

DEBOLINA DUTTA

## TESCO BUSINESS SOLUTIONS: ENHANCING EMPLOYEE EXPERIENCE THROUGH HYPER-PERSONALIZATION OF THE EMPLOYEE VALUE PROPOSITION

Sumit Mitra, Chief Executive Officer (CEO) at Tesco Business Solutions (TBS), and Somnath Baishya, Chief People Officer at TBS, were among the most popular speakers at the Estoril Congress Center in Portugal in May 2023, where more than 600 industry leaders had gathered for the 23<sup>rd</sup> SSOW Europe Conference, the flagship event for the Global Business Service (GBS)<sup>1</sup> industry. TBS was celebrated at the event with SSON's World's Best GBS Award,<sup>2</sup> a coveted recognition for its thought leadership in the industry. Thus, it was no surprise that Mitra's keynote address on TBS's journey to becoming the world's best GBS and Baishya's masterclass on hyperpersonalizing the employee value proposition (EVP) received tremendous interest and participation from delegates.

Reflecting on the many engaging conversations and questions they had during their sessions, Mitra turned to Baishya, saying:

Your team has done an outstanding job in bringing hyper-personalization to the heart of our colleague experience journey. We have been acknowledged as the best in many dimensions of employee experience and organizational culture. What more can we offer our employees that is valued? What should we do to sustain our leadership position as a top GBS from an employee experience perspective? More importantly, how do we balance employee expectations with the cost pressures to ensure a more sustainable approach to employee experience?

Baishya agreed to review the sustainability of current practices and what else could be done, with the associated financial impact. A three-year strategy review with Tesco's Group Chief Financial Officer (CFO) was already on their calendars for August 2023, making it a perfect opportunity to present the plan.

### ORGANIZATION CONTEXT

Jack Cohen, a veteran of the Great War, started Tesco PLC<sup>3</sup> as a grocery stall in 1919. The brand was born in 1924 from the initials of TE Stockwell (a partner in the firm of tea suppliers) and Cohen's surname. The first store opened in north London in 1929, the first self-service store opened in 1940, and its first superstore, covering 40,000 sq. ft. of food and nonfood goods, opened in 1969. Over the subsequent decades, Tesco broadened its product offerings to include household goods and clothing (1960), fuel stations (1973), a range of own-brand healthy food (1985), computers for schools (1992), and personal finance (1997). From 1995, Tesco expanded its footprint by entering central Europe (Slovakia, Poland, Ireland, Czech Republic), Thailand, and Malaysia. The commitment to customer

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<sup>1</sup> The terms GCC (Global Capability Centres) and GBS (Global Business Services) are interchangeably used in the industry.

<sup>2</sup> <https://www.sson-analytics.com/worlds-best-gbs-award>, last viewed on November 18, 2023.

<sup>3</sup> <https://www.tescopl.com/> last accessed on November 11, 2023.

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service included many innovative practices, such as Green Shield stamps (1963), which could be exchanged for several goods from the Green Shield catalog; regular discount deals, Tesco Value (offering customers a wider choice of products at great prices), “one-in front” initiative to offer customer service commitment at checkouts (1994); Tesco ClubCard, a loyalty program (1995); Tesco online (2000) to increase access to the digital consumer; Tesco Finest, targeting affluent customers (1998); Florence and Fred, an affordable clothing brand (2001); and Tesco Mobile (2003). It was not surprising that the “magnetic value for customers” emerged as a strategic priority for Tesco,<sup>4</sup> promising to offer the highest value through best prices, capture cost price reductions ahead of the market, pass savings to customers, and improve product quality and innovation. Another strategic priority was to create a competitive advantage through digital capability. By 2023, Tesco’s annual revenue was \$79.84 billion (**Exhibit 1**), with 4859 stores worldwide (including franchise stores).<sup>5</sup>

Tesco Business Services (TBS) was incubated in 2004 in Bangalore (renamed Bengaluru), India, as a single service organization for Tesco PLC. While Tesco was a pioneer in establishing India as a shared services location of choice, leveraging the highly skilled, educated, and English-speaking talent available, TBS grew to more than 2600 employees by April 2023 on a beautiful campus in Bengaluru, spread over 62,000 sq. m., creating a sustainable competitive advantage for Tesco. In addition to TBS, this campus also housed other Tesco entities, such as Tesco Technology, Tesco Bank, and Tesco Sourcing (**Exhibit 2**).

Mitra joined Tesco in 2017 as the CEO of TBS. Over six years, his vision transformed and evolved organizational capabilities to build a world-class business service model. TBS undertook two strategic journeys. Vision 2020 was about building a foundation for the business services model by investing in capabilities such as continuous improvement (CI), digital transformation, service management framework, and creating a value-generation mindset. The power of data and analytics became the backbone of TBS’s partnership with the business. This subsequent analytics-focused 3-year strategy, dubbed “Mission ’23”, catapulted TBS’s capability by delivering significant value to the group. TBS offered several higher-order capability solutions covering 70% of finance processes, 100% of property and real estate management, managing products, promotions, and pricing activities, and delivering end-to-end customer, supplier, and employee experience operations. These solutions helped the division reduce operating costs by 37% between 2018 and 2022. TBS established a global presence by adopting Dundee (UK) as its customer engagement hub and establishing new capability centers in Budapest (central Europe) and Waterford (ROI) to support their customers, colleagues, and suppliers across multiple geographies. These partnerships with markets and functions allowed them to create more value for the group. In 2023, Tesco Business Services was rebranded as Tesco Business Solutions as part of the next phase of the strategic journey to deliver value by shifting from service to solutions.

## **BUILDING A HIGH-PERFORMANCE CULTURE, ENABLING CAREER GROWTH AND LEARNING**

NASSCOM’s 2023 Q3 India GCC Trends report<sup>6</sup> reaffirmed India as a premier destination for establishing Global Capability Centers (GCCs), driven by its expansive talent pool, operational excellence, and supportive policy framework. Bengaluru emerged as the most preferred destination for GCCs. India has over nine million students graduating yearly and is the third-largest startup ecosystem. As of FY2023, the GCC landscape in India had grown to more than 1580 centers, boasting a market size of \$46 billion and a workforce of more than 1.66 million.

In the context of a volatile market, with an increasing war for talent<sup>7</sup> and a surge in GCCs in India, organizations needed a differentiated talent management approach with a strong focus on delivering high performance and commitment to develop future capabilities to execute their business strategy quickly. COVID-19 significantly affected

<sup>4</sup> <https://www.tescopl.com/interim-results-trading-statement-202324/>, last accessed on November 11, 2023.

<sup>5</sup> [https://www.statista.com/statistics/238667/tesco-plc-number-of-outlets-worldwide/#:~:text=In%202023%2C%20the%20number%20of,Cohen%20\(1898%2D1979\)](https://www.statista.com/statistics/238667/tesco-plc-number-of-outlets-worldwide/#:~:text=In%202023%2C%20the%20number%20of,Cohen%20(1898%2D1979),), last accessed on November 11, 2023.

<sup>6</sup> <https://zinno.com/strategy-and-ops/zinnov-nasscom-india-gcc-trends-quarterly-analysis-q3-2023-report/>, last accessed on April 3, 2024.

<sup>7</sup> <https://economictimes.indiatimes.com/news/company/corporate-trends/talent-war-rising-costs-causing-indian-employers-to-rethink-benefits-strategy-survey/articleshow/103817865.cms?from=mdr>, last accessed on August 28, 2024.

the workforce landscape, leading to a shift in employee expectations, rapid technological advancements, and automation, thus requiring continued upskilling and reskilling.

TBS needed to develop strategic leadership, become a global hub of multiskilled talent, and cultivate a culture of continuous improvement to simplify business processes, inspire collaboration between teams, and create shared ownership and a global mindset. It was important for TBS to stay laser-focused on its people strategy. They emphasized talent management, developing both current and future capabilities, enabling career opportunities, and supporting learning to build relevant knowledge, skills, and attitudes to drive a high-performance culture. TBS needed to develop niche competencies such as analytics, architecture, robotics and automation, contract and commercial management, financial planning, pensions, global tax and treasury, and legal services. Hence, Mitra and his team needed to understand the skills, experiences, and capabilities needed to help bridge the gap and execute business strategy while providing complete visibility of employees' career growth opportunities and boosting internal career mobility.

Shreedevi Vikas, who led Organization Design, Talent, and Capability, was tasked with addressing this problem. As a first step, based on the insights from Every Voice Matters (Tesco's bi-annual employee engagement survey), Vikas designed and collaborated with the business team to launch a career framework (**Exhibit 3**), a blueprint for facilitating talent attraction, development, and movement within the business. This framework offered skill expectations, career planning, development, and learning support for employees to explore career choices, assess their readiness, and become credible candidates to apply for internal opportunities when available. Vikas's team was mainly responsible for refreshing the skill architecture and constantly staying relevant in real time. Facilitating employee redeployment into growth areas was crucial, as nearly 40% of the transactional work was being automated as part of the digital transformation journey. A pool of trained internal career coaches was deployed to guide employees in career progression. As developmental opportunities, TBS encouraged employees to accept stretch assignments and short- to medium-term internal gigs based on their aspirations.

Reflecting on how the career framework had added value to employees and the business, Vikas shared:

The traditional career ladder is limiting and no longer serves as a relevant model for growth as it restricts our ability to learn and venture into new opportunities. Employees must redefine the concept of growth, think outside of their current frame, and develop various skills to become fungible and grow. Career framework offers the power to choose and shape careers, enabling employees to develop the breadth and depth of experience at TBS, move within and across functions, build various experiences, and encourage employees to achieve their full potential based on their aspirations.

Since its launch in 2017, with active leadership sponsorship, strong communication, and support from the HR team, internal career mobility had increased from 14% to 54% in 2023. Vikas envisioned the future of career framework as an AI-based technology platform to scale and sustain the solution for younger generations joining the workforce in the near future.

In 2023, nearly 60 employees worked in dual roles within the organization as internal gig employees<sup>8</sup> but without needing to work longer hours. Apart from the motivational aspects of the potential for learning and career enhancement, they received a financial reward based on the number of hours worked in a different skill/domain while holding their existing portfolio. The career framework formed a dynamic repository, with a career framework committee of subject matter experts from across the business to support Vikas. The committee members periodically evaluated changing job designs and ensured that job specifications were regularly updated.

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<sup>8</sup>Internal gig is an emerging multiple job holding mechanism, where full time employees work a gig assignment within their organization, while continuing to deliver on their primary role responsibility. Organizations see this as a mechanism to mitigate moonlighting, while increasing resource availability and enabling upskilling of workforce.

Baishya was excited to see how employees' talent, performance, career, and learning offerings were well positioned to deliver a great employee experience. The systems encouraged a culture of self-learning, and all talent activities were aligned with current and future organizational needs. TBS offered a strong employee value proposition (EVP) that kept employees at the centre of all activities. This helped attract, retain, and engage future-ready, diverse top talent, thus building a strong leadership pipeline across the business.

## **TOTAL REWARDS**

The Rewards framework at Tesco was fueled by its ambition to be a great place to work for all by supporting a good living standard and employee well-being. Flexibility was one of the core building blocks (**Exhibit 4**). To achieve personalization through compensation and offering benefits, the Total Rewards team considered external market trends and internal organizational dynamics to encompass all aspects of employee experience, including diversity, equity, and inclusion (DEI), well-being, and recognition (**Exhibit 5**).

Naveen Vemula, the leader of the Total Rewards team, shared:

We are guided by four principles: fairness, competitiveness, simplicity, and sustainability. In today's ever-changing workforce expectations, we endeavor to design Total Rewards offerings to the diverse talent demographics. Recognizing that our employees come from varied backgrounds and represent different personas, the policies and benefits programs are carefully curated to match their preferences and expectations so that they feel valued and supported in their unique life situations.

Against this background, the Total Rewards team rolled out programs that focused on flexible choices for employees. Considering the infrastructure challenges in Bengaluru, employees could opt to avail of company-provided transport support to commute to the office at a subsidized cost. Employees could also take advantage of two-wheeler and car lease programs for easier commutes to work and flexible work timings for better work-life balance. Employees focused on creating financial security were given options to make additional contributions to their retirement corpus through the National Pension Scheme (NPS)<sup>9</sup> and Voluntary PF (VPF).<sup>10</sup> Similarly, employees were also given the flexibility to structure their pay components most tax-efficiently. The annual medical insurance covered the employee and their dependents, including spouse/partner (same-sex partner), children, siblings aged 21 or younger, and parents/in-laws (one set of parents only). Employees could also choose among different insurance plans as per their suitability. These plans were priced differently, thus varying employee contributions and affecting their net salary. TBS could offer this flexibility by leveraging payroll and insurance providers' technology platforms.

With a focus on the DEI aspects and diverse needs of employees, TBS offered generous leave/time off. Employees could opt for job sharing (working half day or three days a week). Attendance and leave were managed with trust, by giving employees the liberty to self-declare. The basket of leaves consisted of 30 days of annual leave (including sick and paid leave), maternity leave (6 months paid and an additional six months unpaid), paternity leave (15 days), bereavement leave (7 days), gender-agnostic fertility treatment leave (up to five days), and adoption leave (up to six months), to name a few (**Exhibit 6**).

These leave benefits were found to have different levels of uptake by the employees. For instance, on average, women used 23 days of annual leave, while men availed 20 days in 2022. The unutilized leave accumulated to a maximum of 45 days and was eligible for encashment every five years. However, the leave encashment opportunity created a financial liability. After COVID-19, which demonstrated that remote working was feasible and

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<sup>9</sup> National Pension System (NPS) is a voluntary retirement savings program that allows members to make specified contributions to planned savings and secure their pension. It seeks a permanent approach to delivering appropriate retirement income to all Indians. <https://enps.nsdl.com/eNPS/NationalPensionSystem.html>, last accessed on April 3, 2024.

<sup>10</sup> The employee's Voluntary Provident Fund (VPF) or Voluntary Retirement Fund is a voluntary contribution to their government-mandated social security account. This exceeds the 12% contribution by employee and might reach 100% of Basic Salary and Dearness Allowance.

institutionalized the habit of flexible work environments across the industry, TBS enabled hybrid working with at least two days in the office, reducing leave utilization as employees had more time available at home. From a financial consideration, the question was whether the leave policy and reduced encashment entitlement merited a revision. However, the leadership team agreed that leave in India was historically considered a safety net for exigencies, even more relevantly with the COVID-19 experience. With emerging considerations of employee well-being and the need to adhere to the regulatory requirements of leave accrual,<sup>11</sup> TBS reinforced a culture that valued employees taking time off.

After the COVID-19 pandemic, TBS's healthcare partner in Bengaluru emphasized increased health engagement and disease prevention, personalized care plans, and enhanced overall health and fitness for a healthy workforce. Employees could avail the annual health check-up program at any time throughout the year at their convenience. Although this meant additional administrative costs, Vemula justified the investment by stating:

Providing increased opportunities to improve wellness makes business sense. They improve psychological and physical well-being and make our employees more productive. Additional expenses get offset through reduced premiums paid for health insurance coverage for the workforce.

In April 2023, TBS offered free legal advisory support to all its employees for all legal matters, excluding criminal matters and cybercrime. This reduced employees' burden of legal mediation for issues such as preparing a will, rental agreement, property sale agreement, divorce, and domestic disputes. It helped them manage distractions and stress while focusing on their work. Over 350 employees availed of this benefit within six months of its launch. Considering long-term financial well-being and providing employees a sense of ownership, TBS launched the employee share participation plan in 2023, which allowed employees to purchase Tesco shares at a discounted price (up to 20%).

However, Vemula acknowledged that TBS did not necessarily meet all of employees' expectations:

Our colleagues expressed interest in having TBS support pet insurance. When we tried the feasibility and cost implications, we found that the ecosystem does not support this initiative in India. As an organization, the administrative challenges of individual pet specifications (height, weight, breed, paw prints, medical history, veterinary clinic network, reimbursement process, etc.) were overwhelming. Most large insurance providers could not support us, even if we were willing to take on this administrative challenge. We explained the challenges transparently, and most colleagues appreciated that we had heard them and made honest efforts.

The Rewards & Recognition program also encouraged a vibrant culture through many appreciation programs (**Exhibit 7**), recognizing employees who went beyond their daily work and lived Tesco's values and purpose.

To help employees better understand and appreciate Tesco's investments in their employees, all employees received an Annual Total Rewards Statement, similar to a bank statement. This indicated the monetary value of all compensation and benefits preferred and availed by the employee (**Exhibit 8**). Emphasizing the importance of this communication, Baishya said:

Employees need to understand and appreciate the amount Tesco is paying for their benefits, development, and well-being in addition to the cash component of their compensation. Sometimes, colleagues may not have a clear visibility of the effort and investments made by the organization. The reward statement takes the compensation conversation beyond the "cost to company" indicated in the employment letter.

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<sup>11</sup> The Karnataka State Shops and Establishment's Act 1961

([https://www.indiacode.nic.in/bitstream/123456789/7609/1/8\\_of\\_1962\\_%28e%29.pdf](https://www.indiacode.nic.in/bitstream/123456789/7609/1/8_of_1962_%28e%29.pdf))

allows 1.25 paid leaves per month, or 15 paid leaves per financial year, and carry forward up to 45 days of paid leave to the next year.

## **ENABLING DIVERSITY**

Over the years, Tesco had strongly emphasized diversity and inclusion, guided by its core value of “We treat people how they like to be treated”, thus, fostering an inclusive workplace, helping colleagues feel comfortable and be their authentic selves at work each day. Reflecting on this, TBS had focused on building a diversified workforce comprising a mix of generations, gender, disability, and cultural diversity.

TBS recognized that these employees had different needs and expectations in terms of experiences and benefits. Baishya wanted to create coherence with employee needs and consistency, fairness, and sustainability in HR offerings, thereby improving the EVP and brand. This, in turn, would help TBS become an employer of choice in the highly competitive Indian talent market. Pooja Jois, Head of Strategy and Programs, who also led the DEI initiatives for TBS in Bengaluru, explained this challenge as follows:

Family members may need workplace flexibility and access to high-quality creches. The youngsters may not need parental insurance as most of their parents work and are covered by their respective organizations. However, these youngsters may prefer vehicle loans. Also, the young generation expects a vibrant workplace with sports, entertainment, and cafeteria facilities. The LGBTQ community members would like medical coverage for their partners, with privacy maintained, if they choose not to come out. The era of one-size-fits-all in terms of benefits is long gone!

As TBS grew, the diversity of capability and skills required a differentiated EVP. Jois sought feedback from multiple sources between April 2020 and August 2021 to build a truly inclusive and diverse workforce. These efforts included industry surveys on DEI, focus group discussions across employee groups, and a TBS-specific DEI survey to understand motivations, drivers, perceptions of colleague inclusion, and opportunities of support to increase comfort and bring the whole self to work. The key themes that emerged were a need to focus on enabling gender inclusion, people with disabilities, and LGBTQ+. Gender inclusion efforts involved attracting, developing, and retaining women. These efforts resulted in affirmative hiring, gender-neutral job descriptions, flexibility policies, crèche facilities, travel support, and provision of mothers’ rooms. Development priorities included mentoring sessions, role models, gender-specific talent development programs, and support groups. For working parents, tie-ups with third-party crèche facilities provided a safe environment for their children. All these initiatives led to positive developments in gender representation at all working levels.

The focus of the disability aspect included improved access within the campus through ramps, special washrooms, specific development programs for persons with disability, cabs with wheelchair access, sign language training for colleagues of persons with hearing impairments, and accommodations for certain disabilities. Additionally, medical insurance coverage for persons with disability was doubled, including coverage for prosthetics, if required.

Raising awareness was the first foundation for the inclusion of LGBTQ+ people. Many community members, thought leaders, and evangelists of the LGBTQ+ movement spoke periodically with the employees. To increase empathy within the workforce, employee participation in CSR activities included working with the transgender community. Other initiatives included policies such as medical insurance, gender-neutral washrooms, awareness and acceptance of preferred gender pronouns, and the celebration of Pride Month.

## **EMPHASIS ON EMPLOYEE WELL-BEING**

Employee well-being was a priority at TBS to foster a culture of care and support. During the COVID-19 pandemic, TBS in Bengaluru launched the “Mfine” app for all its employees to give them and their family members exclusive access to doctor consultations as and when required. In addition, tie-ups with leading hospital chains in Bengaluru helped Tesco employees access online video consultations with a general physician and book any recommended diagnostic tests. Moreover, several pathology labs collecting samples for home-based COVID-19 testing were

brought in for priority support. IVR helplines for COVID-19 medicine, ambulance service, isolation centers, quarantine facilities, etc., were also provided to the employees.

Further, Tesco conducted 12 vaccination drives between May 2021 and January 2022, vaccinating 2,390 employees, 1,477 dependents, and 376 frontline workers. The staff deeply appreciated this, considering the tremendous shortage of vaccines in the country in the months following the vaccine rollout. At the peak of the first and second waves of the pandemic, TBS also ensured the provision of exclusive beds for employees and their family members in COVID care centers for 30 days. The media appreciated and recognized COVID-19 crisis support provided by TBS as a progressive measure of employee care during the pandemic.<sup>12</sup>

Further, the Rewards team enhanced insurance coverage to mitigate unplanned healthcare expenses during the pandemic. The co-payment clause<sup>13</sup> for dependent parents/in-laws was waived, and the cap on room rent was removed, thereby giving employees the flexibility and easier access to hospital admissions. Additional leaves were granted to employees based on their individual needs for self and caregiving responsibilities for family members. Food support was provided through the campus cafeteria and cooked meals were delivered to families who were quarantined and struggling with food supplies. To enable comfortable work-from-home experience, 1,350 chairs and 14,500 IT assets were delivered to employees' homes.

Recognizing that mental well-being is crucial to the success of employees and organizations, TBS partnered with various organizations to offer multi-faceted support, ranging from counseling to therapy sessions tailored to individual needs on a one-to-one basis. Line managers were also trained to prioritize their mental well-being and that of their teams to improve the working environment.

Baishya spoke about the importance of these initiatives:

It was important to build employee advocacy and the narrative from real employee experiences, presenting a holistic and more credible view of our people practices. Our employees felt proud working with an organization that truly cared and stood by them in the most difficult times.

Employee engagement scores increased, reflecting satisfaction with the company's employee-friendly policies and benefits experience (**Exhibit 9**). Voluntary attrition fell to 13.1% in 2023, compared to the industry average of 20%. Employee referrals increased from 27% to 32%, and recruitment costs decreased by 9%. The number of LinkedIn followers increased from 1,07,343 in 2021 to 3,34,285 in June 2023. Employer brand ratings and reviews from Glassdoor and Ambition Box were consistent in the range of 3.9–4.2, with the CEO receiving an 81% acceptance rate. TBS also continued to receive numerous awards, ranking 25<sup>th</sup> in the "Great Place to Work" survey as a "Best Company to Work For" in India and being the top 50 best places for women to work.<sup>14</sup> TBS continued to gain followers on social media.

## DECISION DILEMMAS

As Mitra and Baishya boarded the flight from Lisbon to Bengaluru and settled into their seats, they resumed their discussion from the conference. Mitra stated:

Many useful ideas emerged from the interactions over the last three days, which we could explore. Being recognized as the World's Best GBS is something to savor. But we cannot sit back on our laurels. This

<sup>12</sup> <https://economictimes.indiatimes.com/tech/information-tech/tesco-bengaluru-where-family-is-everything/articleshow/85179107.cms?from=mdr>, last accessed on April 3, 2024.

<sup>13</sup> Copay is a percentage or fixed amount that a policyholder must pay against the medical expenses, while the insurer will pay for the remaining amount during claim settlement.

<sup>14</sup> <https://www.greatplacetowork.in/great/company/tesco-bengaluru>, last accessed on April 3, 2024.

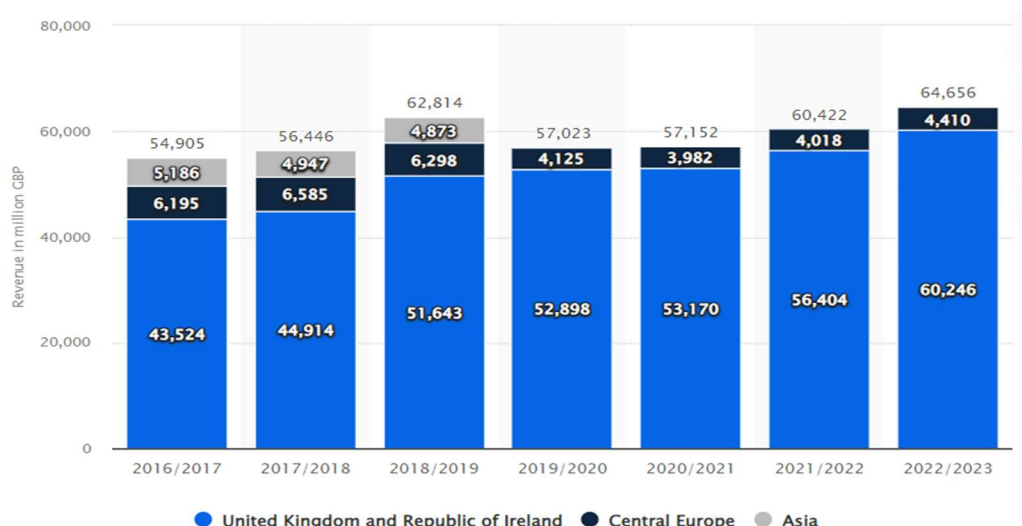
inflection point allows us to reflect, reevaluate, strategize, and execute. We must set the tone and build the pathways to stay at the top. Our employees will be our key competitive differentiator as we progress our ambitions through our strategy and create higher value for Tesco. We have to keep making our EVP increasingly compelling. We need to be very, very clear about all our employee investments. We have to be very smart in managing our cost of operations to help Tesco better manage the impacts of the energy crisis, the rising cost of living, inflation, and any other geo-political shocks. We are the world's best GBS through our actions. Our colleagues look up to us, and we cannot fail them.

As the aircraft taxied down the runway and took off, Baishya knew that being the world's best GBS was more than just recognition. It had brought with it the responsibility of shaping the future of TBS through its talent. He worried about walking the tightrope of managing rising employee expectations, balancing the consistent experience, and escalating costs.



## Exhibit 1

### Tesco Revenue Worldwide between 2016–2017 and 2022–2023 by region in million GBP

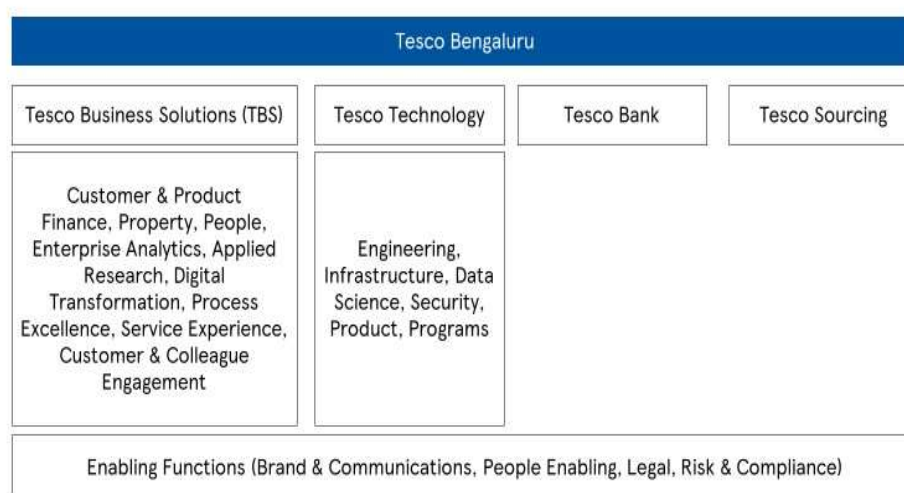


Source: <https://www.statista.com/statistics/238678/tesco-plc-group-sales-by-region-2010-2011/> last accessed on November 11, 2023.

## Exhibit 2

### Tesco Bengaluru Organization Chart

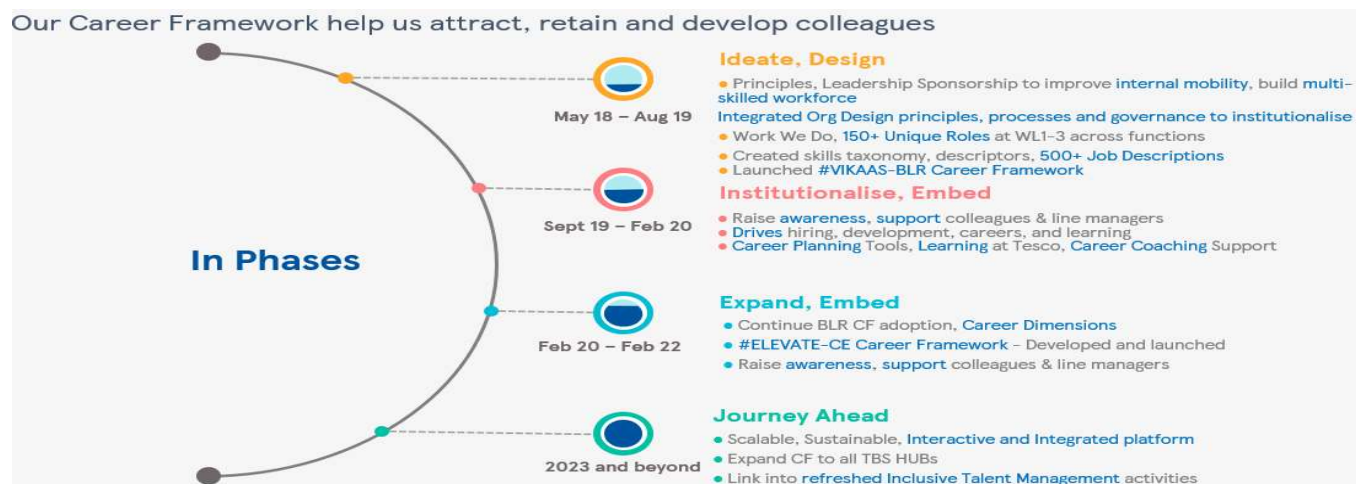
## Tesco Bengaluru Organization Chart



Source: Company-provided documents

### Exhibit 3

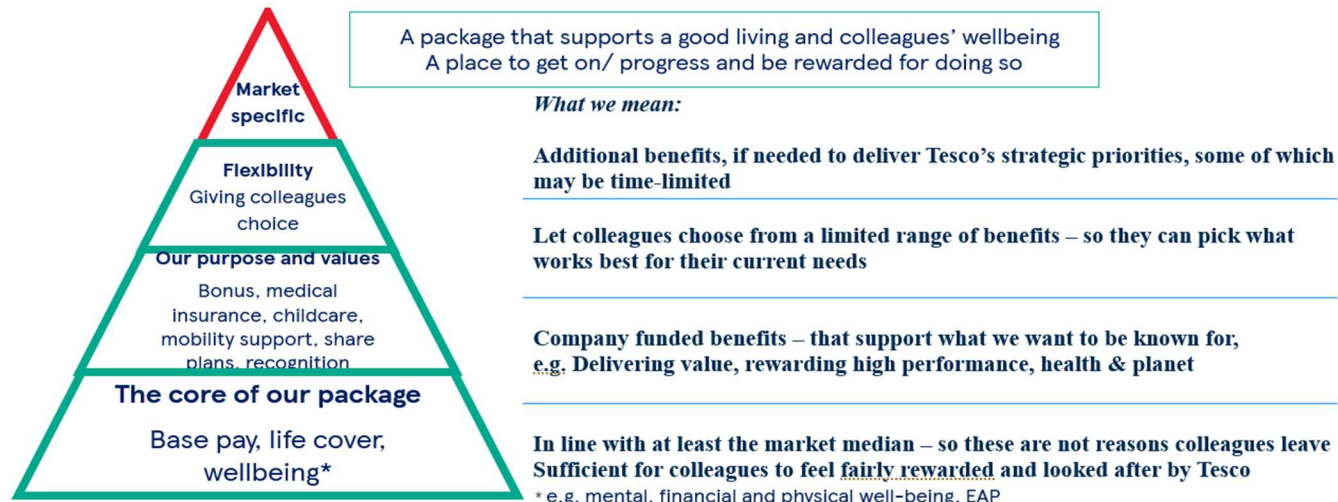
#### Evolution of Career Framework



Source: Company-provided documents

### Exhibit 4

#### Reward Framework at Tesco

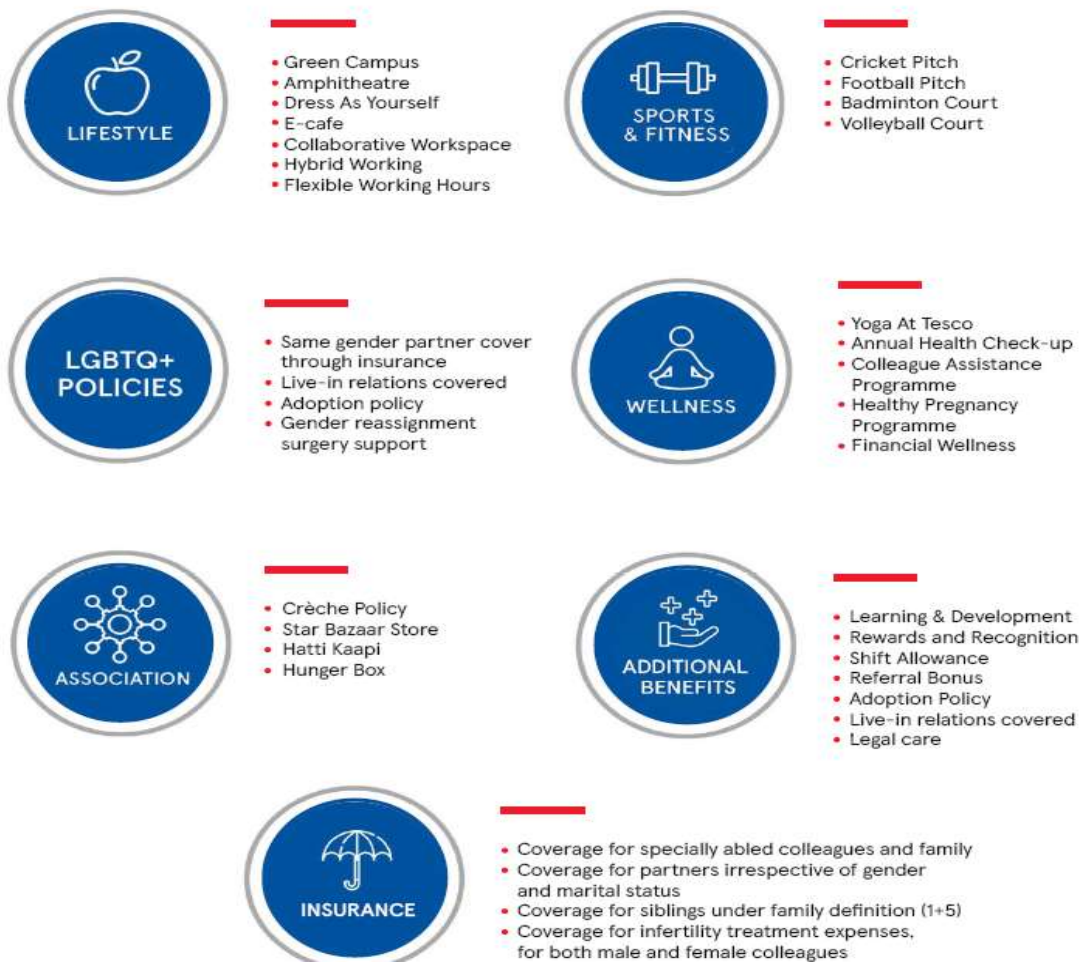


Source: Company-provided documents

Exhibit 5

Seven Pillars for Total Reward Benefits

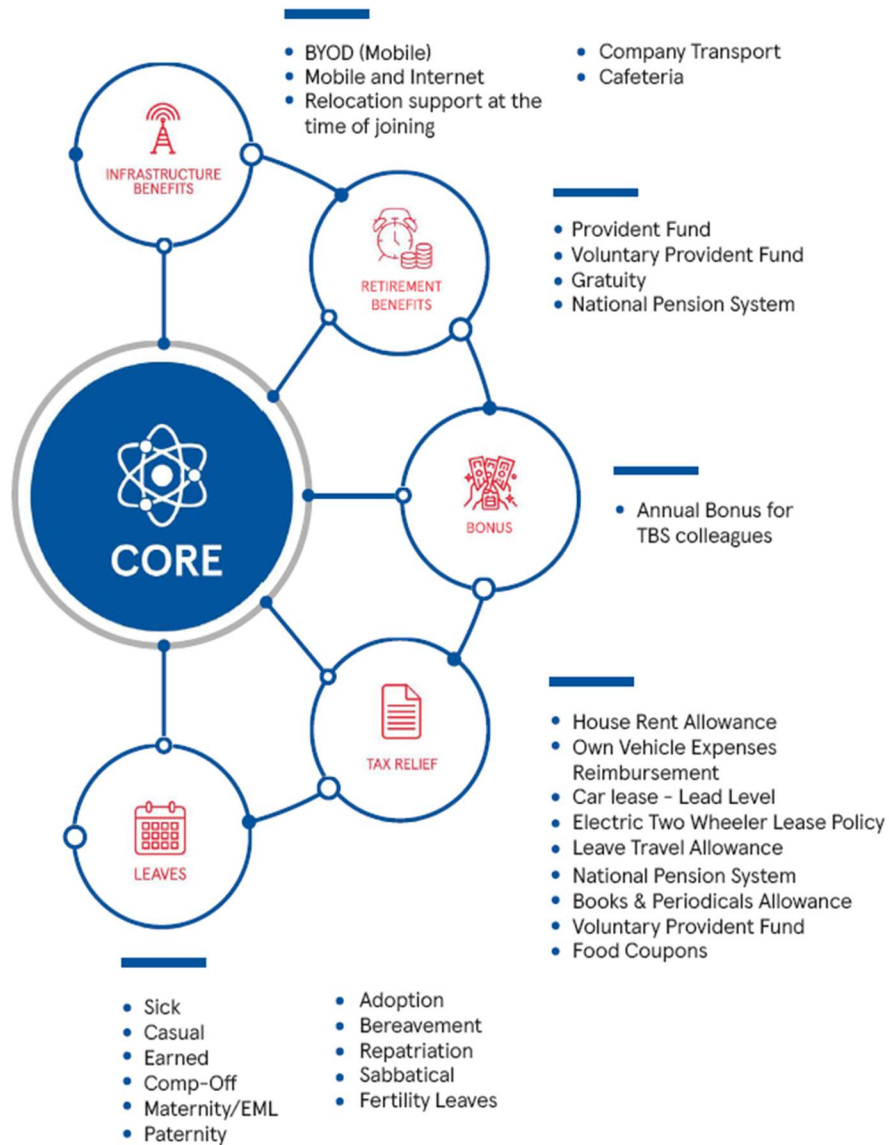
## OUR UNIQUE BENEFITS



Source: Company-provided document

## Exhibit 6

### Range of Employee Benefits



Source: Company-provided document

## Exhibit 7

### Reward and Recognition Framework

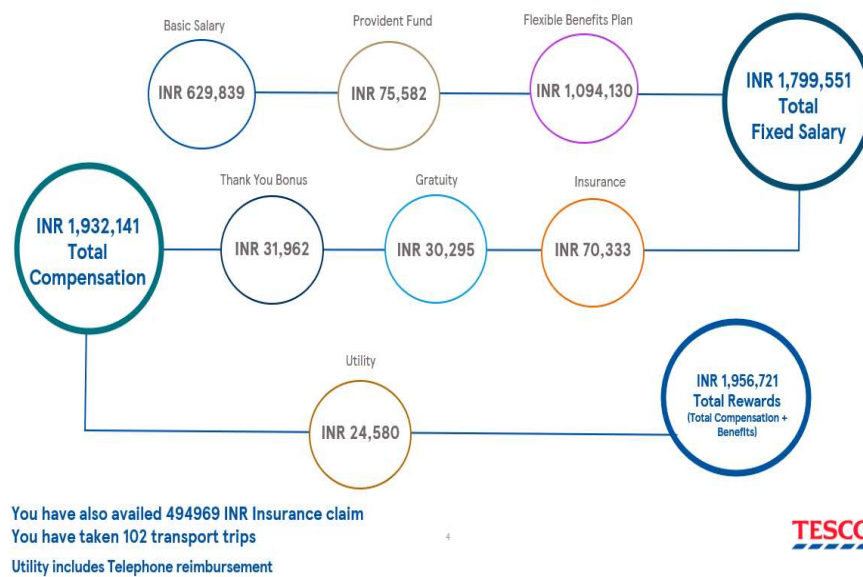


Source: Company-provided document

## Exhibit 8

### Sample Total Rewards Statement

#### Exhibit 8: Your Total Rewards for the year.



Source: Company-provided documents (INR = Indian Rupees, Values in INR pa)

**Exhibit 9**

**TBS Bengaluru—Head Count, Diversity, Benefits Cost, Employee Feedback Scores, and Benefits**

YEAR	HEAD COUNT	GENDER		TOTAL BENEFITS COST (Base Year 2018 = INR X Million)	COST PER EMPLOYEE (Base Year 2018 = INR Y)	"EVERY VOICE MATTERS" SURVEY FEEDBACK		BENEFITS INTRODUCED
		MALE	FEMALE			"I recommend TESCO as a Great Place to Work"	"I am happy with the Career Choices Available"	
2018	2400	56%	44%	X	Y	-	-	
2019	2538	54%	46%	1.2X	1.14Y	-	-	1. Complementary insurance for parents 2. Health check-ups for all colleagues
2020	2486	55%	45%	1.06X	0.97Y	84%	64%	1. Tie up with COVID Care Centers 2. Free online doctor consultations 3. Enhanced insurance coverage 4. Infrastructure support for work-from-home employees 5. Salary advances
2021	2357	54%	46%	1.36X	1.29Y	91%	75%	1. On-campus camps for free COVID vaccinations for colleagues and dependents 2. Food delivery at doorstep for COVID-affected families under quarantine 3. 24/7 Helpdesk to support COVID-related hospitalization 4. Enhanced insurance benefits with support on personalization
2022	2435	53%	47%	1,59X	1.47Y	90%	74%	1. Insurance coverage doubled for specially-abled colleagues and their dependents 2. 2-wheeler loan support for flexibility in commute 3. Extended insurance coverage for siblings 4. Childcare vaccination
2023	2606	53%	47%	1.65X	1.36Y	91%	76%	1. Performance bonus introduced to cover over 60% of TBS colleagues 2. Electric vehicle lease benefit 3. Legal care support 4. General vaccination added for women and children 5. Share purchase plan launched

Source: Table prepared from company-provided documents and information