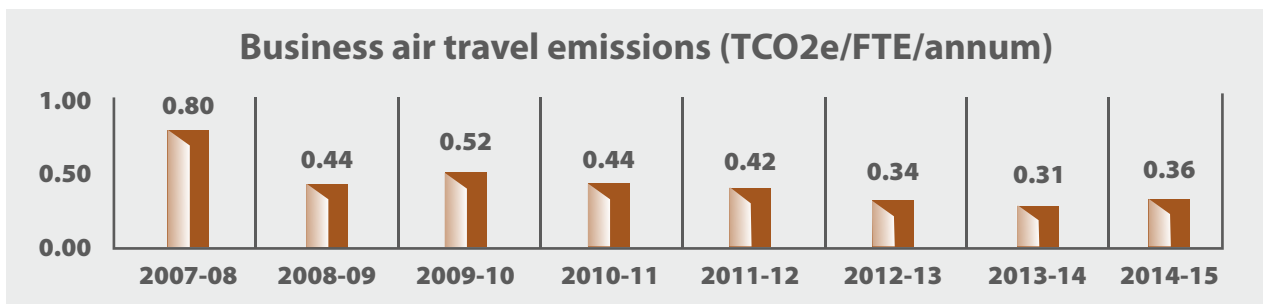
Figure 27-b: Carbon Footprint (Scope 3-Business Air Travel) in tCO2e/FTE/annum

30] Business air travel emissions are for all geographies and hence the FTE used is total FTE across all geographies.

31] Emission factors used are from DEFRA 2014 & DEFRA 2012 – GHG conversion factors, GHG Protocol All sector tools 2014, Lifecycle GHG assessment study published by key suppliers of ICT equipment to TCS.

Ozone Depleting Substances

Some of the refrigerants like R-22 used in the HVAC systems have an Ozone Depleting Potential (ODP). All the ozone depleting refrigerant gases as per the Montreal Protocol will be phased out and replaced with ODP free refrigerants in line with the country-specific timelines agreed as per the Montreal Protocol and country regulations. The new facilities coming up at TCS have HVAC systems based on non-ozone depleting refrigerants. ODS emissions reported are primarily in the form of system losses / fugitive emissions during maintenance and repair. The ODP of the total refrigerant emissions to the atmosphere in FY 2015 was 0.28 tonnes.

Other Emissions

Emissions of SOx and NOx gases from the diesel generator sets (used as standby source of power during power outages) are as given below:

Emissions	Quantity (tonnes)
Sox	3.3
NOx	410

Water Sustainability

Commitment – To achieve water neutrality by 2020

The pillars of TCS' water target are water efficiency by design in new offices/campuses, 100% treatment and recycling of sewage and rainwater harvesting (within TCS premises and outside, as a part of CSR). Water neutrality, the ambitious goal which TCS has set for itself, is an endorsement of the TATA Group's larger commitment to give back to the society.

Fresh water comes through various sources like municipality or the industrial development authority, water tankers, bore-wells, and packaged drinking water (at some sites). The source-wise breakup of the 3.26 million kL[32] of water consumed in FY 2015 is given in Figure 28.

13% reduction in specific Water consumption
1.4 million kL of water usage avoided

266,458 cum of rainwater harvesting potential harvesting potential created

4 million kL of water recycled
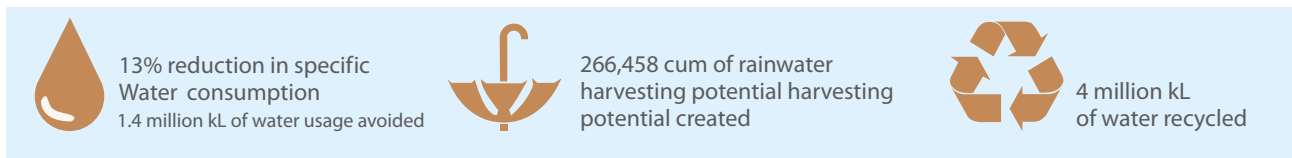
Performance over the baseline year 2007-08

Fresh water consumption by source
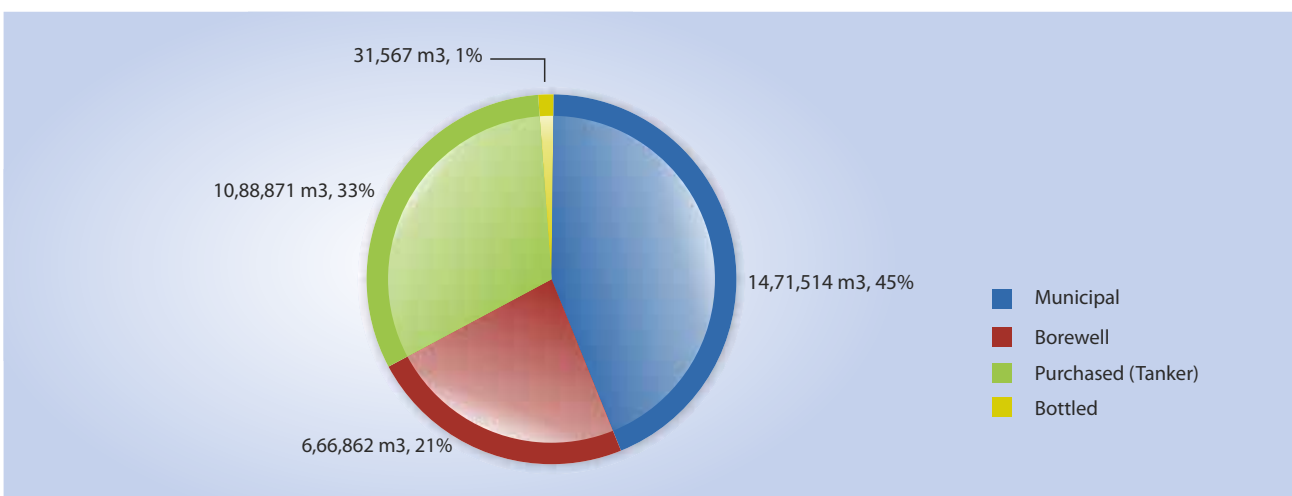
Figure 28: Freshwater consumption by source

32] No natural water source is directly impacted due to water consumption by TCS. For offices where measurement systems are not available, thumb-rule assumptions have been used to estimate the quantity of water consumed/recycled/reused.
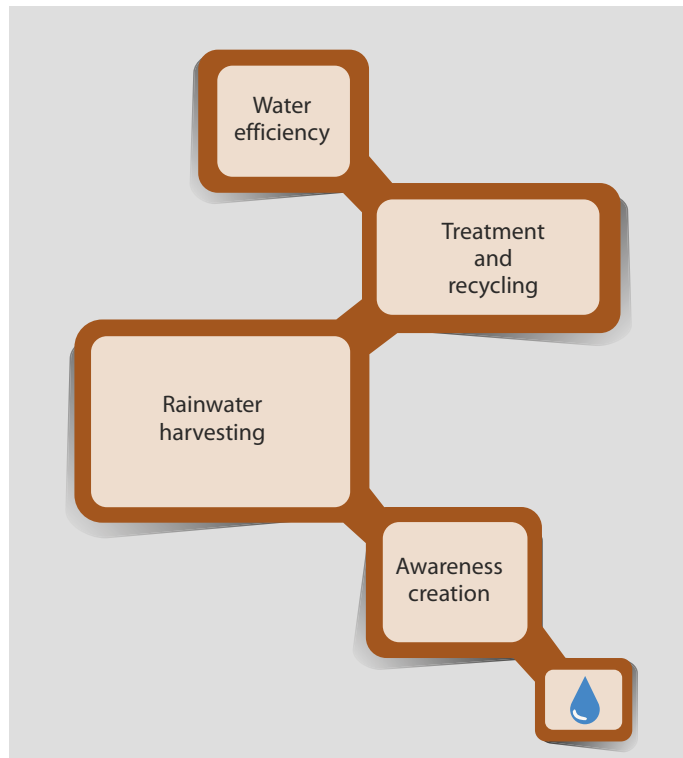
Water Management

Several water efficiency measures from design to awareness creation has helped reduce the specific fresh water consumption by 13% over baseline year FY 2008 (increased marginally over last year) (as shown in Figure 29). TCS has been able to maintain the freshwater consumption levels despite the increase in campus based operations (large landscaped areas with higher water requirement) due to efficient water management techniques.
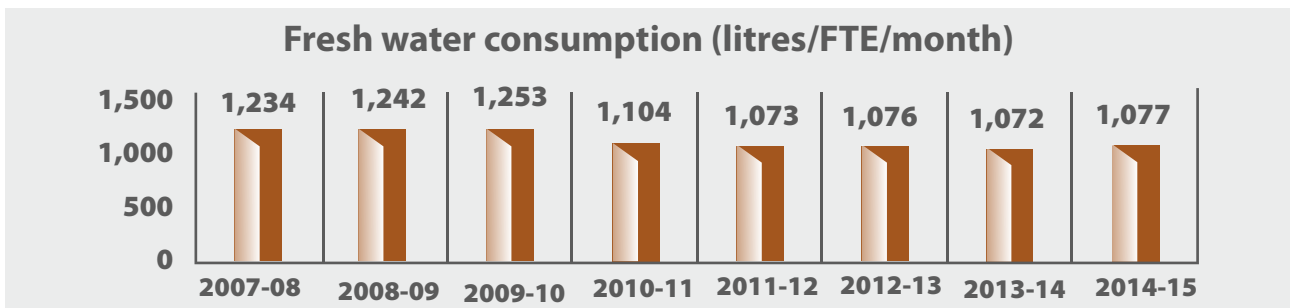
Figure 29: Fresh Water Consumption (liters/FTE/month)

Many TCS facilities have sewage treatment plants (STP). The treated effluent from the STP is tested regularly against applicable effluent disposal standards and recycled for use in HVAC cooling tower make-up, toilet flushing and gardening. The recycled treated sewage quantity has increased to 1,071,130 kL from 805,051 kL with the commissioning of new TCS green campuses designed for zero water discharge (Figure 30).
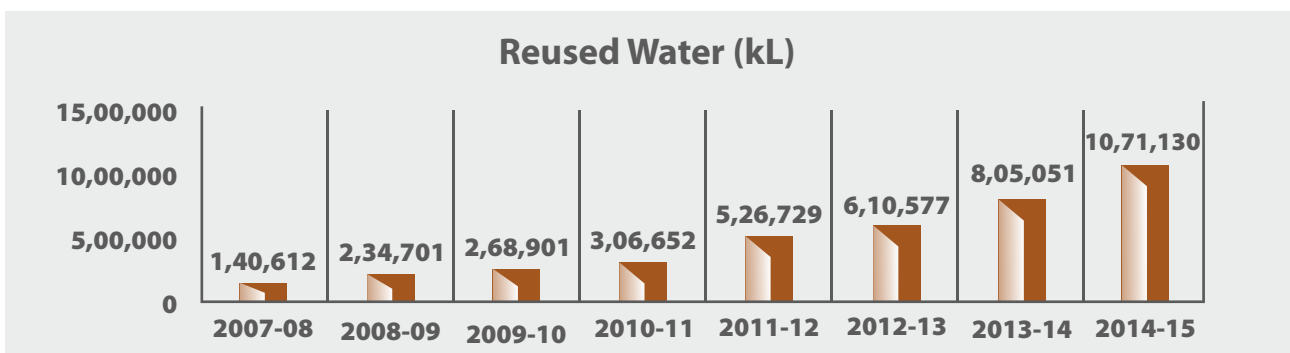
Figure 30: Recycled water after treatment (kL)

The percentage of the total treated sewage recycled out of the total fresh water consumed has increased from 30% in FY 2014 to 34% in FY 2015. All upcoming new TCS facilities have STPs designed for 100% treatment and further recycling of the treated effluent[33].

In order to achieve water sustainability various efforts are made & implemented by TCS in its owned and leased premises wherever feasible. Rain water harvesting is an important feature of building design in the form of roof top collection system, collection and storage tanks, recharging to bore wells, recharge trenches and pits, and in some cases, water bodies for storing rain water.

There has been 23% increase in the rainwater harvesting potential created at TCS sites in FY 2015 over the previous year (Figure 31) with the addition of two green field campuses. The current rainwater harvesting potential is 40% of the total groundwater used across TCS facilities.

Rainwater Harvesting Potential (Cum)
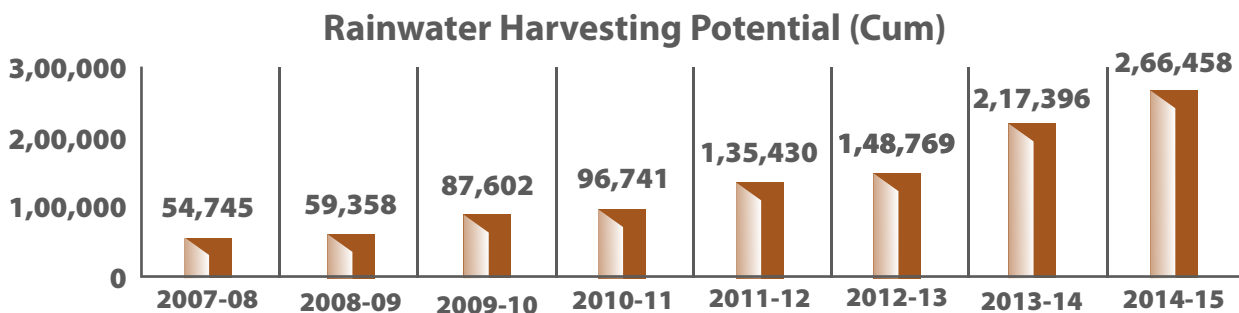
Figure 31: Rainwater Harvesting Potential in cubic meter (cum)

Waste Management

Commitment – To achieve zero waste to landfill by 2017.

Being an IT services and consulting organization, there are no process wastes or significant primary wastes and emissions. This section, discusses the various wastes generated in office-based operations and the steps taken to mitigate their impact.

The solid waste generation is fairly limited and restricted primarily to municipal solid waste (MSW). Electronic and electrical waste (E-waste) and a small proportion of hazardous wastes like lead-acid batteries, waste lube oil, etc. is also generated, which are regulated in many part of the world including India where there are specific regulations governing their handling and disposal.

100% e-waste is disposed through government authorized recyclers

100% hazardous waste is disposed through government authorized recyclers

25% biodegradable waste recycled on-site

100% paper waste is recycled

33] *No significant impact on biodiversity of water bodies or related habitats by discharged water and runoff.*

Municipal solid waste today is a growing concern with limited landfill space available. It is one of the contributing factors for global warming and climate change. TCS' waste management practices seek to reduce the environmental impact of waste streams to the extent possible by reduction in generation, segregation at source, reuse and recycling where possible, and proper management to achieve the ultimate goal (long-term target) of disposing less than 5% waste to landfill. For each category of waste, the management practices are summarized below -
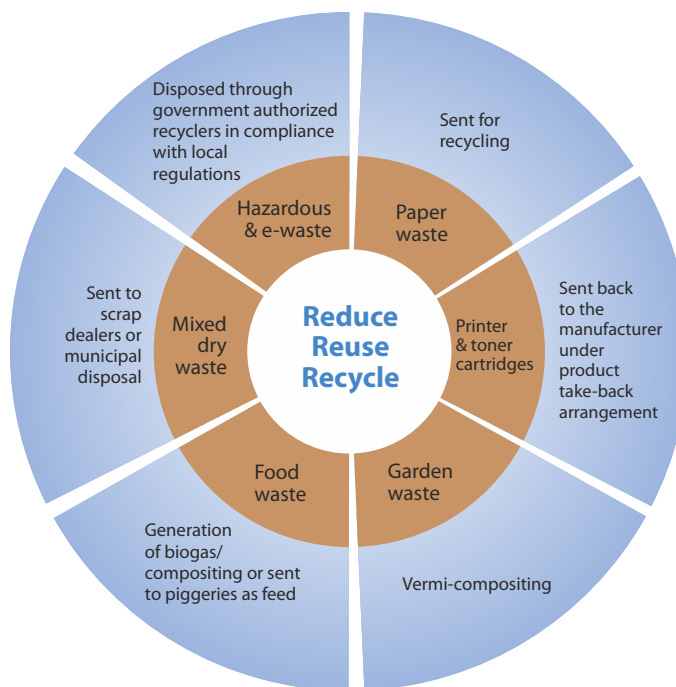
Waste Management

TCS continuously strives to reduce the waste generation at source through rigorous associate awareness campaigns and training cafeteria staff to reduce the waste generated (Officer paper waste – 133 tonnes, Dry waste – 658 tonnes, canteen waste – 2831 tonnes) Figure 32.
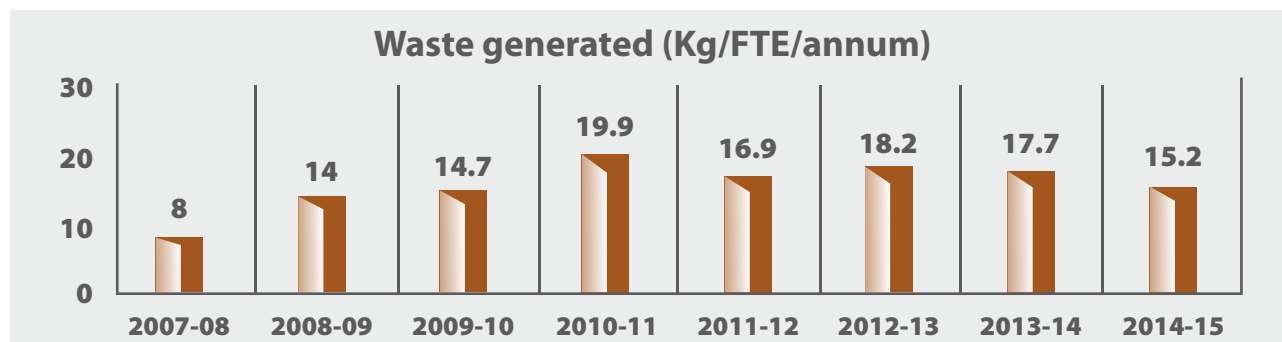
Figure 32: Waste Generated (Kg/FTE/yr)[34]

Environmentally Sustainable Biodegradable Waste management

TCS' sustainable waste roadmap emphasizes on the 3R principle to mitigate emissions and to achieve the goal of "zero waste to landfill". The first step to any waste management practice is waste segregation at source. The hierarchy for disposal of biodegradable waste is biogas recovery through bio-digesters (methane avoidance) followed by composting, disposal as feed to piggeries and, as the last resort, to the municipal waste collection system where no other options are available. The technology selected depends upon the space availability and the estimated food waste generation. With a total capacity to treat over 13 tonnes of biodegradable waste per day within TCS offices, in FY 2015, 25% (861 tonnes treated out of 3410 tonnes of biodegradable waste generated) of the total biodegradable waste generated was treated through onsite composting or bio-digester treatment. A total of 60 tonnes of compost was generated from garden waste in FY 2015 which is used as fertilizer within TCS' campuses. This is an excellent bio-fertilizer and helps avoid the use of chemical fertilizers thereby avoiding soil / groundwater pollution and also maintains good health of the vegetation.

34]   Data given is only for India geography since most overseas locations are multi-occupancy facilities where waste handling and disposal are handled by the building
       authority and hence not under TCS' control

Achieving zero waste to landfill...

In line with the the TCS Corporate Environmental objective to become a zero waste to landfill organization, two TCS UK Offices, 33 Grosvenor Place, London and 1 Titheban street, Liverpool achieved accreditation of zero waste to landfill. The accreditation was awarded by Valpak based on fulfilment of following criteria -

- Sending zero waste to landfill (including production, hazardous and packaging waste);

- Sending limited amount of waste for Energy from Waste (EfW); and

- Commitment to continual improvement - waste reduction and diversion

Paper management initiative

Though paper is not a material resource for TCS, it has focused on reducing paper consumption primarily since paper manufacturing involves cutting trees and generates high levels of pollution. This would also help to reduce cost. Paper management at TCS is based on the waste management hierarchy with waste reduction at the pinnacle. The success on paper consumption reduction initiative is evident from the reduction achieved in the per capita paper consumption; 78% reduction over the baseline (Figure 33).

Paper consumption (Reams/1000 FTE/month)

Year	Value
2007-08	231
2008-09	133
2009-10	87
2010-11	72
2011-12	65
2012-13	55
2013-14	51
2014-15	50
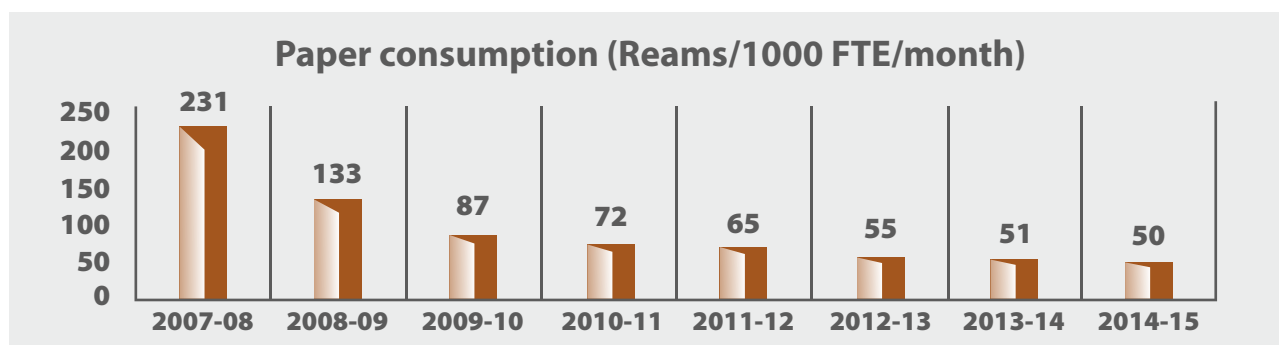
Figure 33: Paper consumption (Reams/1000 FTE/month)

Much of this reduction can be attributed to migration of many paper-based processes to automated ones, reduced demand by clients to provide multiple hard copies of documents and migration to soft copy formats rather than hard copies. However, a key reduction has been achieved through creating awareness among associates and also enforcing printing discipline through automated as well as manual means.

The paper waste which is generated is carefully segregated, shredded and sent for recycling. In some cases, they are sent to NGOs which also supply stationery items (notepads, files, etc.) made from recycled paper back to TCS. In FY 2015, the recycling initiative strengthened where 100%[35] recycling of the total paper waste was achieved.

35] Data given is only for India geography since most overseas locations are multi-occupancy facilities where waste handling & disposal is handled by the building authority

E-waste Management

The E-waste generated at the various TCS facilities includes defunct computers, monitors, servers, etc. and specified electronic and electrical items. Management of E-waste is as per TCS' E-waste Management policy which complies with the WEEE directive / local regulations, various country regulations, including the Government of India's E-waste (Management and Handling) Rules, 2011. E-waste dismantlers and recyclers undergo a due-diligence audit process to verify their HSE legal compliances through a desktop review and a site audit, thereby extending 'duty of care' to the supply chain.

In FY 2015, 15,550[36] numbers of waste computers were disposed-off through government authorized handlers / recyclers or as per regulations applicable in each country. In addition, computers which were in working condition but deemed obsolete for TCS's purposes were donated to educational and charitable institutions which have use for such equipment. Recipients of such donations are required to return the hardware to TCS once it reaches end-of-life at their end or arrange for proper disposal through government authorized E-waste vendors. TCS offers to facilitate this disposal through the authorized channels.

Hazardous Waste Management

For India operations hazardous wastes[37] (as defined by regulations) are handled and disposed of as per the Hazardous Waste Handling and Management Rules, 2008, only through government authorized vendors. TCS conducts compliance and site audits before registering hazardous waste vendors as a part of its supply chain sustainability drive. Similarly, appropriate local regulations are followed in other geographies where applicable. However, due to the relatively small proportion of TCS-operated facilities in overseas geographies (which are mostly leased and operated by building owners), the generation of such wastes is rather marginal and is appropriately handled through the building operators.

Hazardous Wastes Disposed[38]	FY 2015
Lube oil from DG sets (litres)	16,001
Used batteries from UPS systems (nos.)	5,022

Additionally, all the used printer cartridges and photocopier toner bottles are sent back to the manufacturer under product take back arrangement to ensure proper disposal.

Employee Engagement

Employee engagement is a key pillar for success of TCS' Environmental Sustainability Roadmap. It is important for TCS to engage its associates and sensitize them towards nature and conserving its various resources. The training methodologies used range from induction training to continuous learning to awareness mailers to various campaigns and competitions on environment. The total training man-hours imparted this year on health, safety and environment was over 3,90,000. In FY15, TCS observed the TATA Sustainability Month in June. Some of the other days observed include World Earth Day, World Bio-diversity Day, Green Consumer Day, Pollution Control Day, Energy Conservation Day, World Water Day, Earth hour campaign. Each event sees an overwhelming participation from associates.

TATA Sustainability Month, June 2014

Sustainability is the core to business philosophy of the Tata Group. As a part of the group's commitment towards society and environment, TCS celebrated a month long environmental sustainability campaign from 2nd-30th June, 2014.

The underlining theme of the campaign was, S.M.A.R.T., Sustainable and Meaningful Actions for a Responsible Tata way. It was observed through the weekly themes Carbon and Energy, Water, Waste and Biodiversity, as the key pillars of sustainability.

Various activities that were conducted included inauguration of various green initiatives, informative lectures by experts, tree plantation drives, exhibitions, floor walks, movie screening and competitions for associates and contract staff. Several innovative and engaging contests were conducted this time such as Green Selfie Contest, Green Crusader Contest and Green ODC Contest.

36] *Data for all geographies.*
37] *There were no reported spills of hazardous wastes in FY 2015. Zero percent of wastes are shipped internationally and none are deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.*
38] *Data only for India geography.*

Manure distribution at Army school and to farmers @ TCS Lucknow

SAS Hill Volunteering at TCS Hungary

Energy

Water

Tree plantation drive @ TCS Bangalore and Kolkata

Session at a local school at Trivendrum

TATA Sustainability Month 2014

Skit on environment theme at TCS Bangalore

Facility green tour at TCS Mumbai

Floorwalk @ Bangalore

Waste

Biodiversity

E-waste collection centre at TCS Bangalore

Solar energy products display at TCS Delhi

Rainwater harvesting demonstration at TCS Bangalore

TCS donated naturally regenerated saplings of native trees like Ficus glomerata (Wild Fig), Ficus religiosa (Peepul Tree), Ficus bengolensis (Banyan Tree), Mangifera indica (Mango), Terminalia catappa (Wild almond), Syzygium cumunii (Jamun), Polyalthia acuminota (Asoka), which were cultured in the nursery of TCS' Yantra Park Campus to an NGO Hariyali. The NGO used the saplings for rejuvenation of degraded forest land at Bhavale in Thane district, Maharashtra to enhance the ecosystem and native biodiversity.

On the occasion of the World Environment Week, 2014, TCS was invited to showcase the biodiversity initiatives it has Implemented in its Yantra Park Campus to public at the Thane Municipal Corporation Green Idea Exhibition. TCS showcased its energy conservation programs, sustainability waste management programs, rainwater harvesting and biodiversity conservation initiatives including bird habitat program, butterfly zones, care for nature, protection of nature and endangered species, etc. The event saw a foot-fall of over 50,000 people over a course of 4 days and was well appreciated by the officials as well as citizens.

Energy War & More @ TCS UK

TCS UK HSE & Maitree worked together to bring to life the Energy War & More environmental campaign in FY15. This was endorsed by the country head, who launched the campaign by asking employees to follow his example of pledging to support energy, waste and travel reduction initiatives.

In line with the war theme, life size versions of "Major Impact" were on guard at ODC's across the UK and used as notice boards to display weekly information on activities and competitions. Each ODC had a squadron of soldiers to assist with onsite activities which included switch off week, black out hour, no print day, no waste lunch, bin battles and a travel survey.

An energy bike was taken to all DOC's and its facilitators were dressed as soldiers. The objective was to raise awareness of how much energy was needed to power electrical items by getting employees to pedal the equivalent amount of energy.

Biodiversity Conservation and Enhancement

Community Based Afforestation Program: Balancing Environment & Livelihood @ Tamil Nadu, India

TCS sponsored a community based afforestation program with a Chennai based NGO in Kanchipuram district of Tamil Nadu. Community based afforestation programs are more sustainable as they are inclusive and contribute to livelihood security of the farmers. The program involved identification of degraded farmland, coordination with gram-panchayats, local officials and farmers, formation of small groups, field visits, awareness creation on importance of teak wood plantation and monitoring. Teakwood is a drought resistant commercial timber crop. Hence it was selected to restore the degraded farmlands. 26 acres of degraded farmland, belonging to 10 subsistence farmers, was identified for the program.

A view of degraded agricultural land identified for plantation and
TCS-TIST team with subsistent farmers at village in Kanchipuram district

The Inaugural Plantation Ceremony was conducted with active participation from associates through TCS-Maitree & Ecology Club of TCS Chennai on 28th June 2014 at Marianallur village, Thiruvannamalai District, Tamil Nadu. Total 907 saplings of teakwood (Tectona grandis) were planted by associates.

Associates participation in the inaugural plantation ceremony at project site

Environmental benefits of the program –
1. Conversion of 26 acres of degraded agricultural land into productive land
2. 10,000 teakwood Trees planted on degraded farmland
3. Over 20 years the land will be converted into productive agricultural land
4. Plantation of trees will restore ecosystem services such as soil erosion, water retention, habitats for flora & fauna species to enhance biodiversity
5. Serve as a carbon sink

Social benefits of the program –
1. 10 families of subsistence farmers benefited
2. Implementation of Incentive Program for farmers: Rs. 2/Tree/Year for ensuring successful survival of plantation
3. Source of fuel wood generation
4. Income generation from sale of teakwood after maturation period of 20 years
5. Feasibility of intercrops for additional source of income

Feedback from the beneficiaries

We are happy that we got good quality free teak seedlings, which is valuable timber tree species

As teak trees are good timber tree species & will be a good legacy for our future

Through this program we are saving our land in good condition

Update on the Marine turtle conservation program 2014

TCS continued to support the marine turtle conservation program along six coastal villages of Maharashtra. A total of 21 turtles nests were protected, 2210 eggs were translocated to hatchery and 1303 hatchlings released into the sea in 2014. A very encouraging survival rate of 58.95% was achieved thus, contributing towards protecting the engendered marine turtle population worldwide.

Appendix A

While TCS has presence in several geographies across the world, more than 90% of the associates are based out of India geography. TCS is building capacity to report the environmental performance of all overseas delivery centers[39] and intend to increase the scope of reporting in a phased manner. This year, the environmental performance has been reported for three major overseas geographies (from 27 offices across 9 countries – Brazil, UK, Hungary, China, Philippines, Chile, Singapore, Uruguay and Mexico).

Geography-wise environment performance for FY 2015[40]

KPI	India	Europe & UK	Latin America	Asia Pacific
Electricity consumption (kWh/FTE/month)	188	212	150	121
Carbon Footprint (Scope 1 + Scope 2) (tCO2e/FTE/annum)	1.88	0.60	0.57	0.90
Water consumption (L/FTE/month)	1112	551	458	436

39]   In the overseas geographies, most of the locations are small sales offices with very less employee strength. A major proportion of associates are based out of client locations. Hence, the scope of reporting covers only on the larger delivery centers with significant TCS presence.
40]   Delivery centers across India, Europe (UK, Hungary), Asia Pacific (China, Philippines, Singapore), Latam (Uruguay, Chile, Mexico, Brazil)

Commitment – To include vendor sustainability requirements in contract & conduct assessments

Supply Chain Sustainability

As part of its Environmental Sustainability Roadmap, TCS continues to engage its supply chain partners to encourage them to conduct their business in socially and environmentally responsible manner. Engagement and capacity building are the pillars of the Sustainable Supply Chain program at TCS.

Sustainable Supply Chain Engagement Model

1 Evaluate the vendor/product portfolio
Map the active vendor/product portfolio

Evaluate the current product/vendor portfolio

2 Prioritize
Based upon the volume of business and applicability of legal requirements, conduct a preliminary prioritization to identify the major purchases/vendors.

Prioritize them based on volume & legal requirement

6 Assessment
Based on the vendor risk level and engagement requirement, conduct assessment ranging from desktop to regular site audits.

Vendor assessment and audits

Access the Environmental, Social and Safety risks

3 Conduct risk assessment
Conduct the risk assessment for environmental, social and safety risks for each vendor and product categories.

5 Engage
Based on the risk level assigned in Step 4, draw the vendor engagement plan at all stages from release of tender till on-boarding

Vendor engagement at the time of contract

Evaluate the overall vendor risk level and impact type

4 Assign overall risk level and Impact Type
Prioritize based on the overall risk level assigned to the vendor as an outcome to step 3. Also ascertain where impact on TCS is directed or indirect

TCS conducted annual vendor HSE meet at TCS-Yantra Park, Mumbai where all key vendors were invited to participate. This forum served as a platform for TCS to reinforce the Sustainability expectations it has from its supply chain partners and also gave an opportunity for the vendors to raise their questions and concerns. The Sustainability requirements in the form of the TCS' Supplier Code of Conduct, Contractor HSE requirements are an integral part of vendor contracts and all vendors must sign-off and agree to abide by these requirements as a part of the engagement with TCS.

In FY15, over 80% of vendor contracts (approx. 180) were reviewed for inclusion of HSE / Sustainability requirements. Desktop assessment have been conducted for some vendors where the impact on TCS is indirect including ICT suppliers and site/process audits/reviews have been conducted for high risk vendors with direct impact on TCS like hazardous and e-waste recyclers, canteen, facility management and transport service providers.

Application Level
Tata Consultancy Services

Sep 2015 Service

1. Strategy and Analysis

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
1.1	Statement from the most senior decision-maker of the organization.	Fully	CEO's message - page 5			
1.2	Description of key impacts, risks, and opportunities.	Fully	Sustainability of Business Performance - page 24 Definition of content - page 15			

2. Organizational Profile

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
2.1	Name of the organization.	Fully	Organizational profile - page 8			
2.2	Primary brands, products, and/or services.	Fully	Organizational profile - page 8			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Structured for Agility - page 27 Business overview - page 8			
2.4	Location of organization's headquarters.	Fully	Contacts - page 92			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Global Footprint - page 9			
2.6	Nature of ownership and legal form.	Fully	Organizational profile - page 8			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Global Footprint - page 9			
2.8	Scale of the reporting organization.	Fully	TCS by numbers - page 9			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	Organizational profile - page 8			
2.10	Awards received in the reporting period.	Fully	Awards - page 11			

3. Report Parameters						
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	About the report - page 2			
3.2	Date of most recent previous report (if any).	Fully	About the report - page 4			
3.3	Reporting cycle (annual, biennial, etc.).	Fully	About the report - page 4			
3.4	Contact point for questions regarding the report or its contents.	Fully	Contacts - page 92			
3.5	Process for defining report content.	Fully	Definition of Content - page 15			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	About the report - page 4			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	About the report - page 4			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	About the report - page 4			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	About the report - page 4			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	About the report - page 4			

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	About the report - page 4			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	GRI Index - page 73			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	About the report - page 4			

4. Governance, Commitments, and Engagement

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Corporate Governance - page 18			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Avoidance of Conflict of interest - pages 19			
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Corporate Governance - page 18			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Corporate Governance - page 18 Our Workforce - page 33			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Corporate Governance - page 18			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Avoidance of Conflict of interest - pages 19			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	Corporate Governance - page 18			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Mission and Values - page 8			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Board Oversight of the Sustainability Agenda - pages 20			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Corporate Governance - page 18			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Our Environment UNGC Principle 7 - page 54			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Corporate Governance - page 18			
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	Stakeholder Engagement - page 13			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Definition of Content - page 15			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)						
DMA EC	Disclosure on Management Approach EC					
Aspects	Economic performance	Fully	TCS by numbers - page 10 Competitive compensation model - page 37			
	Market presence	Fully	Local Recruitment outside India - page 35 Local subcontractors - page 35			
	Indirect economic impacts	Fully	Direct and Indirect economic impact - page 44 Corporate Social Responsibility - page 45			
DMA EN	Disclosure on Management Approach EN					
Aspects	Materials	Fully	Paper Management Initiative - page 66			
	Energy	Fully	Carbon & energy - page 55			
	Water	Fully	Water Sustainability - page 62			
	Biodiversity	Fully	Biodiversity Conservation and Enhancement - page 70			
	Emissions, effluents and waste	Fully	Waste management - page 64			
	Products and services	Fully	Sustainability in Marketing - pages 29			
	Compliance	Fully	Ethics and Compliance - page 21			
	Transport	Fully	GHG Emissions (Carbon Footprint) - pages 60-61			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
	Overall	Fully	Our Environment - page 54			
DMA LA	Disclosure on Management Approach LA					
Aspects	Employment	Fully	Diversifying the Talent Pool - page 33 Talent Retention - pages 36			
	Labor/management relations	Fully	Competitive Compensation Model - page 37 Our Workforce - page 33			
	Occupational health and safety	Fully	Occupational Health and Safety - page 40			
	Training and education	Fully	Learning & Development - page 35			
	Diversity and equal opportunity	Fully	Diversifying the talent pool - page 33 Our Workforce - page 33			
	Equal remuneration for women and men	Fully	Competitive Compensation Model - page 37			
DMA HR	Disclosure on Management Approach HR					
Aspects	Investment and procurement practices	Fully	Commitment to Human Rights - page 38			
	Non-discrimination	Fully	Commitment to Human Rights - page 38			
	Freedom of association and collective bargaining	Fully	Our Workforce - page 33			
	Child labor	Fully	Commitment to Human Rights - pages 38			
	Prevention of forced and compulsory labor	Fully	Commitment to Human Rights - pages 38			
	Security practices	Fully	Commitment to Human Rights - pages 38			
	Indigenous rights	Fully	Commitment to Human Rights - pages 38			
	Assessment	Fully	Commitment to Human Rights - pages 38			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
DMA SO	**Disclosure on Management Approach SO**					
Aspects	Local communities	Fully	Corporate Social Responsibility - page 45 Direct and Indirect Economic Impact - page 44			
	Corruption	Fully	Serving as an Ethical Exemplar - page 23			
	Public policy	Fully	Apolitical Stance - page 14			
	Anti-competitive behavior	Fully	Ethics and Compliance - page 21			
	Compliance	Fully	Ethics and Compliance - page 21			
DMA PR	**Disclosure on Management Approach PR**					
Aspects	Customer health and safety	Fully	Brand Building - pages 28			
	Product and service labelling	Fully	Brand Building - pages 28			
	Marketing communications	Fully	Brand Building - pages 28			
	Customer privacy	Fully	Information Security and Data Privacy - page 26			
	Compliance	Fully	Ethics and Compliance - page 21			
STANDARD DISCLOSURES PART III: Performance Indicators						
Economic						

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	To be reported in
Economic performance						
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	TCS by numbers - page 10 Competitive compensation model - page 37			
Ec2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	Our Environment UNGC Principle 7 - page 54			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
Ec3	Coverage of the organization's defined benefit plan obligations.	Fully	Competitive compensation model - pages 37			
EC4	Significant financial assistance received from government.	Fully	Financial Sustainability - page 30			
Market presence						
Ec5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Fully	Competitive compensation model - page 37			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	Local subcontractors - page 35 Our Workforce - page 33			
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	Local Recruitment outside India UNGC Principle 6 - page 35			
Indirect economic impacts						
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	Corporate Social Responsibility - page 45			
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	Direct and Indirect economic impact - page 44			
Environmental						
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures,	Reason for omission	To be reported in
Materials						
En1	Materials used by weight or volume.	Fully	Carbon & energy UNGC Principle 7 & 8 - page 55			
EN2	Percentage of materials used that are recycled input materials.	Fully	Paper Management Initiative UNGC Principle 8 & 9 - page 66			
Energy						
EN3	Direct energy consumption by primary energy source.	Fully	Carbon & energy UNGC Principle 7 & 8 - page 55			
EN4	Indirect energy consumption by primary source.	Fully	Carbon & energy UNGC Principle 7 & 8 - page 55			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
En5	Energy saved due to conservation and efficiency improvements.	Fully	Green Buildings UNGC Principle 7 & 8 - page 57			
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Our Sustainability Services - page 30 Carbon & energy UNGC Principle 7 & 8 - page 55			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Carbon & energy UNGC Principle 7 & 8 - page 55			
Water						
EN8	Total water withdrawal by source.	Fully	Water Sustainability - page 62			
EN9	Water sources significantly affected by withdrawal of water.	Fully	Water Sustainability - page 62			
EN10	Percentage and total volume of water recycled and reused.	Fully	Sewage Treatment and Reuse UNGC Principle 7 & 8 - page 58			
Biodiversity						
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	Biodiversity Conservation and Enhancement UNGC Principle 7 & 8 - page 70			
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	Biodiversity Conservation and Enhancement UNGC Principle 7 & 8 - page 70			
EN13	Habitats protected or restored.	Fully	Biodiversity Conservation and Enhancement UNGC Principle 7 & 8 - page 70			
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	Biodiversity Conservation and Enhancement UNGC Principle 7 & 8 - page 70			
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Fully	Biodiversity Conservation and Enhancement UNGC Principle 7 & 8 - page 70			
Emissions, effluents and waste						
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	GHG Emissions (Carbon Footprint) - pages 60-61			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
En17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Scope 3 carbon footprint UNGC Principle 7 & 8 - page 60			
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	GHG Emissions (Carbon Footprint) - pages 60-61			
En19	Emissions of ozone-depleting substances by weight.	Fully	Ozone depleting substances UNGC Principle 7 & 8 - page 62			
EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully	Other emissions UNGC Principle 7 & 8 - page 62			
EN21	Total water discharge by quality and destination.	Partially	Sewage Treatment and Reuse UNGC Principle 7 & 8 - pages 58	Water Discharge Quantity	Not available	2017
EN22	Total weight of waste by type and disposal method.	Fully	Waste Management UNGC Principle 7 & 8 - page 64			
EN23	Total number and volume of significant spills.	Fully	Hazardous Waste Management - page 67			
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Fully	Hazardous Waste Management - page 67			
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Fully	Sewage Treatment and Reuse UNGC Principle 7 & 8 - page 58			
Products and services						
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	Sustainability in Marketing UNGC Principle 8 & 9 - pages 29			
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully	Sustainability in Marketing UNGC Principle 8 & 9 - page 29			
Compliance						
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Our Environment UNGC Principle 7 - page 54			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
Transport						
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	GHG Emissions (Carbon Footprint) UNGC Principle 7 & 8 - page 60-61			
Overall						
EN30	Total environmental protection expenditures and investments by type.	Fully	Our Environment UNGC Principle 7 - page 54			

Social: Labor Practices and Decent Work						
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	To be reported in
Employment						
La1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	Our Workforce - pages 33			
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	Talent acquisition UNGC Principle 6 - page 33			
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	Competitive Compensation Model - page 37			
LA15	Return to work and retention rates after parental leave, by gender.	Fully	Talent retention - pages 36			
Labor/management relations						
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	Our Workforce - page 33			
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	Our Workforce UNGC Principle 3 - page 33			
Occupational health and safety						
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	Occupational Health and Safety UNGC Principle 1 - page 40			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
La7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	Injury Data UNGC Principle 1 - page 43	Lost work days	Not available	2016
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	Occupational Health and Safety UNGC Principle 1 - page 40			
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	Occupational Health and Safety UNGC Principle 1 - page 40			
Training and education						
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	Learning & Development - page 35			
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	Learning & Development - page 35			
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	Career Development - page 37			
Diversity and equal opportunity						
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	Corporate Governance - page 17 Diversifying the talent pool UNGC Principle 6 - page 39			
Equal remuneration for women and men						
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	Competitive Compensation Model - page 37			

			Social: Human Rights			
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures,	Reason for omission	To be reported in
Investment and procurement practices						
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	Commitment to Human Rights UNGC Principles 1-6 - page 38			
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	Commitment to Human Rights UNGC Principles 1-6 - page 38			
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	Commitment to Human Rights UNGC Principles 1-6 - page 38			
Non-discrimination						
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	Commitment to Human Rights UNGC Principles 1-6 - pages 38			
Freedom of association and collective bargaining						
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	Commitment to Human Rights UNGC Principles 1-6 - pages 38			
Child labor						
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	Commitment to Human Rights UNGC Principles 1-6 - page 38			
Prevention of forced and compulsory labor						
Hr7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	Commitment to Human Rights UNGC Principles 1-6 - page 38			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
Security practices						
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	Commitment to Human Rights UNGC Principles 1-6 - page 38			
Indigenous rights						
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	Commitment to Human Rights UNGC Principles 1-6 - page 38			
Assessment						
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Fully	Commitment to Human Rights - page 38			
Remediation						
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	Commitment to Human Rights - page 38			

Social: Society						
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	To be reported in
Local communities						
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	Corporate Social Responsibility - page 45			
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	Corporate Social Responsibility - page 45			
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	Corporate Social Responsibility - page 45			
Corruption						
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	Serving as an Ethical Exemplar UNGC Principle 10 - page 23			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
So3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	Serving as an Ethical Exemplar UNGC Principle 10 - page 23			
SO4	Actions taken in response to incidents of corruption.	Fully	Serving as an Ethical Exemplar UNGC Principle 10 - page 23			
Public policy						
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	Apolitical Stance - page 14			
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	Apolitical Stance - page 14			
Anti-competitive behavior						
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	Ethics and Compliance - page 21			
Compliance						
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	Ethics and Compliance - page 21			

Social: Product Responsibility						
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not	Reason for omission	To be reported in
Customer health and safety						
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	Sustainability in Marketing - page 29			
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	Sustainability in Marketing - page 29			

G3.1 DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason of omission
Product and service labelling						
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	Sustainability in Marketing - page 29			
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	Sustainability in Marketing - page 29			
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Stakeholder Engagement - page 13			
Marketing communications						
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	Brand Building - page 28			
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	Brand Building - page 28			
Customer privacy						
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Partially	Information Security and Data Privacy UNGC Principle 1 - page 26	While the Company reports on the systems and process for addressing this indicator, the numbers are not disclosed publically	Propriet-ary informati-on	
Compliance						
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	Sustainability in Marketing - pages 29			

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Independent Limited Assurance Statement (Draft) to Tata Consultancy Services Limited on their Corporate Sustainability Report for the Financial Year 2014-15

To the management of Tata Consultancy Services Limited, TCS House, Ravline Street, 21, DS Marg, Fort, Mumbai- 400001, India.

Introduction

We have been engaged by Tata Consultancy Services Limited (TCS) ('the Company') for conducting a Limited Assurance on their Corporate Sustainability Report ('the Report') for the Financial Year (FY) 2014 - 15. The sustainability information contained in the Report was prepared by TCS according to the Global Reporting Initiative's (GRI) G3.1 guidelines for sustainability reporting.

Assurance standards and guidelines used

We conducted our work in accordance with requirements of 'Limited Assurance' as per 'International Federation of Accountants' (IFAC) International Standard for Assurance Engagements [ISAE 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information] and 'Type 2 Moderate Level' assurance requirements of AA1000 Assurance Standard 2008 by AccountAbility.

Boundary, scope and limitations

The boundary of the report covers the economic, environmental and social performance of TCS's global operations along with exclusions as stated in the 'About the Report' section of the Report. The Limited Assurance was provided on the economic (excluding financial performance, sourced from its audited annual report), environmental, and social performance indicators and information provided by TCS for the FY 2014 - 15. We have carried out site visits at the following locations:

National locations

- Mumbai – Neptune Element and Intersil
- Chennai – Siruseri and Sholinganallur
- Hyderabad – Waverock and Deccan Park
- Ahmedabad – Garima Park
- Bangalore – Think Campus

International location

- Manila – Bench Tower

Video conference

- Uruguay – Montecaseros and Zonamerica

Specific limitations

Our assurance process was subject to the following limitations and we have not been engaged to
- Verify data or information other than that covered in the scope of work
- Verify any statement in the Report, indicating intention, opinion, belief and / or aspiration by TCS

KPMG, an Indian partnership and a member firm of the
KPMG network of independent member firms affiliated
with KPMG International Cooperative ("KPMG International"),
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- Determining which, if any, recommendations should be implemented

Procedures of Limited Assurance

The limited assurance procedures comprised:
- Assessment of stakeholder consultation processes and methodology for determining the material issues.
- Interaction with selected members of senior management and sustainability core group members at corporate office and senior and middle management team members at delivery centers.
- Evaluating the Report's content to ascertain its application level as per the criterion mentioned in the Global Reporting Initiative's G3.1 Guidelines for Sustainability Reporting and review TCS's adherence to the requirements outlined by the assurance standards.
- Verification of systems and procedures used for data collection, collation, and analysis of performance indicators and statements published in the Report through site visits and video conference as mentioned in the scope of assurance.

We evaluated TCS's adherence to the following AA1000 Accountability Principles 2008
- **Inclusivity:** to assess if TCS has included relevant stakeholders while developing and achieving an accountable and strategic response to sustainability.
- **Materiality:** to assess if the Report includes material information required by TCS's significant stakeholders to be able to make informed judgments, decisions and/or actions.
- **Responsiveness:** to assess if TCS has appropriately responded to stakeholder concerns in line with its internal/external policies/standards and adequately communicated these in the Report.

Our conclusion

Based on our review, nothing has come to our attention that causes us not to believe that the data and information in the Report for the reporting period, in all material aspects, is fairly represented in line with the requirements of GRI G3.1 guidelines and as per AA 1000 AS (2008) principles.

Our observations

The following is an excerpt from the observations and opportunities reported to the management of TCS. These do not, however, affect our conclusions regarding the Report, and they are consistent with the management action plans.

- TCS has initiated the process of conducting a structured materiality assessment.
- TCS's reporting on environmental parameters such as waste generation and disposal are limited only to domestic locations (except e-waste which is reported across all geographies). TCS may consider strengthening reporting on its environmental performance indicators by expanding boundary of reporting for these parameters to cover international locations based on the boundary setting and materiality.
- TCS may expand the scope of reporting on sustainability aspects across the business value chain. Currently the same is restricted to other indirect (Scope 3) GHG emissions.

- **Inclusivity** – TCS has instituted a Sustainability Council to identify organization level key stakeholders, impacts, risks and opportunities. TCS has documented its stakeholder engagement process and demonstrates regular engagement with its key stakeholders.
- **Materiality** – TCS has an enterprise risk management process which evaluates all the risks which have a potential impact on the company's sustained growth. TCS has incorporated a structured scoring methodology for incorporating the feedback from internal as well as external stakeholders of the Company to prioritize material issues. The scoring methodology for prioritization of material issues can further be extended to the full range of stakeholders such as investors, key suppliers, customers and regulatory authorities.
- **Responsiveness** - TCS has responded to stakeholder concerns through existing policies, management systems and structured engagement at multiple levels. TCS can further demonstrate the process for including stakeholder perspectives into the Company's sustainable development action plans.

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Independence

A multidisciplinary team having necessary skills and experience in ISAE 3000, AA1000AS, stakeholder engagement, auditing environmental, social and economic information conducted the assurance. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, with respect to the scope of this assurance engagement. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence.

Responsibilities

TCS is responsible for developing the Report contents. TCS is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of TCS in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to TCS those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than TCS for our work, for this report, or for the conclusions expressed in this independent assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations mentioned above.

Santhosh Jayaram
Director
KPMG
30 September 2015

AA1000
Licensed Assurance Provider
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Experience certainty.

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About Tata Consultancy Services (TCS)

Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model^{TM}, recognized as the benchmark of excellence in software development. A part of the Tata Group, India's largest industrial conglomerate, TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

For more information, visit us at **www.tcs.com**

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