

1. INTRODUCTION

Tech Mahindra (Americas), Inc., is a wholly-owned subsidiary of Tech Mahindra Limited, a leading provider of software development and related information technology services.

Tech Mahindra (Americas), Inc. is engaged in the development and delivery of global information technology business solutions through its sales and marketing operations in the United States and through its international network of affiliates located in Europe, Africa, Australia and Asia. In the United States Tech Mahindra (Americas) Inc. has more than four thousand (4000) employees, including professional information technology experts providing customized strategies and business solutions to our diverse client base.

Tech Mahindra is a specialist in digital transformation, consulting and business re-engineering solutions. We are a USD 3.5 billion company with 98,000+ professionals across 51 countries. We provide services to 674 global customers including Fortune 500 companies. Our innovative platforms and reusable assets connect across a number of technologies to deliver tangible business value to all our stakeholders. Tech Mahindra is also amongst the Fab 50 companies in Asia as per the Forbes 2014 List. We are part of the USD 16.5 billion Mahindra Group that employs more than 200,000 people in over 100 countries. Mahindra operates in the key industries that drive economic growth, enjoying a leadership position in tractors, utility vehicles, information technology, financial services and vacation ownership.

2. BENEFICIARY

Beneficiary Name	Rahul Gaikwad
Position	Programmer Analyst
Petitioner	Tech Mahindra Americas Inc.

The Beneficiary is qualified for the foregoing position based upon His 9+ years of experience in the Information Technology industry for Telecom & IT Domain. He is experienced with Problem management, Incident/Defect management, Root cause/Quality analysis, Quality assurance & Process Improvement area. He has very good knowledge in bug reporting tools (TDP, AOTS & Remedy tool-Jira) & quality control technologies for telecom IT Domain. He has also worked on various projects of problem management for defect preventions with quality assurance analysis. During this time He experienced working on onshore / offshore model for supporting the e-commerce application of AT&T. He has expertise in using tools like IBM Tealeaf, Splunk, Kibana for doing log level analysis of production issue.

He has proficiency in ensuring compliance to Quality using Pareto Diagram, Cause & Effect Diagram, Histogram, Control Charts, Scatter Diagrams, Graphs and Check Heets etc.

Conceptualizing and developing Training and Development initiatives for improved productivity, building Capability and quality enhancement.

Beneficiary was awarded MCA degree.

Reporting tools	Tableau
Analytical & Visualization tools	Splunk, Microsoft Excel, Tealeaf Dashboards, Splunk Dashboards, SI (Service Intelligence) Web.
Ticketing platforms	HP Service Manager, JIRA, SharePoint, TDP, Clarify and AOTS
Programming Language	C, C++, Java, SQL, VB Script, HTML
Database	MS-Access, Oracle
Domain Expertise	Telecom, Insurance, E-Commerce, Quality Analysis & Assurance and Problem Management

Operating Systems (OS)	UNIX/Linux, Windows 10, Windows8, Windows 7, Windows XP, Windows 2000,DOS
Web & application server	Apache Tomcat 5.x, 6.0 WebLogic Server11gR1(10.3.5)
Cloud technology	Amazon web services
Automation tools	Selenium Web driver, RPA tools UiPath, Automation AnywHise
Monitoring Tools	Splunk, IBM Tealeaf, JIRA

The Beneficiary has a proven record of accomplishment in the technology competence and is poised to add significant value to the projects. He has in-depth knowledge of **Quality management, Process improvement and** ITIL framework.

He has been trained and has contributed to CMMI Level 5 Audits. Implemented Six Sigma solution kit for reduction of Incident count across delivery. He has end to end application knowledge and can help to advise improvements from Quality Perspective. He has in-depth knowledge of Core Telecom Domain on both Consumer and Retail side.

Beneficiary has been identified to execute the responsibilities by virtue of His specialty occupation and exposure to below mentioned areas:

- Receive and handle the production tickets raised against issues faced by AT&T customers while using AT&T online Services and support channels.
- Identifying, Triaging and assigning the issue to the right teams involved by using Defect management Tool.
- Analyzing the session of online customers using analytical tools like Tealeaf, Splunk and see the magnitude of business impact and suggest solutions.
- Finding and packaging the needed details of the defects for ATT's e-commerce website and moving them towards resolution.
- Timely Reporting/Escalating critical/blocker issues to stakeholders.
- Arranging and attending fault calls and tracking the issues.
- Interacting with developers and otHis teams for requirements, design and defect reporting and tracking.
- Problem management team task during sustainment releases and hot fixes.
- Analysis of root cause of issues/defects & resolution for same.
- Provides technical Support to Testers as well as environment managers to solve the issues
- Maintaining application quality Index of Consumer wireless, Consumer entertainment, consumer services area.
- Gathising & Analyzing the defect trend data, defect triggering points and information on problems or procedures.
- Developing and implementing plans for process & quality improvement.
- Reviewing forms and reports and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.
- Working on special projects to improve operating efficiency of technical/applications support.
- Designing & assisting Quality Control process of new releases of the software.

3. PROJECT DESCRIPTION

This project is Service quality engineering management- Problem management for AT&T Consumer Wireless Sales and Services, Consumer entertainment Sales, Consumer services & Order Capture Engine module. The main goal of this project is to enhance customer's online experience on AT&T web application and monitor the errors using the analytical tools, triage production bugs and support during the releases actively to address the technical and production deployment issues. It takes care of performing Problem

management task to ensure completeness of information provided to developer for fixing it and by moving the defect towards resolution. It also ensures quality to end users & implement quality assurance plans for process & end users web experience improvement.

4. TASK/ACTIVITIES

As a PROGRAMMER ANALYST, the following tasks are required to be performed:

- GathHising & Analyzing the defect trend data, defect triggering points and information on problems and procedures.
- Develop and implement plans for process & quality improvement.
- Perform testing on various software, telecom and reporting systems. Validate that user expectations are achieved during the testing process.
- Develop and execute test plans, test cases, and test scripts, according to design specifications.
- Review forms and reports and confer with management and users about format, distribution, and purpose, and to identify problems and improvements
- Identifying, Triaging and assigning the issue to the right teams involved by using Defect management Tool.
- Analyzing the session of online customers using analytical tools like Tealeaf and see the magnitude of business impacted and suggests a solution.
- Oversee non-conformance root cause analysis process and evaluate non-conformance trends to identify areas of improvement.
- Develop and implement the project specific Quality assurance to ensure compliance by all personnel
- Manage quality assurance with accurate documentation and monitor performance standards.
- Timely Reporting/Escalating critical/blocker issues to stakeholders & implement quality assurance plan.
- Perform Problem management team task during sustainment releases and hot fixes.
- Responsible for creating SLA Compliance, Quality analysis Report (Daily, Weekly and Monthly Status Report for Client) & quality assurance plan.
- Analysis of root cause of issues/defects & resolution for same.
- Technical Support to Testers as well as environment managers to solve the issues
- Preparing case studies for SLA missed cases for justification.
- Responsible for maintaining application quality Index of Consumer wireless, Consumer entertainment area.
- Review tasks and reports to ensure accuracy, completeness, and compliance.
- Preparing defect statistic report & working on weekly trends to maintain quality
- Quality analysis of the services from Defects flow trend.

Work Location:

Tech Mahindra Enterprise Integration solutions is offering Integration strategy as a services and approaches integration to create customized solutions. The mentioned role needs to be locally based to assimilate the latest emerging technology and drive the Integration strategy for the clients.

5. DELIVERABLES

Following are some of the key deliverables as PROGRAMMER ANALYST:

- Work with all stakeholders to capture requirements and ensure timely delivery so to manage compliance to SLAs agreed upon. Ultimate goal will be to deliver the quality work as per the processes laid down by AT&T.
- Interface between the customer and delivery teams at onsite and offshore to ensure expected quality and accuracy of the deliverables.

- Monitor overall SLA compliance – Review performance of Service delivery unit against Operational agreements or Service Level agreements and drive the Service owners to deliver the committed Quality.
- Troubleshooting, triaging, and packaging production issues
- Monitor production defects and drive it to resolution
- Production defect communication and liaison with Business and IT via calls and chat rooms
- Daily Leadership reports on production defects, trends, and status
- Perform or direct revision, repair, or expansion of existing programs to increase operating efficiency or adapt to new requirements.
- Design, evaluate, recommend, and approve changes of forms and reports.
- Implement records management program for filing, protection, and retrieval of records, and assure compliance with program.
- Review forms and reports and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.
- Interview personnel and conduct on-site observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.
- Create Dashboards to estimate the API performance using the client recommended tools
- Prepare manuals in use of new forms, reports, procedures or equipment, according to organizational policy.
- Responsible for designing and executing tests cases to uncover defects and improve the overall quality of our software.
- Reviewing requirements and solution design, providing feedback as needed.
- Test individual system components: Client, Web, databases, APIs, utilities.
- Participate in internal assessments and audits as required.
- Identify and troubleshoot equipment problems.
- Evaluate new technologies and methods to make recommendations regarding their use.
- Perform validations or transfers of analytical methods in accordance with applicable policies or guidelines.
- Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.

6. TASKS PERCENTAGE BREAKDOWN

Percentage of time	Detailed description of the onsite Tasks performed
50% Production problem management & Quality Assurance	<ul style="list-style-type: none"> ➤ Receive and handle the production tickets raised against issues faced by AT&T customers while using AT&T online sales and support channels. ➤ Analyze the tickets by reproducing the issue. Find the root cause with help of development tools and resolve or dispatch the ticket to the appropriate development team with additional information and bring the ticket to closure. ➤ Interact with various development/support teams in order to get triggering point of issue and discuss the Business logics behind a scenario. ➤ Fetching the data from Database and Splunk tool to monitoring the daily trends and detect issues. ➤ Analysis of the specifications provided by the clients and participating in weekly team and release meetings ➤ Production validation testing on www.att.com/consumer application to identify and log the defects.

	<ul style="list-style-type: none"> ➤ Analyzing the session of online customers using analytical tools like Tealeaf and see the magnitude of business impacted and suggests a solution. ➤ Identifying the root cause or trigger points of the issues and providing a Process improvement. ➤ GatHising & Analyzing the defect trend data & defect triggering points. ➤ Oversee non-conformance root cause analysis process and evaluate non-conformance trends to identify areas of improvement. ➤ Develop and implement the project specific Quality Assurance Plan to ensure compliance by all personnel ➤ Manage quality assurance documentation and monitor performance standards. ➤ Conduct quality assurance orientations and quality assurance trainings for team members. ➤ Develop understanding of project specifications, releases & best practices followed on project. ➤ Prepare documents for Technical design processes and post implementation documents ➤ Prepare Technical and Business processes documents for Bug-Fix, Maintenance, Stabilization and development work. ➤ Fetching the data from Database and Splunk tool to monitoring the daily trends and detect issues. ➤ Analysis of the specifications provided by the clients and participating in weekly team and release meetings
<p>15% Onsite – Offshore Coordination</p> <p>(Status Review and meetings with the offshore Team and otHis vendors for Quality analysis & Quality Assurance and Plans)</p>	<ul style="list-style-type: none"> ➤ Coordinate with onsite and offshore team during pre-production, post production and deployment for quality assurance. ➤ Coordinate with client and vendors in case of production issues and for quality analysis for production release. ➤ Interacting with Development & otHis downstream teams regarding defects raised in application & for Its ETA to Fix. ➤ Follow- up with downstream team for early resolution of defects. ➤ Driving chat rooms & bridges for early resolution of business critical & high defects ➤ Coordination with team/ stack holders to implement quality assurance plans.
<p>20% Client Interaction for requirement GatHising & Quality Assurance</p>	<ul style="list-style-type: none"> ➤ Attending client meetings to discuss about Application availability & quality assurance plan. ➤ Attending client & Downstream team meetings to discuss about severity 1 defect status. ➤ Attending client meeting for Status reporting, highlighting issues, risks & release updates. ➤ Joining defects bridges for driving issue to get it resolved ASAP. ➤ Attending client call to for collecting requirement details & process improvement plan discussion ➤ Escalating promptly any issues that may impact operations with the help of pre-alert tools ➤ Attending daily calls to update daily health of all LOB
<p>15% Weekly & daily Matrices and Project Management</p>	<ul style="list-style-type: none"> ➤ To prepare quality Assurance plans & quality analysis reports after every major release. ➤ To prepare Monthly dashboard to observe month wise status of all counterparts.

	<ul style="list-style-type: none"> ➤ Preparation of Defects statistic report daily to showcase work done daily by team. ➤ To prepare 7day trend of tickets & SLA miss trend per application. ➤ Responsible for sending daily SLA compliance mail. ➤ Preparation of Daily Error Reports, building Tealeaf events, reports, dashboards ➤ Managing client expectations by ensuring the delivery of the highest quality service ➤ Acting on client feedback
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7. TYPICAL DAY/WEEK IN PROFFERED POSITION

Day and Week in the proffered position of PROGRAMMER ANALYST.

Monday – 9am to 12.00 PM noon

- **Onsite – Offshore Coordination :**
 - Scrum call with offshore & onsite team for new production defect discussion & resolution
 - Call with onsite & offshore leads for process improvement plan.
 - Coordinate with onsite and offshore team during pre-production, post production and deployment for quality assurance.
 - Coordinate with client and vendors in case of production issues and for quality analysis for production release.
 - Interacting with Development & otHis downstream teams regarding defects raised in application & for Its ETA to Fix.
 - Follow- up with downstream team for early resolution of defects.
 - Driving chat rooms & bridges for early resolution of business critical & high defects
- **Problem Management & Defect Triaging :**
 - Receive and handle the production tickets raised against issues faced by AT&T customers while using AT&T online sales and support channels.
 - Production validation testing on www.att.com/consumer application to identify and log the defects.
 - Analyzing the session of online customers using analytical tools like Tealeaf, Splunk and see the magnitude of business impacted and suggests a solution.
 - Interact with various development/support teams in order to get triggering point of issue and discuss the Business logics behind a scenario.
 - Analysis of the application errors spikes, sharing with stake holders and ensuring resolution
 - Execute, Control and Monitor project; assign or re-assign tasks to reporting staff; monitor the work progress.
 - Ensure timely delivery; conduct status meetings; update project progress to Program Manager and client stakeholders. Discuss project defects with staff and client team members. Work on process improvement projects and implements changes for cost effectiveness solutions.
 - Responsible for Project coordination activities entailing Planning, as well as application maintenance & enhancement, project progress monitoring, regular reporting to various stakeholders.
 - Scheduling training sessions with product owner and dev team on the new user stories for upcoming releases.

- Document the project(s) progress and update project stakeholders with latest information on a periodic basis. Analysis of customer experience(s) based on Opinion Lab sessions.

12noon to 1pm – Lunch break**1:00 pm to 3:00 pm****Sessions Monitor :**

- Take Customer complaints and sessions from Opinion Lab portal.
- Analyze those session using Tealeaf, Splunk and Dynatrace tools.
- Try to replicate those issue and also will try to quantify the issue.
- Raise TDP to respective development team on the basis of investigation.
- Create tealeaf events based on customer requirement

3:30pm to 6pm**- Client Interaction**

- Attending client meetings to discuss about Application availability & quality assurance plan.
- Attending client & Downstream team meetings to discuss about severity 1 defect status.
- Attending client meeting for Status reporting, highlighting issues, risks & release updates.
- Joining defects bridges for driving issue to get it resolved ASAP.
- Attending client call to for collecting requirement details & process improvement plan discussion
- Escalating promptly any issues that may impact operations with the help of pre-alert tools
- Attending daily calls to update daily health of all LOB

- Weekly & daily Matrices

- To prepare quality assurance plans & quality analysis reports.
- To prepare daily dashboard to observe defect status & track it.
- Preparation of Defects statistic report daily to showcase work done daily by team.
- To prepare 7day trend of tickets & SLA miss trend per application.
- Preparation of Daily Error Reports, building Tealeaf events, reports, dashboards

Note: Critical Defects triaging & Escalation management is taken care at any time of the day.

Tuesday – 9am to 12.00 PM noon**- Onsite – Offshore Coordination:**

- Scrum call with offshore & onsite team for new production defect discussion & resolution
- Call with onsite & offshore leads for process improvement plan.
- Coordinate with onsite and offshore team during pre-production, post production and deployment for quality assurance.
- Coordinate with client and vendors in case of production issues and for quality analysis for production release.
- Interacting with Development & otHis downstream teams regarding defects raised in application & for Its ETA to Fix.

- Follow- up with downstream team for early resolution of defects.
- Driving chat rooms & bridges for early resolution of business critical & high defects

- **Problem Management & Defect Triaging :**

- Receive and handle the production tickets raised against issues faced by AT&T customers while using AT&T online sales and support channels.
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Wednesday – 9am to 12.00 PM noon**- Onsite – Offshore Coordination :**

- Scrum call with offshore & onsite team for new production defect discussion & resolution
- Call with onsite & offshore leads for process improvement plan.
- Coordinate with onsite and offshore team during pre-production, post production and deployment for quality assurance.
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- Interacting with Development & otHis downstream teams regarding defects raised in application & for Its ETA to Fix.
- Follow- up with downstream team for early resolution of defects.
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- Problem Management & Project Management :

- Receive and handle the production tickets raised against issues faced by AT&T customers while using AT&T online sales and support channels.
- Production validation testing on www.att.com/consumer application to identify and log the defects.
- Analyzing the session of online customers using analytical tools like Tealeaf, Splunk and see the magnitude of business impacted and suggests a solution.
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3:30pm to 6pm**- Client Interaction/ Requirement Gathering and Analysis**

- Attending client meetings to discuss about Application availability & quality assurance plan.
- Attending client & Downstream team meetings to discuss about severity 1 defect status.
- Attending client meeting for Status reporting, highlighting issues, risks & release updates.
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- To prepare 7day trend of tickets & SLA miss trend per application.
- Preparation of Daily Error Reports, building Tealeaf events, reports, dashboards

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Thursday – 9am to 12.00 PM noon**- Onsite – Offshore Coordination :**

- Scrum call with offshore & onsite team for new production defect discussion & resolution
- Call with onsite & offshore leads for process improvement plan.
- Coordinate with onsite and offshore team during pre-production, post production and deployment for quality assurance.
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- Problem Management & Defect Triaging :

- Receive and handle the production tickets raised against issues faced by AT&T customers while using AT&T online sales and support channels.

- Production validation testing on www.att.com/consumer application to identify and log the defects.
- Analyzing the session of online customers using analytical tools like Tealeaf, Splunk and see the magnitude of business impacted and suggests a solution.
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 - o Call with onsite & offshore leads for process improvement plan.
 - o Coordinate with onsite and offshore team during pre-production, post production and deployment for quality assurance.
 - o Coordinate with client and vendors in case of production issues and for quality analysis for production release.
 - o Interacting with Development & otHis downstream teams regarding defects raised in application & for its ETA to Fix.
 - o Follow- up with downstream team for early resolution of defects.
 - o Driving chat rooms & bridges for early resolution of business critical & high defects
- **Problem Management & Defect Triaging :**
 - o Receive and handle the production tickets raised against issues faced by AT&T customers while using AT&T online sales and support channels.
 - o Production validation testing on www.att.com/consumer application to identify and log the defects.
 - o Analyzing the session of online customers using analytical tools like Tealeaf, Splunk and see the magnitude of business impacted and suggests a solution.
 - o Interact with various development/support teams in order to get triggering point of issue and discuss the Business logics behind a scenario.
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Note: Critical Defects triaging & Escalation management is taken care at any time of the day.

8. MILESTONES

Below is the high-level milestone plan from the project plan of the Service Quality Engineering Management- PMT in conjunction with AT&T's Integrated Digital Platform development:

Milestone	comments	Actual % Complete	Estimated # of Days	Estimated Start date	Estimated Completion Date
Programme increment phase 1	Continuous Delivery & Operation Management	100%	69	22-Nov-17	30-Jan-18
Programme increment phase 2	Continuous Delivery & Operation Management	100%	69	31-Jan-18	10-Apr-18
Programme increment phase 3	Continuous Delivery & Operation Management	100%	69	18-Apr-18	26-Jun-18
Programme increment phase 4	Continuous Delivery & Operation Management	100%	69	27-Jun-18	4-Sep-18
Programme increment phase 5	Continuous Delivery & Operation Management	100%	69	5-Sep-18	13-Nov-18

Programme increment phase 6	Continuous Delivery & Operation Management	100%	69	14-Nov-18	22-Jan-19
Programme increment phase 7	Continuous Delivery & Operation Management	2%	69	23-Jan-19	2-Apr-19
Programme increment phase 8	Continuous Delivery & Operation Management	Yet to Start	69	3-Apr-19	11-Jun-19
Programme increment phase 9	Continuous Delivery & Operation Management	Yet to Start	69	12-Jun-19	20-Aug-19
Programme increment phase 10	Continuous Delivery & Operation Management	Yet to Start	69	21-Aug-19	29-Oct-19
Programme increment phase 11	Continuous Delivery & Operation Management	Yet to Start	69	30-Oct-19	6-Jan-20
Programme increment phase 12	Continuous Delivery & Operation Management	Yet to Start	69	7-Jan-20	16-Mar-20
Programme increment phase 13	Continuous Delivery & Operation Management	Yet to Start	69	17-Mar-20	25-May-20
Programme increment phase 14	Continuous Delivery & Operation Management	Yet to Start	69	26-May-20	3-Aug-20
Programme increment phase 15	Continuous Delivery & Operation Management	Yet to Start	69	4-Aug-20	12-Oct-20
Programme increment phase 16	Continuous Delivery & Operation Management	Yet to Start	69	21-Oct-20	29-Dec-20
Steady State product stabilization	Product Steady state support	Yet to Start	364	30-Dec-20	29-Dec-21

9. RISKS

This project has high visibility and is business critical. This engagement requires an in-depth understanding and experience in the following areas:

- TechM service delivery framework/process and 100% compliance of this framework in this engagement.
- Detail understanding of US Telecom scenario and strong experience of working with Telecom service provider.
- Good understanding of the onsite offshore model and effective use of it to enable the client achieve its business objectives.
- Understanding of the complete Business Services application system, identifying the root cause of the repeated issues and to identify the root cause of the production issues in less time and in an effective way.

- Experience in building secure scalable middle layer applications in the past on digital platform is prime importance for the SQEM PMT Services Project. The project aims at cater to sales and service functions for ATT customers. The application interacts with internal Applications CSI, Telegence, tguard, GRID, etc with API Services.
- Knowledge of all the application systems and working methodologies that are being followed with AT&T and has experience working for the AT&T Client.
- Experience on working with different tools like Splunk, IBM Tealeaf tool and otHis ticketing tools TDP, AOTS, JIRA, Clarify and SharePoint.

As a Programmer Analyst, Rahul Gaikwad will be responsible for getting work done with the accuracy and on time to AT&T's program management team so that there will be no slippage of deployment schedule of MyATT Program which is a massive initiative to bring wire line, wireless and uVerse community under one unified online sales and services channel.

He possesses experience of Service assurance to AT&T's platforms, which requires an in-depth knowledge and understanding of and experience with our proprietary telecommunications, customer service, billing account management platforms as well as our proprietary customizations to architecture that applies to the telecom line of business. He has good experience on Splunk, IBM Tealeaf tool and otHis ticketing tools TDP, AOTS, JIRA, Clarify and SharePoint which are used by ATT customers and leadership.

Which is rare combination to find associates having experience on different tools and technologies of defining business processes and implementing solutions in service assurance and service delivery domains. Using this expertise in software technologies, He was in the successful delivery of Tech Mahindra's solution to AT&T within schedule and without escalations. He has handled various customization, enhancements, testing, lead assignments using this knowledge.

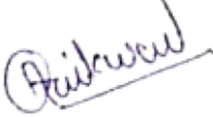

The Risks involved in case Rahul Gaikwad is not travelling to onsite will be hindrance in supporting AT&T critical production issues. He needs to travel to onsite to directly interact with the business team during business US hours and resolve critical issues as part of AT&T Business Center application support.

He also possesses excellent skills in teamwork, motivation, Onsite / offshore co-ordination, client interaction and techno-functional skills. He gained good domain knowledge by working with AT&T and has proven understanding of Quality metrics and Onsite-Offshore model.

This has necessitated the presence of Rahul Gaikwad at onsite to explain and understand the design and requirements framework of support and development activities in close liaison with the AT&T team.

10. ASSUMPTIONS

Beneficiary will be an employee of Tech Mahindra (Americas) Inc. ASSOCIATE will not be considered employee of the client for any purpose whatsoever, and Tech Mahindra shall have sole responsibility for their supervision and management. The beneficiary will be paid by Tech Mahindra (Americas) Inc. As the employer, Tech Mahindra (Americas) Inc will be responsible for paying, hiring, employment related taxes and benefits, firing, supervising, and controlling Mr. ASSOCIATE. Tech Mahindra (Americas) Inc has the right to control over the work of Mr. ASSOCIATE.

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