

TATA CONSULTANCY SERVICES

Comprehensive HR Policy Manual

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1. INTRODUCTION AND PRINCIPLES

1.1 Purpose

This HR Policy Manual establishes the human resources practices and procedures of Tata Consultancy Services Limited (TCS). The manual ensures fair, equitable, and compliant employment practices aligned with Indian labor laws, IT sector standards, and Tata Group values of integrity, excellence, and social responsibility.

1.2 Scope

This policy applies to all permanent, contractual, and temporary employees of TCS across all global locations. Directors and senior management are subject to these policies with appropriate modifications where required.

1.3 Core Principles

- **Equal Opportunity:** TCS prohibits discrimination based on gender, caste, religion, disability, sexual orientation, or national origin
- **Transparency:** All HR decisions follow documented, objective criteria
- **Fairness:** Consistent application of policies across organizational hierarchy
- **Dignity:** Respectful treatment of all employees in all interactions
- **Compliance:** Adherence to applicable Indian labor laws and international standards

- **Accountability:** Clear responsibility assignment and performance tracking

1.4 Employee Acknowledgment

All employees receive this manual during onboarding. By accepting employment, employees acknowledge receipt, understanding, and agreement to comply with all policies herein. Policy updates are communicated via Ultimatix employee portal within 15 days of amendment.

2. CODE OF CONDUCT AND WORKPLACE ETHICS

2.1 Ethical Standards

Employees must maintain the highest standards of integrity and ethical conduct, including:

- **Confidentiality:** Protection of client data, trade secrets, and proprietary information during and after employment
- **Conflict of Interest:** Disclosure of any personal relationships with colleagues or clients that may affect work decisions
- **Compliance with Laws:** Adherence to applicable legal requirements and regulatory guidelines
- **Professional Behavior:** Courteous, respectful interaction with colleagues, clients, and vendors
- **Anti-Bribery:** Zero tolerance for offering, requesting, or accepting bribes or improper inducements

2.2 Harassment and Discrimination

TCS maintains a zero-tolerance policy toward harassment and discrimination:

- **Sexual Harassment:** Any unwelcome conduct of a sexual nature, including verbal comments, gestures, or physical contact
- **Bullying:** Repeated, unreasonable behavior directed at an employee that creates a hostile work environment
- **Discrimination:** Unfair treatment based on protected characteristics (age, caste, color, creed, disability, gender, marital status, national origin, pregnancy, race, religion, sexual orientation, or any other legally protected status)

Complaint Process: Employees may report incidents informally to their manager or formally via the Internal Complaints Committee (ICC) within three months of occurrence. Formal complaints are submitted in writing to the designated POSH (Prevention of Sexual Harassment) committee with ICC members. Investigations begin within 48 hours and conclude within 30 days. All parties receive confidentiality protection and retaliation safeguards.

2.3 Dress Code

Business casual dress is required unless client engagements mandate formal attire or specific uniforms. Unacceptable attire includes:

- Beachwear, tank tops, or clothing with offensive graphics
- Footwear: Open-toe sandals or athletic shoes (closed shoes preferred)

- Excessive accessories or jewelry that interfere with work

Exceptions apply for designated casual days (notified quarterly). Violation may trigger corrective discussion with manager; repeated violations warrant disciplinary action.

2.4 Social Media and Public Representation

Employees may not represent TCS on social media or public platforms without prior written authorization from Communications or HR. Personal social media use should avoid:

- Disclosure of company information, client details, or projects
- Negative commentary about TCS, colleagues, or clients
- Claims of professional expertise without authorization
- Posting during work hours (unless authorized)

Violations may result in disciplinary action up to termination.

2.5 Substance Abuse and Wellness

TCS prohibits possession, use, or distribution of illegal drugs or controlled substances on company premises or during working hours. Employees under the influence of drugs or alcohol must not operate vehicles or equipment. Violations trigger mandatory counseling, suspension, or termination. Treatment and rehabilitation assistance is available through TCS Wellbeing programs with confidentiality protection.

2.6 Disciplinary Action

Progressive discipline applies to Code of Conduct violations:

| Offense Level | Action |
|-------------------------------------|--|
| First Violation | Verbal warning (documented) + counseling |
| Second Violation (within 12 months) | Written reprimand + performance improvement plan |
| Third Violation (within 12 months) | Suspension (1-5 days) + final warning |
| Severe/Repeated Violations | Immediate termination |

Severe Violations (immediate termination without warning): theft, violence, gross insubordination, unauthorized disclosure of confidential information, sexual harassment, or violation of law.

3. RECRUITMENT AND ONBOARDING

3.1 Recruitment Process

TCS follows structured recruitment to ensure merit-based hiring:

Step 1 - Job Posting: Vacancies published internally for 5 days; external posting follows if no qualified internal candidates.

Step 2 - Screening: Resumes reviewed for qualification match; phone screening conducted for qualified candidates.

Step 3 - Interviews: Multiple rounds conducted by hiring managers and technical experts; assessment includes technical knowledge, behavioral competencies, and cultural fit.

Step 4 - Selection: Offer extended to selected candidate; negotiation on joining date and location permitted.

Step 5 - Background Verification: Conducted by third-party agency post-interview consent:

- Educational credentials verified with institutions
- Employment history checked with previous employers
- Criminal background screening (where applicable)
- Credit checks (for roles involving financial responsibility)
- Reference checks with minimum two professional contacts

Discrepancies: Significant misrepresentation in resume, false credentials, or adverse criminal history may result in offer withdrawal or termination during probation.

3.2 Appointment Letter

All new hires receive formal appointment letters containing:

- Job title, location, and reporting manager
- Compensation details (fixed and variable components)
- Probation period duration (6-12 months)
- Department and business unit assignment
- Key responsibilities and performance metrics
- At-will employment clause with notice requirements
- Confidentiality and non-compete obligations
- Benefits eligibility and effective date
- Policy acknowledgment requirement

3.3 Probation Period

Probation typically lasts 6 months for lateral hires and 12 months for fresh graduates:

- Probationers remain on at-will basis; either party may terminate with written notice (15 days)
- Probationers participate in full induction and training programs
- Monthly performance reviews assess technical competency and cultural alignment
- Successful completion requires manager sign-off and final appraisal

- Extension beyond 12 months requires VP-level approval and documented justification
- Failure to meet probation standards results in termination or role modification

3.4 Onboarding and Induction

Day 1 Orientation:

- HR registration (statutory documentation, bank details, medical records)
- IT provisioning (employee ID, email, system access, laptop)
- Welcome briefing (company history, values, organizational structure)
- Policy acknowledgment and handbook receipt
- Facility tour (office layout, emergency exits, parking, cafeteria)

Week 1-2 - Technical Onboarding:

- Assignment to project/manager (if applicable)
- Technical training on systems, tools, and client environments
- Code repository and documentation access
- Coding standards and quality guidelines

Month 1-3 - Structured Induction Program:

- Core training modules (Java, .NET, Python, or relevant technologies)
- Soft skills development (communication, presentation, leadership basics)
- Product/project-specific training
- Mentorship assignment with senior employee
- Scheduled check-ins with HR and manager

Documentation Required:

- Signed appointment letter
- Policy acknowledgment
- Confidentiality/NDA agreement
- Tax documentation (Form 12B, insurance nominations)
- Background verification completion certificate

4. LEAVE POLICY

4.1 Paid Leave Entitlements

All permanent employees receive annual leave as follows:

| Leave Type | Annual Days | Notes |
|---------------------|-------------|--|
| Earned Leave (EL) | 24 days | Accrued monthly (2 days/month) |
| Casual Leave (CL) | 8 days | Discrete days for personal needs |
| Sick Leave (SL) | 12 days | Medical/health-related absences |
| Restricted Holidays | 7 days | National/regional public holidays |
| Maternity Leave | 180 days | Up to 2 children; 6 weeks pre-delivery, 12 weeks post-delivery |
| Paternity Leave | 14 days | For married male employees within 2 years of child birth |
| Adoption Leave | 60 days | For adopting parents |
| Compassionate Leave | 5 days | Death of immediate family member (spouse, parent, child, sibling) |
| Study Leave | As approved | For pursuing higher education; up to 2 years without pay in career |
| Sabbatical | 6-12 months | After 10+ years service; available once in career; without salary; benefits continue |

4.2 Leave Eligibility

- **Permanent Employees:** Eligible from day 1 of employment
- **Contractual Employees:** Eligible after completion of 3 months probation
- **Part-Time Employees:** Pro-rated entitlements based on hours worked
- **New Joiners:** Earned leave accrual begins from joining date

4.3 Leave Accrual and Carryover

- **Monthly Accrual:** Earned leave accrues at 2 days/month
- **Carryover:** Up to 15 days of earned leave may carry to next calendar year; balance beyond 15 days forfeited
- **Negative Balance:** Employees cannot take leave beyond accrued balance; advancing leave requires manager and HR approval

- **Resignation:** Earned leave balance encashed at final salary rate; losses applied to full-and-final settlement if encashment policy is exceeded

4.4 Leave Application Process

- Request:** Submit leave request via Ultimatix minimum 5 working days in advance (except emergencies)
- Approval:** Manager reviews and approves within 2 working days; escalation to HR if conflict
- Notification:** Approved leave confirmed; employee notifies team of absence coverage
- Medical Certificate:** Sick leave >3 consecutive days requires medical certificate from registered practitioner
- Return:** Employees notify manager of return; manager confirms attendance via Ultimatix
- Documentation:** All leave recorded in personnel file and payroll system

4.5 Leave Without Pay (LWP)

LWP available for specific reasons beyond paid leave, subject to manager and HR approval:

| Reason | Maximum Duration | Notes |
|---------------------------|------------------|----------------------------------|
| Personal exigencies | 30 days/year | Family emergencies, appointments |
| Higher education | 2 years | Full duration of degree course |
| Child's board exams | 90 days | Consecutive or non-consecutive |
| Spousal career relocation | 1 year | One-time in career |
| Health recovery | 180 days | Beyond sick leave exhaustion |
| Maternity extension | 120 days | Beyond statutory maternity leave |

LWP Conditions:

- Deduction applied from salary
- Benefits (insurance, PF contribution) continue
- Job security maintained up to approved LWP end date
- Failure to report by end date triggers separation as "Unauthorized Absence"
- PF contribution may be suspended for unpaid periods >30 days

4.6 Unplanned Absence

- **Notification:** Employee must inform manager and HR within 24 hours of unplanned absence (email, phone, or SMS)
- **Documentation:** Medical certificate required for absence >1 day
- **Deduction:** Absence without leave (AWL) deducted from earned leave; if insufficient, no salary paid for absent days
- **Pattern:** Three AWL incidents in 12 months trigger disciplinary action (counseling, warning)
- **Termination:** Absence >5 consecutive days without approval treated as resignation ("Stopped Attending Without Authorization")

4.7 Public Holidays

TCS observes national (Independence Day, Republic Day, Gandhi Jayanti) and regional/religious holidays (notified annually). If public holiday coincides with weekend or approved leave, no compensation provided.

5. ATTENDANCE AND WORKING HOURS

5.1 Standard Working Hours

- **Weekly:** 40 hours (Monday-Friday, 5-day week)
- **Daily:** 9 hours including 1 hour lunch break (8 hours work + 1 hour break)
- **Standard Shift:** 9:00 AM - 6:00 PM (flexible within ±1 hour window at manager approval)
- **Core Hours:** 10:00 AM - 4:00 PM (mandatory presence for all employees)

5.2 Office Attendance Requirements

Current Policy (Effective June 2025):

- **5-Day Office Attendance:** Employees must report to office 5 days per week (Monday-Friday)
- **Minimum In-Office:** All on billable projects required for in-office attendance
- **On-Bench Policy:** Unallocated employees limited to 35 business days bench time annually; excess time requires remote work restriction and office-only mandate
- **Personal Emergency Days:** Up to 6 days per quarter permitted for personal exigencies (medical appointments, urgent family matters); unused days do not carry over to next quarter

Reporting Location: Employees assigned to designated TCS facilities; home-based work requires explicit project/manager approval (see Remote Work Policy, Section 6).

5.3 Time Tracking and Attendance Records

- **Biometric System:** Attendance tracked via biometric punch (fingerprint or badge swipe) at office entrance
- **System Access:** Employees badge in upon arrival and out upon departure; system automatically logs shift hours
- **Manual Entries:** Exceptions (biometric malfunction, badge loss) require manager notification and manual approval in Ultimatix within same day

- **Records Retention:** Attendance data maintained for 3 years; employee access available via Ultimatix

5.4 Tardiness and Early Departure

- **Late Arrival:** Arrival after 9:30 AM (within ±1 hour flexibility window) recorded as late; three late arrivals in a month trigger manager counseling
- **Early Departure:** Departure before 5:30 PM without manager approval recorded as early departure; three instances in a month require corrective discussion
- **Persistent Tardiness:** >5 late arrivals in a quarter result in written warning and potential suspension (1 day) for repeat violations within 12 months

5.5 Overtime and Work Hours Management

Overtime Compensation:

- Overtime defined as work beyond 40 hours/week
- **Compensation Rate:** 2x hourly rate for overtime hours (double time)
- **Maximum Cap:** 50 hours overtime per quarter (150 hours annually)
- **Approval Required:** Overtime must be pre-approved by manager; emergency overtime communicated within same day
- **Compensation Method:** Paid as additional compensation in following payroll cycle or as compensatory off-time (CTO) if employee requests

Compensatory Off-Time (CTO):

- Employees may request CTO in lieu of overtime pay (1 hour CTO for 1 hour overtime)
- CTO approval requires manager sign-off
- CTO must be availed within 30 days of accrual; unused CTO forfeited
- Encashment of unused CTO not permitted

Work-Life Balance:

- Employees discouraged from routine overtime; chronic overtime flagged to HR for workload review
- No work expected beyond office hours except critical client needs or on-call shifts
- Email/chat communication after work hours should be avoided; emergency only

5.6 Shift and Rotational Work

Some roles require shift work (support, operations, client support):

- **Shift Types:** Morning (6:00 AM - 3:00 PM), Evening (2:00 PM - 11:00 PM), Night (11:00 PM - 8:00 AM)
- **Rotation:** Shifts rotate quarterly or as operational needs dictate
- **Premium Pay:** Night shift work attracts 10% additional pay; evening shift 5% additional pay
- **Off-Days:** Shift employees receive two consecutive off-days; timing aligned with operational requirements
- **Holiday Work:** Shift employees working on public holidays eligible for extra pay (1.5x or 2x rate) or alternative off-day within 30 days

6. REMOTE WORK POLICY

6.1 Remote Work Eligibility

Remote work available for eligible employees subject to manager and HR approval:

Eligibility Criteria:

- Minimum 6 months service completion
- Permanent employment status
- Performance rating: "Meets Expectations" or higher in last appraisal
- Project/client approval for remote setup (certain clients require on-site presence)
- Role eligibility: Individual contributor and team lead roles permitted; senior management and client-facing roles require special approval
- Location within India or approved geographic region

Ineligibility:

- On-bench (unallocated) employees: WFO (Work From Office) mandatory
- Employees on performance improvement plans (PIP)
- Employees with disciplinary actions pending or within 6 months of closure
- Roles requiring on-site presence (infrastructure, labs, secure facilities)

6.2 Remote Work Arrangement Types

Hybrid Model (Current Standard):

- 5 days office attendance per week per current policy
- Exception: Manager may permit 1-2 days remote work/week for specific roles/projects with VP-level approval
- Hybrid approval requires quarterly review and renewal

Full Remote (Limited Exceptions):

- Rarely approved; requires VP and HR Co-approval
- Reserved for specialized roles, senior employees, or unique circumstances
- Annual performance appraisal required for continuation

6.3 Remote Work Requirements and Expectations

Workspace Setup:

- Dedicated, quiet workspace with secure internet connection (broadband minimum 5 Mbps)
- Ergonomic furniture (chair, desk at appropriate height)
- No shared workspaces or public areas (coffee shops, coworking spaces with shared internet)
- Responsible for security of devices and data (no sharing workspace with family)

Security Compliance:

- VPN (Virtual Private Network) mandatory for all company system access
- Multi-factor authentication enabled on all accounts
- No unauthorized device use; approved company laptop only

- Data classification respected: confidential information restricted to secure VPN connection
- No printing of confidential documents at home

Work Hours:

- Core hours 10:00 AM - 4:00 PM IST mandatory for sync calls and collaboration
- Availability expected within 30 minutes of notification for urgent matters
- Chat/email responses expected within 2 hours during work hours
- After-hours communication not expected except emergencies

Productivity Monitoring:

- Employees responsible for tracking own productivity in project management systems
- Manager monitors deliverables, quality, and timelines
- Status updates required via email/chat as per project protocols
- Weekly 1:1 calls with manager recommended; bi-weekly minimum
- Spot-check audits of work and system logs permitted within privacy limits

Equipment Responsibility:

- Employee responsible for security and maintenance of company-provided equipment
- Device loss or theft must be reported to IT/Security within 24 hours
- Costs recovered from employee if loss attributed to negligence (decided by management)
- Insurance available for high-value items (laptops); premium deducted from salary

6.4 Remote Work Approval and Renewal

Initial Approval:

- Application submitted via Ultimatix with business justification
- Manager review and recommendation (1 week)
- HR approval (1 week)
- Formal remote work agreement signed before commencement

Trial Period: First 3 months on remote work basis; performance evaluation at end of period

- If performance maintained: arrangement continued for 6-month term
- If performance declines: return to office required immediately

Renewal: 6-monthly review with manager and HR; continuation based on:

- Continued performance maintenance
- Project/client requirements
- Organizational needs
- Employee request

Revocation: Remote work arrangement may be revoked with 2 weeks notice if:

- Performance deterioration observed

- Client requirements change
- Security breach occurs
- Organizational restructuring necessitates office work

6.5 Equipment and Infrastructure

Provided by TCS:

- Laptop (value up to ₹100,000)
- Monitor (for permanent home office setup)
- Internet stipend: ₹1,000/month reimbursement (with proof)
- Mobile device (project-dependent)

Employee Responsible:

- Desk, chair, and ergonomic setup
- Power backup (UPS/inverter)
- Internet service subscription
- Telephone/broadband bills (partial reimbursement covered)

Reimbursement Eligibility: Internet and phone bills submitted with proof (bill copy); reimbursement processed in following payroll; annual cap ₹12,000

6.6 Transition Back to Office

If remote work revoked, transition follows:

- **Notice:** 2 weeks advance notice of return date
- **Equipment:** Return company-provided equipment within 5 working days post-transition
- **Role Adjustment:** Position assignment may change; relocation support provided if office location differs from original
- **Salary Adjustment:** If location change impacts cost-of-living, salary reviewed (no reduction without discussion)

7. PERFORMANCE MANAGEMENT

7.1 Performance Appraisal Process

TCS implements a structured performance appraisal system aligned with organizational objectives:

Appraisal Frequency:

- **Annual Appraisal:** Conducted December-January each year; covers full calendar year (Jan-Dec)
- **Mid-Year Review:** June-July; informal progress check and course correction
- **Project-Based Appraisal:** Upon project completion or major milestone (for project-based roles)
- **Probation Reviews:** Monthly for first 3 months; summary appraisal at probation end

Appraisal Cycle Timeline:

| Period | Activity |
|---------------|---|
| Dec 1-15 | Appraisal window opens in Ultimatix |
| Dec 15-20 | Employees submit self-evaluation and goal achievement summary |
| Dec 20-Jan 10 | Managers submit ratings and comments |
| Jan 10-15 | HR consolidation and moderation |
| Jan 15-25 | Results communicated to employees via manager one-on-one |
| Jan 25-Feb 15 | Appeal process (if employee contests rating) |

7.2 Appraisal Dimensions and Metrics

Appraisals evaluate four balanced perspectives (EVA Model):

Financial Perspective (25% Weight)

- Revenue contribution (billable hours, project margins)
- Cost efficiency (resource utilization, time management)
- Utilization rate (billable time vs. bench time)
- Invoice value and project profitability

Customer Perspective (25% Weight)

- Client satisfaction scores (quarterly feedback)
- On-time delivery of deliverables
- Quality of work (defect rate, rework)
- Client relationship management and communication

Internal/Process Perspective (25% Weight)

- Project discipline adherence (processes, standards)
- Collaboration with team members (cross-functional contributions)
- Knowledge sharing and mentorship (training junior staff)
- Compliance with company policies and procedures

Learning & Growth Perspective (25% Weight)

- Skill development and certifications acquired
- Training participation and completion
- Innovation and process improvement suggestions
- Career progression readiness

7.3 Performance Ratings

Appraisal concludes with overall rating:

| Rating | Description | Compensation Impact | Action |
|----------------------------|--|----------------------------|---|
| Exceptional (5) | Significantly exceeds expectations; exceptional contribution | Bonus: 150-200% | Fast-track promotion; leadership development; special recognition |
| Exceeds (4) | Exceeds expectations; valuable contribution | Bonus: 120-150% | Promotion consideration; high merit increase |
| Meets (3) | Meets expectations; solid contribution | Bonus: 100% | Standard merit increase; continued employment |
| Partially Meets (2) | Below expectations; improvement required | Bonus: 50-75% | Performance Improvement Plan (PIP) for 3 months; increased monitoring |
| Does Not Meet (1) | Significantly below expectations; performance concerns | Bonus: 0-25% | Mandatory PIP; risk of separation if not improved in 3 months |

Distribution Guidelines: Ratings follow forced distribution:

- Exceptional: 5-10% of population
- Exceeds: 20-30%
- Meets: 50-60%
- Partially Meets: 5-10%
- Does Not Meet: 2-5%

7.4 Performance Improvement Plan (PIP)

Employees rating "Partially Meets" or below enter mandatory 90-day PIP:

PIP Structure:

- 1. Goal Setting (Week 1):** Manager and employee collaboratively define 3-5 specific, measurable improvement goals
- 2. Baseline Assessment:** Current performance documented; gap analysis conducted
- 3. Support Plan:** Training, mentoring, resource allocation identified to support improvement
- 4. Weekly Check-ins:** Manager meets employee weekly to review progress against goals
- 5. Mid-Point Review (Week 45):** Substantial progress assessed; goal adjustments if needed
- 6. Final Evaluation (Day 90):** Achievement of PIP goals assessed

PIP Outcomes:

- **Successful Completion:** Rating improved to "Meets" or better; employee continues; PIP closure noted
- **Partial Improvement:** Rating upgraded to "Partially Meets"; second 90-day PIP offered (rare); or employee counseled toward separation
- **Unsuccessful Completion:** Performance not improved; separation discussion initiated; exit compensation offered per Separation Policy

During PIP: No promotion, transfer, or salary increase considered; bonus may be withheld or reduced; continued employment contingent on improvement.

7.5 360-Degree Feedback (Optional)

Purpose: Comprehensive behavioral feedback from multiple perspectives for development and advancement.

Participants:

- Employee completes self-assessment
- 5-8 colleagues (peers, senior manager, junior staff, cross-functional partners) provide confidential feedback
- Manager provides supervisory perspective

Frequency: Annual or as needed for leadership development track; not mandatory for all employees.

Output: Consolidated feedback report highlights strengths and development areas; used for coaching and career planning.

7.6 Promotion and Career Progression

Promotion Criteria:

| Factor | Weight | Assessment |
|-----------------------|--------|---|
| Performance Rating | 35% | Minimum "Meets" rating for past 2 years |
| Skills & Competencies | 25% | Role-specific technical and soft skills |
| Leadership Readiness | 20% | Potential for higher responsibility |
| Tenure in Role | 10% | Minimum 2-3 years at current level |
| Organizational Need | 10% | Business requirement for higher role |

Promotion Process:

1. **Nomination:** Manager nominates eligible employee; self-nomination also permitted
2. **Evaluation:** Promotion committee (manager, skip-level manager, HR) reviews nomination against criteria
3. **Interview:** If shortlisted, promotion panel interviews candidate on competencies and vision
4. **Decision:** Promotion approved or candidate provided feedback for development
5. **Communication:** Promoted employee informed by HR; salary adjustment effective from month following approval

Promotion Frequency: Typically annual (during appraisal cycle); promotions effective February 1.

Promotion Ineligibility: Employees with pending disciplinary actions, on PIP, or with recent separation notice ineligible.

8. COMPENSATION AND BENEFITS

8.1 Compensation Structure

TCS compensation comprises fixed and variable components, competitive within IT industry:

Fixed Component (60-65%):

- **Base Salary:** Core fixed compensation
- **Dearness Allowance (DA):** Inflation-adjusted component; reviewed annually (Jan)
- **House Rent Allowance (HRA):** Percentage of fixed pay; varies by city tier
- **Other Allowances:** Transport, communication, meal allowances as applicable

Variable Component (35-40%):

- **Quarterly Incentive (QI):** Paid in Mar, Jun, Sep, Dec; based on project profitability and individual contribution
- **Annual Bonus:** Typically 2-4 months salary; contingent on appraisal rating and organizational performance
- **Performance Bonus:** Special bonus for exceptional contribution or projects; discretionary

Compensation Adjustment:

- **Annual Review:** January each year; adjusted for inflation (DA linked to CPI index) and merit increase (0-8% based on performance)
- **On Promotion:** Salary adjusted to new role level; minimum 8-10% increase
- **On Transfer/Relocation:** Cost-of-living adjustment applied if city tier changes
- **No Reduction Policy:** Salary never reduced without employee consent and documented discussion

8.2 Benefits Package

Insurance Benefits:

- **Health Insurance:** Comprehensive cashless health insurance for employee + 3 family members; covers hospitalization, maternity, critical illness
- **Life Insurance:** Life cover amount = 12x monthly salary (inclusive of variable component); option to increase coverage
- **Accidental Disability Benefit:** Additional coverage for accidental injury or disability
- **Permanent Disability:** 60% of annual salary payable if disability prevents work

Retirement and Savings:

- **Employee Provident Fund (EPF):** 12% of fixed pay contribution by employee + 12% by employer; vested with 5 years service
- **Gratuity:** Payable at separation after 5 years service; calculated as (15 days final salary × years of service) ÷ 30
- **Employee Stock Ownership Plan (ESOP):** Offered to select senior employees and high performers; vested over 3-4 years

Wellness Programs:

- **TCS Wellbeing Portal:** Mental health counseling, fitness programs, nutrition guidance; free for all employees
- **Fitness Reimbursement:** ₹500/month reimbursement for gym membership (with proof)
- **Medical Reimbursement:** Routine health check-up allowance: ₹5,000/year
- **Stress Management:** Yoga classes, meditation sessions offered at office; free participation

Family Support:

- **Childcare Assistance:** Day care allowance ₹2,000/month for children <5 years
- **Education Support:** Scholarship for employee children; merit-based selection
- **Spouse Career Counseling:** Career guidance and outplacement support for spouse (if leaving due to relocation)

Leave Encashment:

- **Annual Encashment:** Up to 5 earned leave days may be encashed annually at last drawn salary rate
- **Separation Encashment:** All unused earned leave encashed in full-and-final settlement at separation
- **Restriction:** Encashed leave cannot exceed 30 days in a calendar year total

8.3 Taxation and Statutory Deductions

Standard Deductions (Automatic):

- Income Tax (calculated as per IT Act, 1961)
- Employee Provident Fund (EPF): 12% of fixed pay
- Professional Tax: As per state rules (typically ₹200/month)
- Employees' State Insurance (ESI): If applicable (typically for lower salary bands)

Voluntary Deductions (Employee Choice):

- Health Insurance premium (portion)
- Loan repayment (if availed from TCS Credit Society)
- Charitable donations
- Subscription to TCS Wellbeing programs (if applicable)

Tax Planning Support: HR provides guidance on 80C investments, medical claims (80D), house loan benefits; annual tax computation statement provided by January 31.

8.4 Loan Schemes

TCS Credit Society offers concessional loans to employees:

| Loan Type | Maximum | Interest Rate | Tenure | Purpose |
|------------------|-------------------------|----------------------|---------------|--------------------------------|
| Personal Loan | 3x monthly salary | 7-8% | 24-60 months | Any personal need |
| Home Loan | Up to 85% property cost | 4-5% | 15-20 years | Residential property purchase |
| Vehicle Loan | 80% vehicle value | 6% | 36-60 months | Two-wheeler, car, used vehicle |
| Education Loan | ₹2 lakhs/child | 5% | 60 months | Higher education of children |

Eligibility: Minimum 1 year service; clear attendance/discipline record; no pending dues.

Application: Apply via HR/Credit Department; approval within 2 weeks; deduction from salary.

8.5 Retiree Benefits

Employees completing 20+ years service and separating at/after age 50 eligible for:

- **Post-Retirement Health Insurance:** Coverage up to age 70; employee contributes 50% premium
 - **Pension Support:** Counseling on retirement planning and pension investment
 - **Alumni Network:** Access to TCS Alumni portal; networking and continued learning opportunities
 - **Outplacement Services:** Career guidance for post-TCS opportunities
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9. GRIEVANCE REDRESSAL

9.1 Grievance Definition

A grievance is any complaint, concern, or dissatisfaction regarding:

- Work conditions (safety, workload, tools, resources)
- Compensation and benefits (salary, bonus, leave encashment)
- Unfair treatment or discrimination
- Denial of promotion, transfer, or training opportunity
- Harassment or bullying
- Policy violation or inconsistent application
- Any work-related matter affecting employee well-being

9.2 Three-Tier Grievance Process

Tier 1 - Informal Resolution

Objective: Rapid, amicable resolution through direct communication.

Process:

1. Employee raises concern informally with immediate manager
2. Meeting scheduled within 2 working days
3. Manager listens, clarifies, and explores resolution options
4. Solution discussed and documented (email summary)
5. Agreed action taken within 5 working days
6. Employee confirms resolution satisfactory

Timeline: 7 working days maximum

If Resolved: Grievance closed; no further escalation needed.

If Unresolved: Employee proceeds to Tier 2.

Tier 2 - Formal HR Grievance

Objective: Formal investigation and resolution by impartial HR authority.

Process:

1. **Submission:** Employee submits formal written complaint via Ultimatix or email to Grievance@tcs.com within 30 days of incident

2. Complaint Contents:

- Nature of grievance (clear, specific details)
- Date of incident(s)
- People involved
- Evidence or witnesses
- Resolution sought
- Signature and date

3. Acknowledgment: HR acknowledges receipt within 1 working day; assigns grievance ID and investigation officer

4. Investigation (5-10 working days):

- Investigator interviews complainant (detailed statement)
- Interviews respondent (manager/alleged perpetrator)
- Interviews witnesses/relevant parties
- Collects documentary evidence
- Maintains confidentiality; restricts information to need-to-know

5. Investigation Report:

- Findings documented with evidence summary
- Root cause analysis
- Recommended resolution/action
- Report shared with HR Manager for approval

6. Resolution Communication:

- Employee and respondent informed of findings
- Corrective action communicated (if substantiated)
- Remedial steps explained (e.g., policy clarification, training, compensation)

7. Timeline: 15 working days from complaint receipt to resolution communication

Timeline Extensions: HR may extend investigation by 5-10 days if:

- Investigation scope requires external parties (clients, vendors)
- Parties unavailable or additional evidence emerges
- Complex case necessitating senior management input

Tier 3 - Appellate Review

Objective: Independent review of Tier 2 resolution if complainant disagrees.

Process:

1. Appeal Submission: Within 7 working days of Tier 2 resolution, employee submits written appeal via email to GrievanceAppeal@tcs.com with:

- Grievance ID
- Reason for disagreement with resolution
- Additional evidence or information
- Specific relief sought

2. Appeal Consideration:

- Independent Appeals Committee (HR Business Partner, Senior Manager, Employee Relations Head) reviews file
- No new investigation conducted unless significant new evidence emerges
- Committee determines if Tier 2 process was fair and finding reasonable

3. Appeal Decision:

- Committee upholds, reverses, or modifies Tier 2 resolution
- Decision communicated within 10 working days

- Decision is final and binding
4. **Timeline:** 15 working days from appeal submission to decision

9.3 Special Grievances - Fast Track Procedures

Sexual Harassment (POSH Complaint):

- Reported to Internal Complaints Committee (ICC) within 3 months of incident
- Separate formal process per POSH policy
- Investigation timeline: 30 days maximum
- Confidentiality and anti-retaliation provisions apply
- Detailed POSH procedure outlined in separate policy document

Discrimination or Bullying:

- HR Director level investigation
- Fast-track resolution: 10 working days
- Senior management involvement

Safety or Compliance Violation:

- Escalated to Compliance and Risk team
- Investigation within 5 working days
- Action taken immediately if risk to employee safety identified

9.4 Confidentiality and Anti-Retaliation

Confidentiality:

- Grievance details restricted to investigation team and management decision-makers
- Complainant, respondent, and witnesses entitled to confidentiality
- Public disclosure or discussing grievance details considered breach of confidentiality; subject to disciplinary action

Anti-Retaliation Protection:

- TCS strictly prohibits any adverse action against employee filing grievance
- Retaliation includes: denial of benefits, adverse appraisal, denial of promotion, transfer to undesirable location/role, salary reduction
- Employee reporting retaliation protected under whistleblower policy
- Retaliation substantiated results in disciplinary action against retaliating party, potentially termination

No Impact on Performance: Grievance filing not reflected in performance appraisal; appraisals proceed independent of grievance status.

9.5 Documentation and Record Keeping

- All grievances registered in centralized grievance register (Ultimatix)
- File maintained for 5 years post-closure
- Employee access to grievance record and resolution documentation provided upon request
- Confidential storage with restricted access

9.6 External Escalation

If employee remains unsatisfied after exhausting internal process:

- **Labor Department:** File complaint with District Labor Commissioner (under Industrial Disputes Act or relevant state labor law)
- **National Commission for Women:** If grievance involves gender-based discrimination
- **Legal Recourse:** Employee may pursue civil litigation or labor court appeal
- **Internal Audit/Ombudsman:** If available, may request independent review

TCS encourages internal resolution; external escalation not penalized but may affect relationship continuation.

10. POLICY REVIEW AND AMENDMENT

10.1 Policy Review Cycle

This HR Policy Manual undergoes comprehensive review:

- **Annual Review:** Entire manual reviewed January each year
- **Regulatory Updates:** Policies updated within 15 days of new labor law changes
- **Ad-Hoc Updates:** Critical policy changes implemented immediately with notification

10.2 Amendment and Communication

Amendment Process:

1. Draft policy revisions prepared by HR policy team
2. Legal review conducted for compliance
3. Senior management (CHRO/VP level) approves amendments
4. Changes communicated via email and Ultimatix notification
5. Training conducted for HR teams and managers
6. Updated manual published; previous version archived

Communication:

- Email notification with summary of changes
- Change log highlighting amendment date, section, and change detail
- Ultimatix learning module for significant policy changes
- Manager briefing on implementation

Effective Date: Policy amendments effective 7 days post-notification unless emergency circumstances (labor law compliance) require immediate implementation.

10.3 Employee Acknowledgment

All employees acknowledge receipt and understanding of this manual:

- **Initial Acknowledgment:** At onboarding, signed in HR record
- **Amendment Acknowledgment:** For material changes, online acknowledgment via Ultimatix required
- **Disclaimer:** Signing does not waive employee rights under applicable labor law

10.4 Policy Interpretation

In case of ambiguity:

- **Policy Intent:** Interpreted to benefit employee while maintaining organizational fairness
- **Conflict with Law:** If policy conflicts with applicable labor law, law supersedes policy
- **HR Interpretation:** Official interpretation provided by HR Director; binding unless challenged

10.5 Non-Compliance and Disputes

- Employee believes policy applied unfairly: Grievance process available
- Manager believes employee violating policy: Progressive discipline per policy
- Irreconcilable dispute: Escalation to HR Director; legal counsel engaged if necessary

APPENDIX: ACKNOWLEDGMENT AND SIGNATURE

Employee Acknowledgment of HR Policy Manual

I hereby acknowledge receipt of the TCS Comprehensive HR Policy Manual, Version 2.0 (December 2025). I have read, understood, and agree to comply with all policies contained herein.

I understand that:

- This manual is part of my employment contract
- Violations may result in disciplinary action
- Policies apply consistently across all employees
- My employment is at-will unless governed by employment agreement
- Nothing in this manual waives my statutory rights under applicable labor laws

I confirm that:

- I received a complete copy of the manual
- I have had opportunity to ask questions and seek clarification
- I understand the grievance redressal process available to me
- I understand the anti-retaliation and confidentiality provisions

Employee Name: _____

Employee ID: _____

Department: _____

Date of Joining: _____

Signature: _____

Date of Acknowledgment: _____

Manager Name: _____

Manager Signature: _____

Date: _____

HR Authorized Signature: _____

Date: _____

DOCUMENT CONTROL

| Ver sio n | Dat e | Changes | Appr oved By |
|--------------------------|------------------|---|-----------------------------|
| 1.0 | Jan 202 0 | Initial Policy Manual | CHR O |
| 1.5 | Jun 202 2 | Remote Work Policy Addition | VP HR |
| 2.0 | Dec 202 5 | Comprehensive Update: Leave Policy, Attendance (5-day policy), Performance Management, Grievance; Compliance with 2025 Labor Laws | CHR O & Legal |

Document Classification: Internal - Confidential

Distribution: All Employees, Managers, HR Personnel

Review Date: January 2026

Next Scheduled Amendment: January 2027

This HR Policy Manual is a comprehensive guide to TCS employment practices. For interpretation queries or exceptions, contact HR Department at HR@tcs.com or visit the Ultimatix Employee Portal.