

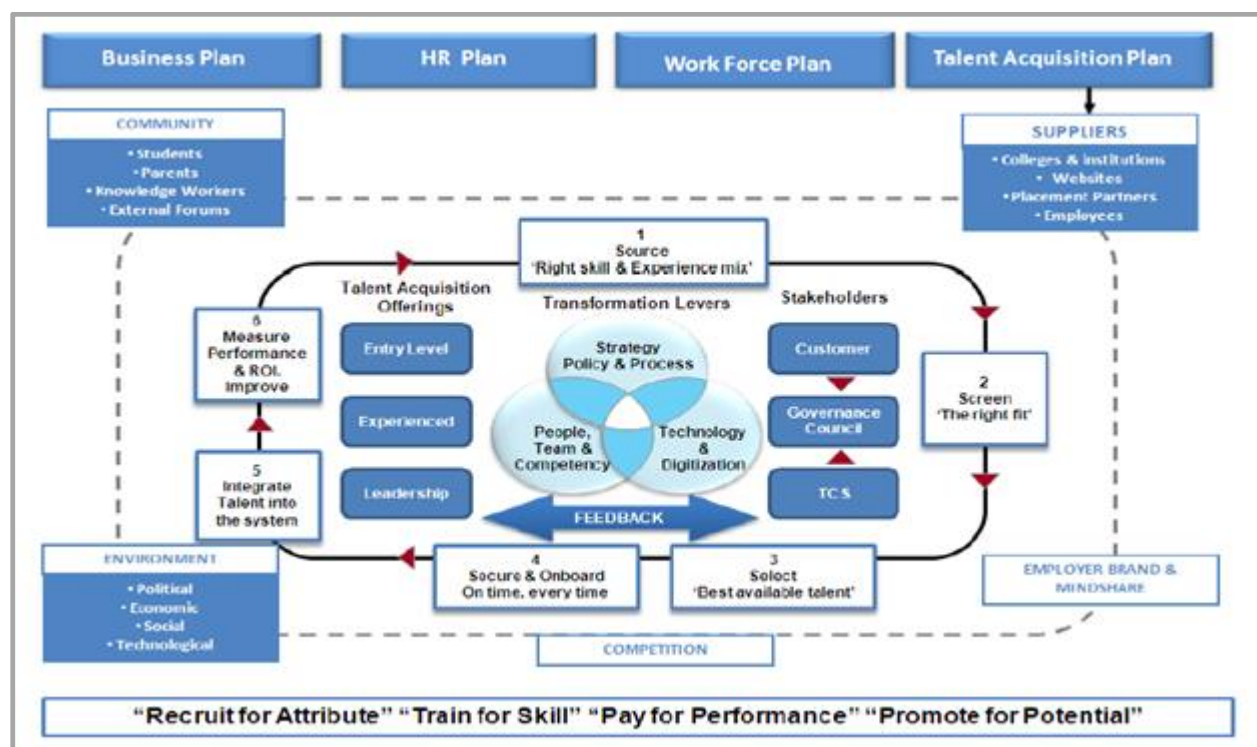
Provide a brief proposal for how your organization would support this working model (MBSM). Include the following:

- Talent identification and retention

### **Talent Identification –**

At TCS we have developed an ecosystem consisting of three effective transformation levers – Strategy & Policy, Technology & Digitization and People & Competency which enables management of stake holder requirements through the Talent Acquisition offerings.

### **TCS Recruitment Framework:**



Our award winning hiring process with many industry acclaims to validate its efficiency and effectiveness. Our Talent Acquisition framework is designed to ensure that only the best talent is hired in the organization. Our human resources strategy has enabled us to attract, integrate, develop and retain the best talent to deliver business growth. We have a highly evolved and efficient hiring model which allows a high degree of scalability and flexibility in terms of staffing. Before we source externally, our hiring managers check for internal resources from the Resource Management Group (RMG). If the required skills cannot be found internally, the hiring manager will send a request to the Talent Acquisition Group (TAG) giving them a job description and proof of authority to recruit. Our hiring philosophy emphasizes on the assessment of core competencies aligned to the role requirement for which candidates are being considered.

**Talent Acquisition Strategy:**

We have a well-defined policy for the hiring and training of campus hires as well as lateral hires that help us scale-up on short notices. Our strategy for recruitment for the above positions will be based on intelligent manpower forecasts based on industry trends and demands.

Our TAG team creates market intelligence reports for the purpose of showcasing data to a prospective client. It is based on reports from NASSCOM industry trends and other such agencies, information derived from company websites and hiring patterns taken from job portals and our internal employees. Apart from above sources, forecast is also looked at based on projections from various Industry Solution Units. We get information regarding the availability of fresh talent from different college/university campuses and the data of other companies participating in campus recruitment helps us know industry hiring trends.

Lateral hires are recruited from the industry from time to time to meet any industry-specific or technology-specific requirements. These specialists, with professional experience in various domain and technology areas, are screened, interviewed and inducted to suit TCS' requirements,

**Recruitment and Onboarding:**

Below are some hiring guidelines that are followed:

Seed Team requirements are mostly catered to internally by the high potential pool of associates maintained by the Resource Management Group (RMG).

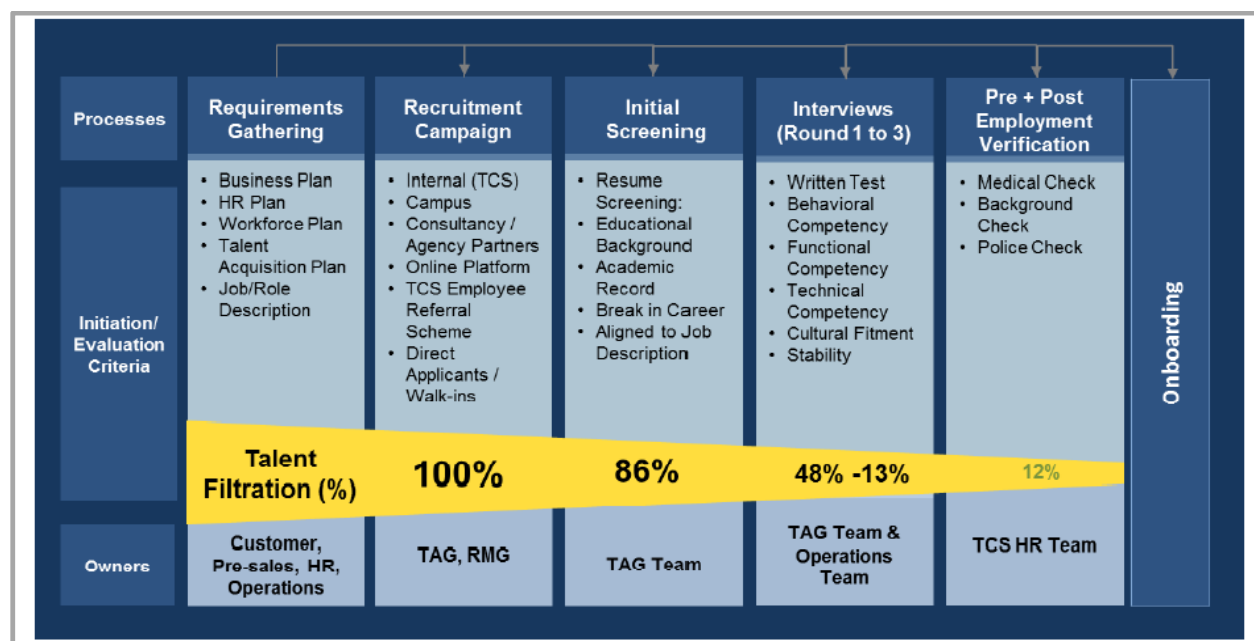
**For external hiring**

- Minimum education requirement: 15 years (10 +2+3) of fulltime education and aggregate of gap during education / service experience not exceeding 2 years
- Basic Screening done by assessing candidate: Job Descriptions (JD) match drawn from the technical and behavioral requirements for the role through HR screening and technical screening
- Interviews to assess candidature fit through behavioral event interviews
  - o HR Round for behavioral competency, culture fit and stability of tenure
  - o Technical Round for assessing functional competency, subject knowledge/niche skill evaluation
  - o Management round to assess their stability, attitude, overall fitment and ethics and values

For leadership hiring, candidates undergo specific competency assessments. Post assessments based on their match to the expected level of proficiency, experience bracket, internal compensation, benefits guideline and fitment is finalized.

For all positions a thorough background check is done for a clean track record. TCS is very particular about the strict adherence to the Tata values laid down by the Tata Code of Conduct even in recruitment and insist on absolute fit of candidates to this code of conduct at hire.

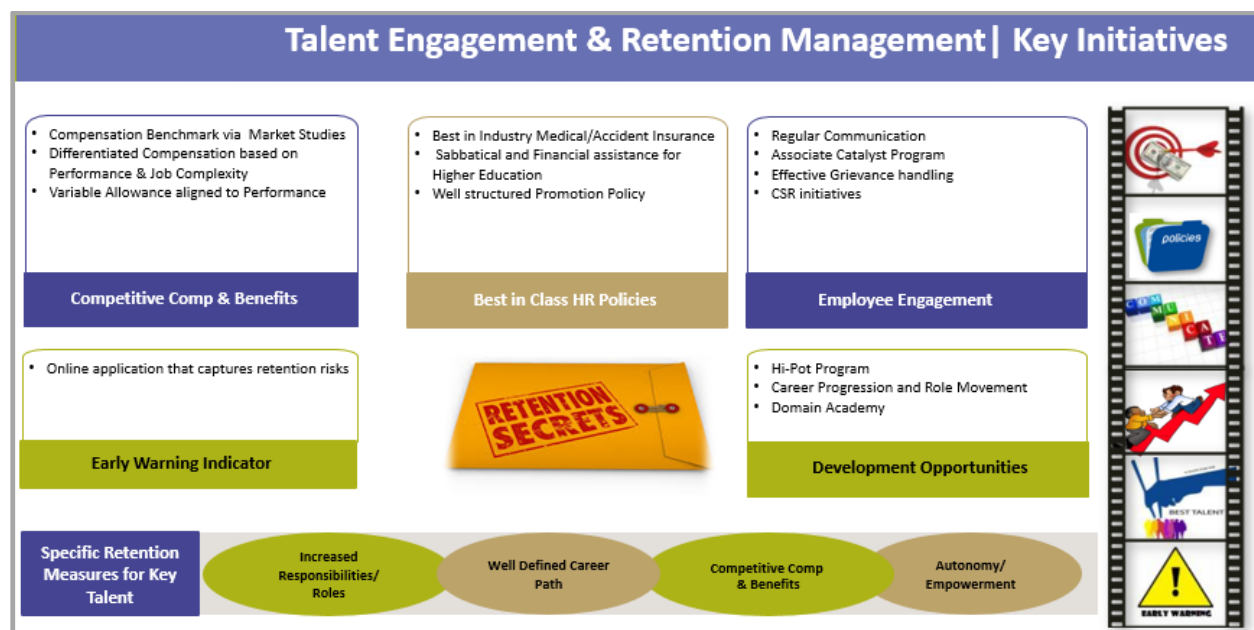
The different levels of the on boarding process are designed to skim out the best talent, which is indicated by the fact that only about 12 percent of the candidate potential pool are selected after the final screening.



### Employee Attrition and Retention Management –

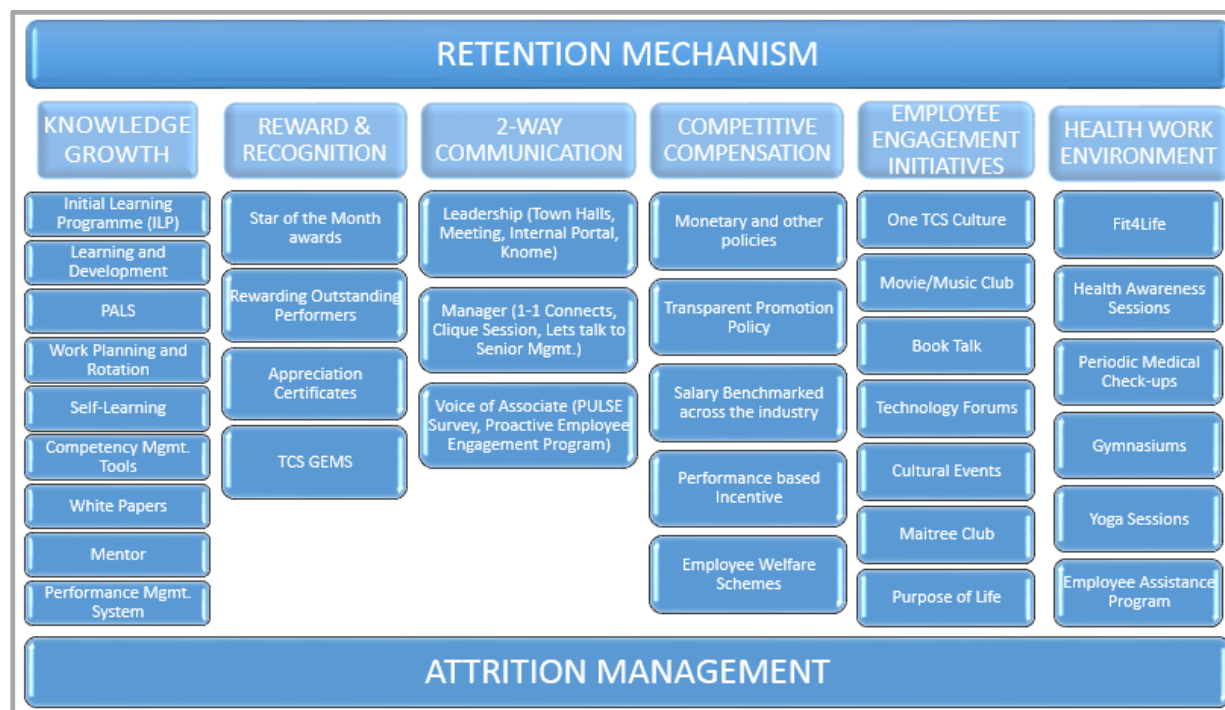
TCS has been attracting good talent pool and maintaining high retention through various employee centric program and retention strategies. TCS remained the industry benchmark for talent retention with the lowest employee attrition rates in industry.

We are a talent driven organization with best in class strategies for attrition management. TCS is the world's first organization to achieve an enterprise-wide Maturity Level P-CMMi® based on SCAMPI, hence we continuously benchmark and standardize our practices to improve employee retention and attract the right candidates. To enable this we have invested heavily in building an employee-friendly culture and developing mature people-processes. TCS's progressive workforce policies and benefits, various employee engagement and welfare initiatives and Employee Assistance Programs, have addressed stress management, promoted work life balance and helped TCS to maintain low attrition.



### Retention Mechanism

TCS identifies tenured staff that has spent a reasonable length of time in a particular operation and keeps a tab on their aspirations to take up challenging assignments. Over these years, we have established several other proven and proactive attrition management and retention mechanisms which we adopt to lower employee turnover rates.



- Knowledge Growth: TCS over the years has successfully leveraged various global knowledge resources and has ensured that its workforce gets the best training. Various training programs have been developed and are being imparted in an ongoing manner to empower the workforce with the required skills to perform their work effectively.
- Reward and Recognition Mechanisms: TCS has several schemes of recognizing and rewarding employees through its online Reward and Recognition system.
- Maintaining two way communication:
  - o From Leadership
  - o From Managers
  - o Voice – a forum for sharing thoughts and feedback and Pulse
- Competitive Compensation Model: TCS has adopted a competitive compensation model based on the principle of Economic Value Added (EVA).
- Employee Engagement Initiatives: TCS HR conducts various associate engagements to improve work environment and build a sense of belonging with the associates, which aims at building “One TCS” culture across the globe.
- Healthy Work Environment: TCS is committed to provide a healthy and safe work environment, free from accidents, injuries and occupational health hazards.

### **Attrition Management**

- Further, attrition forecasting and identification of Early Warning Indicators (EWI) is done by the Talent Engagement Group and delivery managers on a monthly basis at a domain / project level to identify potential attrite based on associate performance and behavior patterns. This helps in handling attrition at the initial intent level before it translates into formal resignation notification.
- With our long seasoned experience in managing a three generational workforce, Following have been some of our observations:
  - o Iterated focus on Talent Development thereby enabling enriching career development opportunities that are based on their aspirational goals and organization priorities.
  - o Beyond work engagement opportunities to cater to the physical, emotional and cognitive wellbeing of associates
  - o Constant benchmarking of people practices with Industry, including compensation and benefits, to ensure we constantly improve on our best practices for enabling a fulfilling and vibrant work environment for employees.

### **J&J Specific Hiring Strategy for Current Ongoing Engagement –**

For J&J based on current project requirements we have associates having skill sets of CDISC standards, ADaM, TLFs and good Therapeutic area knowledge.

### **Talent Identification**

Typically for J&J we look for the following expertise:

- 1) Therapeutic area (Neuroscience & Immunology)



- Have some exposure working on MDD, Alzheimer, Rheumatoid Arthritis, Psoriasis, etc.
- Knowledge of the Questionnaire datasets.
- 2) CDISC (SDTM and ADaM)
  - Basic Knowledge of standard metadata.
- 3) SAS
  - Since J&J has specific ways of developing the datasets and TLFs by developing macros we look for the candidate having expertise in SAS macros.
  - Macros Debugging Skills to understand and execute the J&J macros.
- 4) For hiring at programming and team lead
  - Good communication and interpersonal skills.
  - Good understanding of Protocol and SAP.
  - Knowledge of standards for Neuroscience and Immunology.
  - Good knowledge of widely used Questionnaire data (few examples include MADRS, CSSRS, PACC).

### **Talent Retention**

We understand the criticality of retention and continuity of knowledge and capability within the team and organization. We ensure that all the associates working on J&J has the complete knowledge of the J&J system and have expertise in technical and soft skills. Following are few of the skills we continuously upskill and emphasize on:

<b>Janssen Specific Skill Development</b>	Therapeutic Area Trainings
	CDISC Standards
	Macro Skill Development
	Janssen System (LSAF, S: Drive)
	Knowledge Sharing and Transfer
<b>Soft Skills</b>	Core Growth Path
	1-1 Monthly
	Feedback Mechanism

We strive to maintain a dynamic and stimulating work environment. This together with best in class people practices ensures a fulfilling career for all associates, enabling increased employee satisfaction, higher productivity that translates into higher retention of talent.