



TATA CONSULTANCY SERVICES

Experience certainty.

A photograph showing two hands, one on each side, holding a vertical yellow rectangular bar. From behind the bar, three green leafy branches grow outwards, resembling a stylized tree or plant. The background is a dark, textured surface.

CORPORATE  
SUSTAINABILITY  
REPORT

2016  
2017

# About Tata Consultancy Services (TCS)

Tata Consultancy Services (TCS) is a global leader in providing information technology services, consulting, and digital and business solutions to large enterprises through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development.

TCS' customer-centricity, deep domain expertise, agility in building new capabilities, and focus on constant innovation and IP development, and execution excellence have resulted in enduring customer relationships. With over 387,000 employees in 55 countries, and a global delivery footprint that covers over 141 solution centers across 19 countries, TCS is among the world's top 10 IT service providers. The Company's compounded annual growth rate (CAGR) since FY05 is 21.6%, with industry-leading operating margins.

Founded in 1968 as part of the Tata group, TCS is headquartered in Mumbai, India and is a public limited company, listed on the National Stock Exchange (NSE) and BSE Ltd. (Bombay Stock Exchange) in India.



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# About the Report

TCS publishes the Sustainability Report on an annual basis. The last report was published for FY 2015-16. The 11th Sustainability Report, for financial year 2016-17 (April to March), conforms to Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines, while focusing on the principles of materiality and stakeholder inclusiveness, and is in accordance with the 'Core' option therein.

Our report covers key sustainability topics, such as the company's economic, social, and environmental impact. Inputs for this document were gathered through interactions with different stakeholder groups. The report's boundaries and exclusions are listed below:

Data	Basis	Exclusions
Financial	TCS' consolidated global operations	None
Human Resources	TCS' global operations, including wholly owned subsidiaries	Subsidiaries not wholly owned by TCS (accounting for 1.7% of the consolidated headcount)
Environmental	Delivery centers in India, the UK, Hungary, Singapore, China, the Philippines, Brazil, Chile, Uruguay, Colombia, and Mexico	Remaining delivery centers outside India (accounting for approximately 3.8% of the headcount)

We have highlighted the data measurement techniques employed, and the basis of calculations and estimates in the relevant areas of this report. TCS does not believe there is any substantial divergence from the GRI Indicator Protocols.

The scope, boundaries, and methodology for data analysis in this document remain the same as in the last reporting period. There has been no restatement of information provided in the earlier reports. The data has been sourced from Ultimatix, our core enterprise platform which runs internal processes related to HR, finance, and project management. This portal is also used by employees to submit their opinions and feedback. All the data is reviewed by relevant third-party auditors as part of ISO and financial audits.

This report has been externally assured by KPMG, India. The scope and basis of assurance have been described in the assurance statement issued by KPMG, India. No other relationship exists between TCS and KPMG, India as of March 31, 2017. The Board was not involved in seeking this assurance.

# CEO's Message

"Aligning our longer term interests with those of our stakeholders is the path to corporate sustainability. We have done this by embracing business opportunities and managing risks, cherishing our people and discharging our social and environmental responsibilities to deliver longer term stakeholder value."



Dear stakeholder,

It gives me great pleasure to present to you the eleventh edition of our Sustainability Report.

Being part of the 149-year old Tata group, sustainability is deeply embedded in our DNA. In keeping with the Tata ethos, we believe that aligning our longer term interests with those of our stakeholders is the path to corporate sustainability. We have done this by embracing business opportunities and managing risks, cherishing our people and discharging our social and environmental responsibilities to deliver longer term stakeholder value.

In this journey to do the right thing by our stakeholders, the Tata Code of Conduct serves as our governance framework. As a responsible corporate citizen, we continue to support key global initiatives such as the UN Global Compact and the CDP.

At the core of our strategy is our customer-centricity. By working closely with our customers and building a deep contextual knowledge of their business, we are able to bring to bear the power of technology to uniquely address their business problems, making us their trusted partners.

The success of this approach is evident from our steady revenue growth, the high proportion of repeat business, our strong client metrics, enduring customer relationships, best-in-class margins and steadily expanding market share.

By partnering with established and emerging technology providers, spotting technology trends early and investing ahead of time, we have been able to pivot and adapt every time a new technology came up, staying relevant to our customers and helping them realize the benefits of that new technology. This is how we navigated through multiple technology cycles over the last five decades. Responsiveness, agility and adaptability are at the core of our longevity.

The second pillar of our sustainability is our people-friendly philosophy. Investing in our employees, empowering them and helping them realize their potential has given us the best-in-class employee retention rates over the last decade. In FY 2016-17, our employee attrition rate in IT services was 10.5%; once again, the lowest in the industry.

In the face of immense technology change, we have held steadfast to our belief that there are only legacy technologies, and no legacy people. We have invested in reskilling our employees, leveraging the full power of Digital technologies to make learning fun and to do it on scale. This has resulted in over 200,000 TCS associates getting Digitally trained in FY 2016-17, acquiring nearly 600,000 competencies.

Demand for our services – especially on the Digital side – continues to grow year after year. To support this growth, we are creating tens of thousands of well-paying jobs across the world directly and many more indirectly. Last year, we recruited 78,912 employees – 67,328 in India and 11,584 in other countries.

At a time of much concern over jobless growth in many parts of the world, the beneficial impact of our job creation on the various communities cannot be underestimated. Our policy of recruiting local talent has made our business model resilient and less vulnerable to the protectionist sentiment sweeping across many of our major markets.

Our progressive policies, culture of empowerment, and continual investments in people have helped draw diverse talent from across the world, representing 130 nationalities, into our ranks. Women make up 34.7% of our global workforce.

Our commitment to diversity doesn't stop with that. We have been running foundational programs to popularize STEM education among girls, and to encourage greater gender diversity at the workplace. We support the Million Women Mentors (MWM) initiative in the US and I am delighted that in FY 2016-17, they crossed the milestone of 1 million pledges to mentor girls and young women in STEM education and careers.

This is just one of many programs we support globally as part of our corporate social responsibility. Of course, CSR is baked into our business on account of a unique ownership structure -- 73.4% of TCS equity is held by Tata Sons Ltd and two thirds of the holding company is owned by philanthropic trusts which fund community initiatives in education, healthcare, nutrition and rural livelihoods. As a result, much of the profit we generate goes back to the community.

In addition, TCS by itself has had a long tradition of working to make a material impact on communities across the world by empowering them in the areas of education, health, and environment.

In FY 2016-17, we spent over \$65 million on various socially responsible programs, and touched the lives of over 664,700 individuals. In addition, I am very proud that TCSers across the world organized various fundraising activities and collectively volunteered over 694,000 hours towards worthy social and

environmental causes in their respective communities across the world.

Our long-running Adult Literacy Program, which uses computers to impart functional literacy, now supports nine Indian languages and continues to expand its reach. In FY 2016-17, this program alone reached 126,000 persons. Other programs in India, like Bridgelt and our BPS and IT Employability Programs help individuals from underprivileged backgrounds find employment and become catalysts of change in their communities. We are working with the National Skill Development Corporation to help improve the employability of hundreds of youth in Jammu and Kashmir.

In North America, our flagship program goIT and other initiatives to promote STEM education and careers among students, continue to gain scale. In FY 2016-17, our various programs supported by over 3,000 TCS volunteers touched the lives of over 17,600 students. We launched a new program in the US called 'Ignite My Future in School' in partnership with Discovery Education, which will engage over 20,000 teachers and help prepare over 1 million students in ten US cities over the next five years for Digital careers.

We are creating tens of thousands of well-paying jobs across the world. Our policy of recruiting local talent has made our business model resilient and less vulnerable to the protectionist sentiment sweeping across many of our major markets.

We continue to support the Tata Medical Center (TMC) in Kolkata, India. TCS has initiated the Outpatient Department Transformation (TransOPD) at TMC for a better patient experience.

Moving on to the environment, I am delighted that our concerted efforts to cut our green house gas emissions have brought down our specific carbon footprint in FY 2016-17 by 9.7% compared to the prior year. Relative to baseline year of 2007-08, our specific carbon footprint is 49% lower, which means we avoided emitting over 1.82 million tons of CO<sub>2</sub>e over the last 9 years, even as our business grew over three-fold during that period. That is equivalent to taking 8,545 cars off the roads every year on average, for the last nine years!

Some years ago, when we set ourselves a target to cut our carbon footprint by 50% by 2020, it had seemed very audacious back then. We now look all set to achieve that target two years ahead of time!

With electricity consumption accounting for most of our carbon emissions, we have been steadily driving greater energy efficiency. Besides green infrastructure and green IT, we have designed and implemented a Remote Energy Management system at TCS, leveraging our technology capability and intellectual property in the area of IoT, to remotely monitor energy usage across over 150 of our facilities in India, identify anomalies and optimize consumption.

The beauty of being in the IT Services business is that our power to do good extends beyond our organizational boundaries. We also build and deploy technology to help customers (and their end-customers) cut their ecological footprints. Some illustrations:

- For utility clients in the US, UK and Australia, we have built interactive systems that empower their consumers to view their consumption data, compare the usage with similar homes and optimize their energy consumption
- For thermal power plants in Japan, we have built an AI-based optimization software into the boiler control systems that makes them more efficient and brings down their NOx emissions
- We are partnering the Government of India in building an IT backbone and strengthening the electricity distribution system to reduce transmission and collection losses and laying the foundation for a smarter and greener national grid.
- Our Innovation labs are working on building solutions in the green energy space to address solar value chain analytics, wind asset management, storage optimization etc.

### Stakeholder Recognition

Our strategy has been validated by the business outcomes over the years. In addition, we got explicit recognition from each of our stakeholder constituencies:

- Third party surveys show that we are an industry benchmark in customer satisfaction -- we have been ranked #1 in Customer satisfaction in Europe four years in a row.
- We have been ranked Top Employer in the US and other major markets every year for the last few years
- On the Investor Relations front, our disclosure levels, transparency, accessibility and track record of dividend payouts have gotten us top place in local and regional investor polls every year.

Our specific carbon footprint is 49% lower, which means we avoided emitting over 1.82 million tons of CO<sub>2</sub>e over the last 9 years, even as our business grew over three-fold during that period.

Living by our core values, doing right by our stakeholders and the consequent business outcomes are the elements that have gone into building the TCS brand over the years. We crossed an important milestone in our brand building journey in FY 2016-

17. For the first time, in a formal brand valuation and ranking exercise, TCS broke into the list of the Top 3 brands in the IT Services industry globally.

Looking forward, we will continue with our philosophy of keeping sustainability at the heart of everything we do, constantly challenging ourselves to set new benchmarks and accomplishing new highs even while we stay true to our core values and continue delivering the experience of certainty to all our stakeholders.

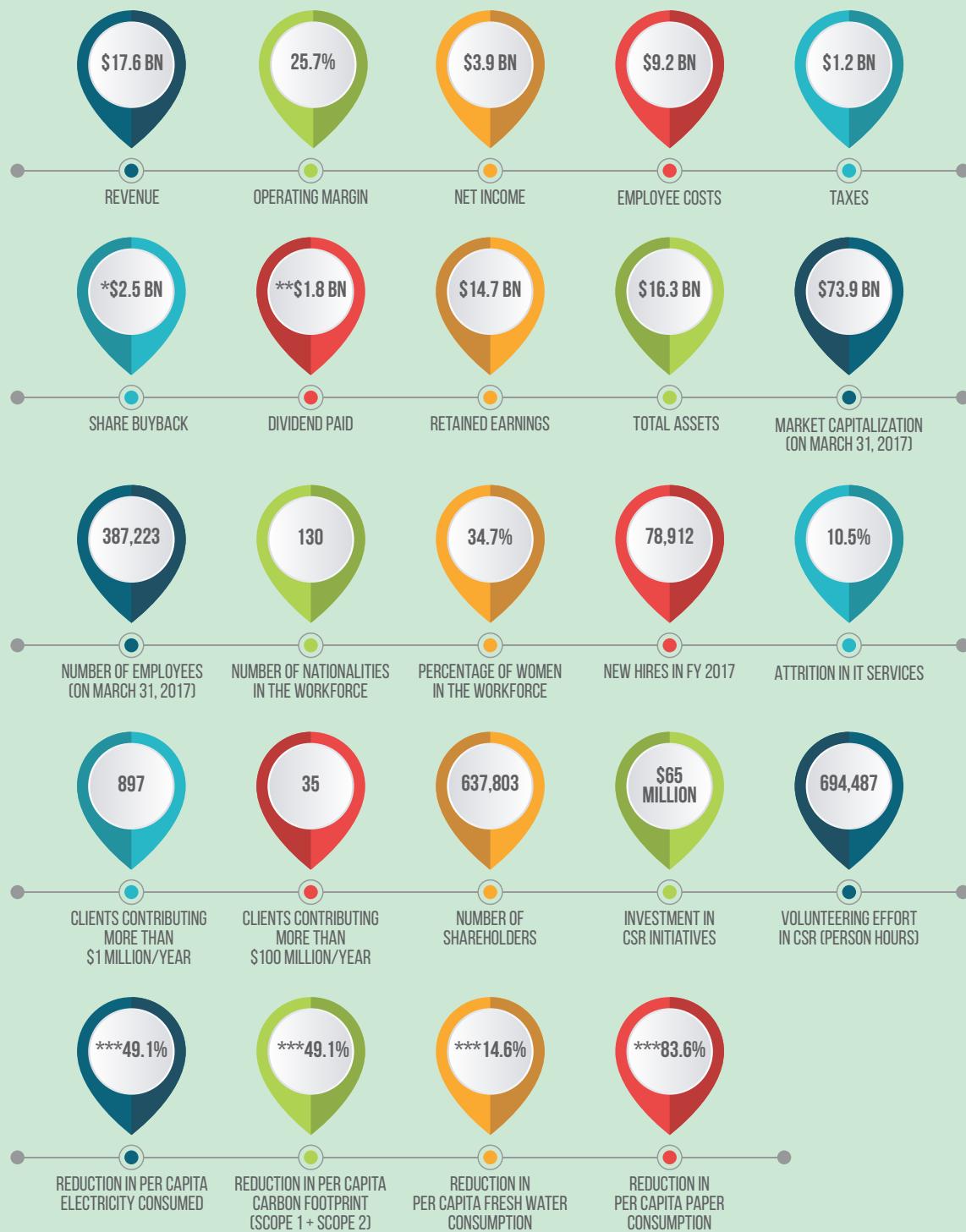
Thankyou,

**Rajesh Gopinathan**

Chief Executive Officer and Managing Director

# Organizational Profile

## TCS by Numbers



\* Paid out in June 2017, after shareholder and regulatory approvals

\*\* Paid out in June 2017 after shareholder approval at AGM

\*\*\* Reduction is relative to baseline year 2007-08

### **Segmental Break-up**

TCS considers industry verticals as the primary segments for the business. The verticals we service are: banking and financial services (BFS); insurance; retail; consumer packaged goods (CPG); telecom; media, entertainment, and information services; high tech; industrial manufacturing; healthcare; energy; utilities; travel, transportation, and hospitality (TTH); automotive; and government.

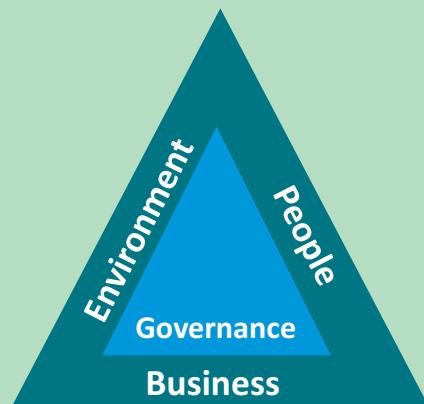
Our geographic footprint consists of North America, Latin America, the United Kingdom, Europe, Asia-Pacific, India, and Middle East and Africa. Exhibit 1 provides the office distribution and revenue break-up by geography as of March 31, 2017.

<b>Geography</b>	<b>Offices</b>	<b>Revenue Breakup</b>
North America	32	54%
Latin America	14	2%
UK	21	14%
Continental Europe	36	11%
India	91	6%
Asia Pacific	23	10%
MEA	10	3%

**Exhibit 1:** Geographywise Breakup of Offices and Revenue

### **Sustainability Approach**

TCS has adopted the triple-bottom-line approach to corporate sustainability, seeking to create longer term stakeholder value by embracing business opportunities while managing economic, social and environmental risks.



**Exhibit 2:** Triple Bottomline Approach to Sustainability

The governance framework is provided by the Tata Code of Conduct (TCoC). We are signatories of the UN Global Compact and we align with its 10 principles. We are one of the first companies in India to participate in the CDP.

# Awards and Recognition

## Business

- Ranked as one of the **Top 3 Global Brands in IT Services** by Brand Finance
- Ranked in the annual **Top 500 US Brands** survey by Brand Finance® for the second consecutive year
- Awarded **Business Superbrands** status in the UK third year in a row
- Won Three Silver Stevies® at the 2016 American Business Awards for **Brand Experience of the Year** (Business-to-Business), **Mobile Marketing Campaign of the Year**, and **Corporate Social Responsibility Program of the Year**
- Ranked No. 1 on the 2016 IDC Financial Insights **FinTech Rankings Top 100**
- Our **Remote Energy Management Solution** won the 2016 IoT Award from IoT Evolution in the Connected Building category
- Awarded a Gold Stevie for the **InterviewReady Mobile Learning App** at the International Business Awards 2016
- Named **Technology Company of the Year** at the 2016 Asia CEO Awards
- ignio™ recognized as the **Best Enterprise Application for AI** by The Aiconics
- Won the **Asian Banker Technology Innovation Award** under the Data and Analytics Project category
- Won the **National Intellectual Property Award** and **WIPO Award 2016** under the Innovative Enterprise category



## Employer

- Certified as a **Top Employer in North America 2017** by Top Employers Institute third time in a row and **Top UK Employer** fifth time in a row. Rated **Top Employer in 24 countries** — we are one of the only eight companies worldwide to be ranked as a Global Top Employer
- Won 15 Brandon Hall Group HCM Excellence Awards across five HR categories
- Named as one of the **Best and Brightest Companies To Work For®** in the US in recognition of our commitment to **excellence in operations, employee enrichment, and worksite health**
- Received the Gold Optimas award for **Managing Change** and Silver Optimas award for **Corporate Citizenship** from Workforce Magazine
- Awarded a Silver Stevie® for **Employee Engagement** at the first ever Stevie Awards for Great Employers
- Won an **Excellence Award** in the Exelon Diversity and Inclusion Partnership assessment
- Received an **Achievers Award** for being one of the **50 Most Engaged Workplaces in North America** for the fourth consecutive year
- Named as one of **The Times Top 50 Employers for Women** in the UK





## Sustainability

- mKRISHI® won the National Contest for **Social Innovation** 2016, hosted by the Ministry of External Affairs along with NITI Aayog
- Named the **Most Socially Responsible Company of the Year** and the **Industry Champion of the Year** at the 2016 Asia Corporate Excellence and Sustainability Awards
- Awarded the **Gold Rating Certificate** by EcoVadis third time in a row
- Included in the **Global Dow Jones Sustainability Index 2016** for the fourth consecutive year
- Awarded four recognitions at CII's 17th National Awards for **Excellence in Energy Management** 2016
- Won **Top Employee Engagement** and **Social Responsibility** awards at the North American Employee Engagement Awards
- TCS UK and Ireland won the **International Green Apple Environment Award** for its Carbon Reduction Program Zero Heroes
- TCS Singapore accredited with the **Bizsafe Star**, a top HSE ranking provided by the Workplace Safety and Health Council in Singapore
- Received the Asia **Green Future Leaders Award** 2016 in the Waste Management category
- TCS Kalinga Park, Bhubaneswar, received the **Best Energy Performance Award for the IT Sector** at the Odisha State Energy Conservation Awards 2016

## Partner

- Honored with the **Best Supplier Award** by Infineon
- Conferred with the **Oracle Cloud Elite** designation within the OPN Cloud Program. TCS was also awarded the **Oracle Excellence Award** for the third consecutive year – named this time as the OPN Cloud Program Solution: **PaaS Partner of the Year**
- Awarded **2016 Digital Innovator of the Year** by GE Digital
- Felicitated by Pega Japan with the **Best Partner Award 2016**
- Won the **Best Supplier** award from NXP
- Conferred the **Run SAP® Partner of the Year Pinnacle Award** for the fourth consecutive year



## Leadership

- Felicitated with the **Platinum Award** in the **Large Enterprise — Services** category at the Financial Express **CFO of the Year** awards 2017
- Then CEO N Chandrasekaran awarded the **Business Leader of the Year** trophy at the ET Corporate Excellence Awards 2016
- Polled top honors in the Institutional Investor's 2016 All Asia Executive Team rankings in all five categories: **Best CEO**, **Best CFO**, **Best IR Professional**, **Best Investor Relations**, and **Best IR Website**
- Then CFO Rajesh Gopinathan awarded the **Overall Champion CFO** trophy at the Yes Bank-BW Best CFO Awards 2016



# Stakeholder Engagement and Materiality Definition

## Our Stakeholders

TCS engages with a broad spectrum of stakeholders – internal and external – to understand their concerns and priorities, and use these to guide policy formulation and decision-making. Business considerations largely govern decisions on which stakeholders to engage with, and in what manner and periodicity.

Key stakeholders are identified through a prioritization exercise undertaken in consultation with our company's management. These include everyone from customers, employees, shareholders, and investors to engineering colleges, staffing agencies, and other vendors. A stakeholder interaction exercise with both internal and external stakeholders is then undertaken as part of the development of this report. TCS is a member of a number of industry bodies such as NASSCOM and CII, and works closely with these in shaping policy.

Exhibit 3 describes TCS' stakeholder interaction framework including the topics of most significance to each group. Some other stakeholders that we closely engage with – such as industry analysts, equity analysts, and the media – have not been mentioned here because they are proxies for other named stakeholders – customers, shareholders, and the larger society, respectively.

Stakeholder	Interfacing Group	Engagement Types by Frequency
Customers	Sales/Pre-Sales	<b>As needed:</b> Project-related calls and meetings, PMRs, relationship meetings, visits, responses to RFIs/RFPs, sponsored events, mailers, newsletters, brochures
	Marketing	<b>Continuous:</b> TCS website, customer portal
	Delivery Teams	<b>Half-yearly:</b> Customer satisfaction surveys
	Senior Management	<b>Annual:</b> Customer Summit, Innovation Day
Employees	HR	<b>As needed:</b> Town halls, roadshows, project or operations reviews, video conferences, audio conference calls, PEEP, PROPEL (employee forum), one-on-one counseling
	Senior Management	<b>Monthly:</b> @TCS (in-house magazine) <b>Continuous:</b> TCS website, Ultimatix Notice Board, CEO Connect, CTO Blog, Corporate Corner, JustAsk, IdeaMAX, Knome, dipstick surveys, grievance redressal system

Stakeholder	Interfacing Group	Engagement Types by Frequency
		<b>As needed:</b> PULSE (employee feedback survey), long-service awards, sales meets, Blitz (business planning meet)
<b>Shareholders</b>	Investor Relations Company Secretary Senior Management	<b>As needed:</b> Press releases and press conferences, email advisories, facility visits, in-person meetings, investor conferences, non-deal roadshows, conference calls
		<b>Quarterly:</b> Financial statements in Indian GAAP and IFRS, earnings call, exchange notifications, press conferences
		<b>Continuous:</b> Investors page on the TCS website
		<b>Annual:</b> Annual General Meeting, Annual Report
<b>Academic Institutions</b>	HR Senior Management CTO	<b>As needed:</b> Academic Interface Program, Co-Innovation Network (COIN™) meetings
		<b>Continuous:</b> TCS website, academic portal
		<b>Annual:</b> Sangam (high-level academic conference), campus recruitment
<b>Head-Hunters, Staffing Firms, Other Suppliers</b>	HR Business Units Procurement	<b>One-time:</b> RFIs/RFPs, empanelment process
		<b>As needed:</b> Transactional meetings, periodic reviews, surveys
<b>Partners and Collaborators</b>	Alliance Management CTO	<b>As needed:</b> Meetings/calls, COIN™ meetings, visits, partner events
		<b>Monthly:</b> Conference calls
		<b>Quarterly:</b> Business reviews
		<b>Annual:</b> Partner events
<b>Industry Bodies</b>	Corporate Affairs Finance Senior Management	<b>As needed:</b> Conferences and seminars, working committee meetings, surveys, other meetings
		<b>Annual:</b> Conferences, summits

Stakeholder	Interfacing Group	Engagement Types by Frequency
<b>Governments, NGOs, local communities, society at large</b>	Government Business Unit Corporate Affairs HSE/Finance Teams CSR Team Corporate Communications Team Senior Management	<b>As needed:</b> Governance RFIs/RFPs, presentations, project meetings, reviews, calls and meetings, surveys, consultative sessions  <b>Field visits, due diligence, calls and meetings, conferences and seminars, surveys, press releases, press conferences, media interviews and quotes, sponsored events</b>
		<b>Continuous:</b> TCS website

Stakeholder	Material topics
<b>Customers</b>	Investments and capabilities in Digital technologies, financial stability, quality of work, data privacy and security, ethical behavior, fair business practices
<b>Employees</b>	Safe and comfortable workplace, diversity, engaging assignments, learning opportunities, career development, compensation structure
<b>Shareholders</b>	Demand sustainability, financial sustainability, corporate governance, transparency and disclosure, social and environmental sustainability
<b>Academic Institutions</b>	Job creation, curriculum enhancement, internship opportunities, faculty development
<b>Head-Hunters, Staffing Firms, Other Suppliers</b>	Demand sustainability, talent acquisition, ethical behavior, fair business practices, governance, credit-worthiness
<b>Partners and Collaborators</b>	Ethical behavior, fair business practices, governance, sustainability of demand, credit-worthiness
<b>Industry Bodies</b>	Demand sustainability, Financial stability, governance, ethics and compliance, fair business practices
<b>Governments, NGOs, local communities, society at large</b>	Financial stability, quality of work, data privacy and security, ethical behavior, fair business practices  Good governance, ethics and compliance, support for developmental programs, job opportunities, responsible citizenry  Environmental impact

**Exhibit 3:** TCS' Framework for stakeholders interactions and identification of material topics

## Material Topics

Stakeholder interactions of the various interfacing groups within TCS result in the identification of a broad funnel of issues important to each of the constituencies. Customer satisfaction surveys, employee surveys, first hand feedback from investors and discussions with internal and external stakeholders serve as formal inputs in prioritizing the significance of those identified issues to each of the stakeholder groups. Internal stakeholders included senior management members and employees, whereas external stakeholders included shareholders, suppliers, contractors, NGOs, and academic institutions. During the Sustainability Council's deliberations, senior executives assess the impact of each of the most significant issues to arrive at a prioritized list of material topics with significant economic, environmental, and social impacts on TCS' business, reputation and operations, forming the basis for this report. These topics are listed in Exhibit 4.

Material Topics	Why this is material	Key aspects	Boundary of Impact	GRI Indicators
<b>Corporate Governance</b>	Strong corporate governance that takes into account stakeholder concerns, engenders trust, oversees business strategies, ensures fiscal accountability, ethical corporate behavior, and fairness to all stakeholders is core to achieving the organization's longer term mission.	Governance structure and composition Anti-corruption Additional aspects: Independence of the Board Avoidance of Conflict of Interest Board Oversight Fiscal Oversight Disclosure and Transparency Ethics and Compliance	Internal	G4-34, G4-56
<b>Business Sustainability</b>	A financially strong, viable business that is able to adapt to changing technology landscapes to remain relevant to customers and profitably grow its revenues year after year is essential meet longer-term expectations of stakeholders.	Economic Performance Additional aspects: Demand sustainability Business agility Investments in innovation Financial sustainability	Internal	G4-EC1

G4-19, Boundary of Impact: Internal includes all TCS offices and campuses., G4-20, G4-21

Material Topics	Why this is material	Key aspects	Boundary of Impact	GRI Indicators
<b>Talent Management</b>	The company's ability to attract, develop, motivate and retain talent is critical to business success.	Employment Labor Management Relations Diversity & Equal Opportunity Training and Education Additional aspects: Talent retention Employee engagement Occupational health and safety	Internal	G4-EC5, LA1  G4- LA3-6,  G4-LA9. LA11, LA13
<b>Social Responsibility</b>	Business has to be rooted in community and be aligned with its larger interests. Any adversarial relationship can hurt the company's ability to create longer term value.	Local Communities Additional aspects: Job creation Taxes generated Education and Skill development Health and wellness Environmental stewardship	External	G4-EC1,  G4-SO1
<b>Environmental footprint</b>	Business sustainability is linked to the planet's sustainability. Moreover, good environmental practices result in greater operational efficiency, adding to the financial sustainability.	Emissions Energy Water Effluents and Waste Compliance Transport Overall	Internal	G4- EN3-6,  G4- EN15- 24,  G4- EN29- 31

**Exhibit 4:** Material topics, aspects and boundary of impact

# Business Sustainability

Strong corporate governance that takes into account stakeholder concerns, oversees business strategies and ensures fiscal accountability, ethical corporate behavior, and fairness to all stakeholders is core to corporate sustainability.

## Corporate Governance

Being a part of the 149-year-old Tata Group, which epitomizes sustainability, TCS has inherited a strong legacy of fair and transparent ethical governance, as embodied in the Tata Code of Conduct (TCoC). Our corporate governance strategy is aligned with the ten principles articulated in the UN Global Compact, to which TCS is a signatory.

At the top of the governance structure is the Board of directors, representing the shareholders and various committees on the Board, and overseeing the executive management. TCS has a unitary board structure consisting of 11 members, of whom eight are non-executive directors (including the Chairman), and six are independent directors. The composition of the company's Board and detailed profiles of the Board members are available on our website .

Aspect	Approach
<b>Avoidance of Conflict of Interest</b>	<p>Conflict of interest between the Board's executive function and the supervisory function is minimized by making the chairmanship of the Board a non-executive role, and keeping it separate from that of the CEO and MD.</p> <p>TCS has a Code of Conduct for non-executive directors, requiring them to always act in the interest of the company and ensure that any other business or personal association that they may have does not involve any conflict of interest with the operations of the company and their role therein.</p> <p>Similarly, all employees, including the MD and executive directors, are prohibited from freelancing or accepting any position of responsibility – with or without remuneration – with any other company without TCS' written approval. For executive directors and the MD, such approval must be obtained from the Board.</p>

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The full text of the Tata Code of Conduct is available at: <https://www.tcs.com/tata-code-of-conduct>

The Code of Conduct for Directors is available at the link: <https://www.tcs.com/tata-code-of-conduct>

Details of Board-level committees are on pages 90-94 of the Annual Report, which is available at:  
<http://on.tcs.com/AnnualReport2017>

Aspect	Approach
<b>Board Independence and Minority Shareholders' Interests</b>	<p>Independent members, representing minority shareholders, make up more than 50% of the Board strength, ensuring protection of minority shareholders' interests. The TCoC which defines the governance philosophy at TCS emphasizes fairness and transparency to all stakeholders. The Company also has a variety of channels through which minority shareholders can interact with the management or Board and express their concerns.</p> <p>We organize regular global investor outreach programs, where investors can interact with the management. Minority shareholders can move their private resolutions for discussion by the Board of directors, or even requisition a General Body Meeting.</p> <p>Small shareholders can interact with the Board of directors in person at the Annual General Meeting and have their queries or grievances resolved. They can also communicate any grievance to the Company Secretary's office, where complaints are tracked to closure. At the Board level, a Stakeholders' Relationship Committee, consisting of two independent and three non-independent directors, oversees the redressal of these complaints.</p>
<b>Intra-Group Transactions</b>	<p>TCS does not derive any material revenue from Tata Sons Ltd. or any of the other Tata Group companies. Employees and resources (including cash) are not shared between Group companies.</p> <p>Independent directors make up more than half of the Board. Dealings with Tata Sons or with a group company are done on an arm's-length basis and have to be approved by the Board. Transactions, if any, are reviewed closely by the Board to ensure that shareholder interests are protected. Transactions with related parties are disclosed in TCS' Annual Report for FY 2016-17 (pages 179-182).</p>
<b>Board Oversight of the Sustainability Agenda</b>	<p>To ensure governance focus in business sustainability, our Board of directors meets seven to eight times a year instead of the statutory four times. While four of these meetings are for the review and approval of financial results, the remainder is for more detailed oversight of business, strategy, and sustainability matters.</p> <p>This ensures that the Board's focus goes beyond financial performance and covers various operational and strategic issues, including sustainability aspects. We have in place a Health, Safety, and Sustainability Committee of the Board, which undertakes the framing and implementation of broad guidelines and policies with regard to the health, safety, and sustainability activities. The Board-level Corporate Social Responsibility Committee is responsible for formulating, recommending to the Board, and monitoring a CSR Policy indicating the activities to be undertaken, while also recommending the expenditure to be incurred on CSR activities.</p> <p>The CEO is the director responsible for sustainability. The CEO is supported by a Sustainability Council chaired by the EVP and Global Head, HR, which</p>

Aspect	Approach
	<p>regularly reviews our sustainability initiatives. The council comprises of senior executives who interface with various internal and external stakeholders, and those who are directly responsible for meeting sustainability targets.</p> <p>There are dedicated teams for Corporate Social Responsibility and Health, Safety and Environment, each headed by specialists in their respective domains. Their goals are determined by the senior management in line with our overall sustainability objectives, and performance on these two specific aspects of TCS' sustainability agenda is reviewed by the Board on an annual basis. Details of the evaluation of the Board are disclosed in TCS' Annual Report (page 38).</p>
<b>Fiscal Oversight</b>	<p>An Audit Committee consisting of non-executive directors oversees TCS' disclosure process to ensure that sufficient and credible information is disclosed, and that the published financial statements reflect a true and fair position of the Company's finances.</p> <p>The committee meets four times a year to approve the quarterly accounts, and another three to four times for an in-depth consideration of internal audit reports. The Audit Committee also actively ensures that the internal audit processes provide adequate support in making the Company more efficient and cost-effective.</p> <p>As an additional governance control on access to the Company's cash, TCS has a Bank Account Committee of directors, which approves the opening and closing of bank accounts of the Company, and authorizes persons who can operate the bank accounts of the Company.</p>
<b>Independent and Effective Validation</b>	<p>An independent third party, M/s Ernst and Young, oversees and carries out internal audits of the Company's operations as per an internal audit plan, which is reviewed annually by the Audit Committee in consultation with the Statutory Auditors. In line with international practices, the planning and execution of internal audits is oriented towards the review of controls in the management of risks and opportunities in the Company's activities. Our external auditors are Deloitte Haskins and Sells, who do not have any undue dependence on TCS.</p>
<b>Disclosure and Transparency</b>	<p>Benchmarked against global peers, TCS discloses significantly more operational and financial metrics on a quarterly basis. The quarterly, half-yearly, and annual results are published in leading Indian newspapers, emailed to analysts and investors who subscribe to the service, and posted on our website.<sup>1</sup> Half-yearly results are sent to shareholders, along with a message from the MD on the Company's performance.</p> <p>The quarterly earnings release is accompanied by a press conference, which is streamed live on our website. We also organize an earnings call which is webcast on our website, where the management briefs investors and analysts on the quarter gone by, and takes questions. Any material developments in the course of the quarter that might impact revenue or earnings are intimated to the stock exchanges and through our website.</p> <p>Through our robust investor outreach program, TCS' management meets investors at the Company's premises or at investor conferences, and addresses their queries and concerns.</p>

<sup>1</sup>Please refer to the link: <http://www.tcs.com/investors/Pages/default.aspx>.

Aspect	Approach
<b>Ethics and Compliance</b>	<p>At TCS, integrity is the first core value that underpins all business activities. TCS has earned its reputation for trustworthiness and has been able to build a strong, highly successful, global business, by adhering to the high standards of principled conduct.</p> <p>The Tata Code of Conduct (TCoC), which every employee signs at the time of joining the Company, serves as the governance framework for responsible corporate citizenship and principled behavior. Awareness of the TCoC and adherence to it is promoted by several methods such as online trainings, class room trainings for focus groups, leadership connect etc.</p> <p>The leadership functions by TCS' values and takes every opportunity to convey the importance of TCoC. Further, local ethics counsellors at every Company location guide employees on matters related to ethics. A Whistle Blower Policy has also been incorporated through which instances of serious violation of the Code of Conduct can be reported directly to the Board without fear of reprisal.</p> <p>Customers and suppliers are made aware of the TCoC through specific clauses in proposals, contracts, contract discussions, Supplier Code of Conduct documents, and through the TCS website.</p> <p>Senior managers with access to privileged information have to comply with the Code for the Prevention of Insider Trading. TCS also has a global policy on Prevention of Sexual Harassment at the workplace. This policy was updated in February 2014 to align with current legal mandates, in particular the 'Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013' enacted in India, where TCS has the majority of its workforce.</p> <p>Our policies and training modules are periodically reviewed and revised to comply with legislations with respect to bribery, corruption, and with improved norms on business ethics. TCS' enterprise risk management program (ERM) involves risk identification, assessment, and mitigation planning for strategic, operational, and compliance related risks across business units, functions and geographies.</p> <p>At the Board level, the Ethics and Compliance Committee oversees TCS' compliance to the Tata Code of Conduct, which is applicable to directors as well as other employees. Monthly reports are sent to the Board-level committee on matters relating to the TCoC.</p>
<b>Board Composition and Selection of Board Members</b>	<p>The Nomination and Remuneration Committee, consisting of two independent directors and three non-independent directors, including the Chairman, makes recommendations regarding the composition of the Board, identifies suitable individuals who can be inducted as independent directors, and takes steps to refresh the composition of the Board from time to time.</p> <p>The supervisory capability of the current Board has been significantly boosted by the inclusion of highly capable individuals with global management perspectives, broad corporate experience, specific expertise in corporate governance, and compliance as independent, non-executive directors.</p>

Aspect	Approach
<b>Employee Access to the Board</b>	<p>TCS employees are empowered with a culture that encourages open communications and offers various channels for communicating concerns and grievances. Larger concerns are presented to the Board by the executive directors. In addition, individual senior-level employees are also invited to present to the Board on specific topics under discussion from time to time.</p> <p>Lastly, the Company has a Whistle Blower Policy, with the necessary mechanism for employees to directly report concerns about unethical behavior to the chairperson of the Audit Committee without fear of reprisal or victimization.</p>
<b>Sustainability and Risk Management</b>	<p>TCS has an enterprise compliance management framework and process that has been deployed across the Company. A digital platform provides an enterprise-wide view of compliance across global locations. Major risks are regularly identified and systematically addressed through mitigating actions.</p> <p>We ensure compliance to all applicable laws globally, including those relating to employment and immigration; taxation; forex and export controls; health, safety, and environment; company laws; establishment; SEZ regulations; data privacy; anti-bribery and anti-corruption regulations; and IT security. A committee at the corporate level oversees and monitors the deployment of the compliance function.</p>
<b>Succession Planning</b>	<p>Business sustainability requires consistency in management vision and minimization of impact when there is a leadership change. Therefore, succession planning is an important element in ensuring smooth transitions. At TCS, this occurs at every level – corporate, business unit, account, and even project.</p> <p>At the highest level, succession planning of senior management is directly reviewed by the executive committee of the Board. Business or unit heads are invited to Board meetings from time to time to update the Board. This provides an opportunity for the Board to interact with senior executives periodically and assess values, competencies, and capabilities that can help them identify suitable internal successors.</p>
<b>Remuneration Policy</b>	<p>The Company follows a compensation mix of fixed pay, benefits and performance-linked variable pay. Individual performance pay is determined by business-unit performance as well as individual performance, measured through the annual appraisal process.</p> <p>The performance evaluation criteria for independent directors, remuneration policy and details of the remuneration paid out to members of the Board in FY 2016-17 are disclosed on pages 95-96 of the Annual Report.</p>

## Demand Sustainability

The global market for outsourced IT services is estimated at \$1.2 Tn.<sup>2</sup> This is a highly fragmented market in which TCS – despite being one of the Top 10 service providers - has a very small market share of under 2%. TCS continues to grow significantly faster than the broader market on account of deeper capabilities in new technologies and a superior execution model<sup>3</sup> and we don't expect this trend to change.

With technology getting increasingly embedded into core products and services and thereby becoming a basis of competitive differentiation, the technology intensity of businesses is going up. At the same time, the propensity to outsource is increasing on account of the shortening shelf-lives of new technologies, reducing the enterprise's ability to predict the longevity of any new technology in which it invests in building in-house capability. TCS expects these trends to serve as a structural tailwind to longer-term growth.

## Strategy for Business Sustainability

TCS' customer-centric strategy is built on continually investing in building newer capabilities to expand our participation in our customers' spend and to stay relevant to them at every point in their business cycle, while being technology-agnostic and while broadening our addressable market. Details of this strategy are provided on Pages 62-63 of the FY 2016-17 Annual Report.

Details of the manner in which TCS has adapted to, and gained leadership in, the ongoing shift to Digital technologies are provided on Pages 63-64 of the Annual Report.

The strategic risks faced by TCS, and the Company's approach to mitigating them are summarized on pages 70 and 71 of the FY 2016-17 Annual Report.

## Structured for Agility

A common concern is whether TCS can retain the same agility and responsiveness that have come to define the organization as it gains greater scale. Our customer-centric, modular organizational structure addresses both these concerns. TCS is organized into over two dozen business units, each aligned to an industry vertical. Each market-facing business unit is responsible end-to-end to an exclusive set of customers in its designated domain, owns its resources, and pursues growth in that domain, armed with all the agility and focus of a smaller company.

## Investing in Innovation

Our Research and Innovation (R&I) efforts strengthen the Company's sustainability in the following ways:

- Scan emerging technologies, identify trends and build capabilities in relevant areas
- Collaborate with the Industry Solution Units to create a pipeline of new offerings
- Create intellectual property, improve the Company's revenue mix and boost profits
- Create thought leadership in new technologies

Details of our Research & Innovation focus areas in FY 2016-17, various developments and milestones achieved are detailed on Page 41 of the FY 2016-17 Annual Report. Additionally, there is an interview with our CTO giving further insights on our R&I initiatives on Page 20 of the Annual Report.<sup>3</sup>

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<sup>2</sup>NASSCOM Strategic Review 2017

<sup>3</sup>TCS' Annual Report is available at this link:  
<http://on.tcs.com/AnnualReport2017>

## Financial Sustainability

Our business model is characterized by strong cash generation, low capital needs, low working capital requirements, negligible debt, and attractive return on equity. TCS is a near zero-debt company, and we fund our growth entirely through internal accruals. The structural attributes of our business model are sustainable, and we continually scan the environment for potential threats using our robust risk management framework.

Our pricing and our operating margins have been stable, evidencing the resilience of our business model and the value attributed by our customers to our services.

Details of the shareholder equity, debt levels, cash and equivalents, operating cashflow and dividend payout are provided in our FY 2016-17 Annual Report from Page 120 onwards.

## Best-in-Class Quality

The Company remains committed to the highest levels of quality, superior service management, robust information security practices and mature business continuity management. Details of our Quality Initiatives are provided on Pages 35-36 of the FY 2016-17 Annual Report.

## Information Security and Data Privacy

TCS has implemented a comprehensive Information Security Management System (ISMS) based on the globally recognized ISO 27001:2013 ISMS standard. This framework covers Cyber Security, Privacy, physical / environmental and personnel related controls thereby covering people, process and technology. The information security professionals at TCS have industry-recognized credentials such as CISA, CISM, CISSP, CEH and CBPP. They possess experience in subjects such as application security, infrastructure services, networking, forensics, law, and compliance. TCS considers all client information confidential, and has implemented rigorous processes to protect the same. TCS' security policy has been framed to comply with all international privacy and information security laws. Collection, processing, and dissemination of any personal data is done under highly controlled conditions.

## Our Workforce

Our business is extremely people-centric and therefore the ability to attract, develop, motivate and retain talent is critical to the sustainability of our business. At a time of profound and rapid technology change, TCS' HR strategy is focused on providing our global, diverse workforce a stimulating environment that is flexible, nurtures social contract, fosters innovation, builds a result-oriented, high-performance culture, and motivates today's multi-generational and mobile workforce to develop itself personally and professionally.

Our employee-friendly workplace and HR policies have resulted in consistently high-retention levels and a strong employer brand. We are one of the 10 companies worldwide to be rated as a Global Top Employer, with certifications in 25 countries across our key markets in North America, Europe, Asia-Pacific, the Middle East, and Latin America.

TCS has a highly educated workforce whose technical skills are greatly valued globally. The total number of employees (including subsidiaries) as on March 31, 2017, was 387,223. The workforce is predominantly young, with an average age of 29.7 years. A break-up of the workforce by region, employee age, and gender is presented in Exhibit 5.



**Exhibit 5:** TCS Employees by Region, Age, and Gender

Employment is at will, with three months' notice from either side for termination. Less than 0.02% of the workforce is unionized in India, which is our largest region of operation. TCS also uses contractors, especially for assignments that are of a short-term nature, or which require skills not available readily internally. In FY 2016-17, TCS spent \$1,319 million (7.5% of revenue) on fees to external consultants, compared with \$1,280 million (7.7% of revenue) in FY 2015-16.

The Company has been leveraging Digital technologies extensively to reimagine its talent acquisition, talent development, and engagement functions. This, and our traditional philosophy of empowering individuals and helping them realize their potential, has made TCS' HR processes and outcomes an industry benchmark.

## Talent Acquisition

TCS' talent acquisition strategy is to hire the right competencies required by the business at the right time. In FY 2016-17, we hired and integrated 78,912 employees – 67,328 in India and 11,584 outside – a judicious mix of experienced professionals and trainees. A break-up of the new hires by region, employee age, gender is presented in Exhibit 6.

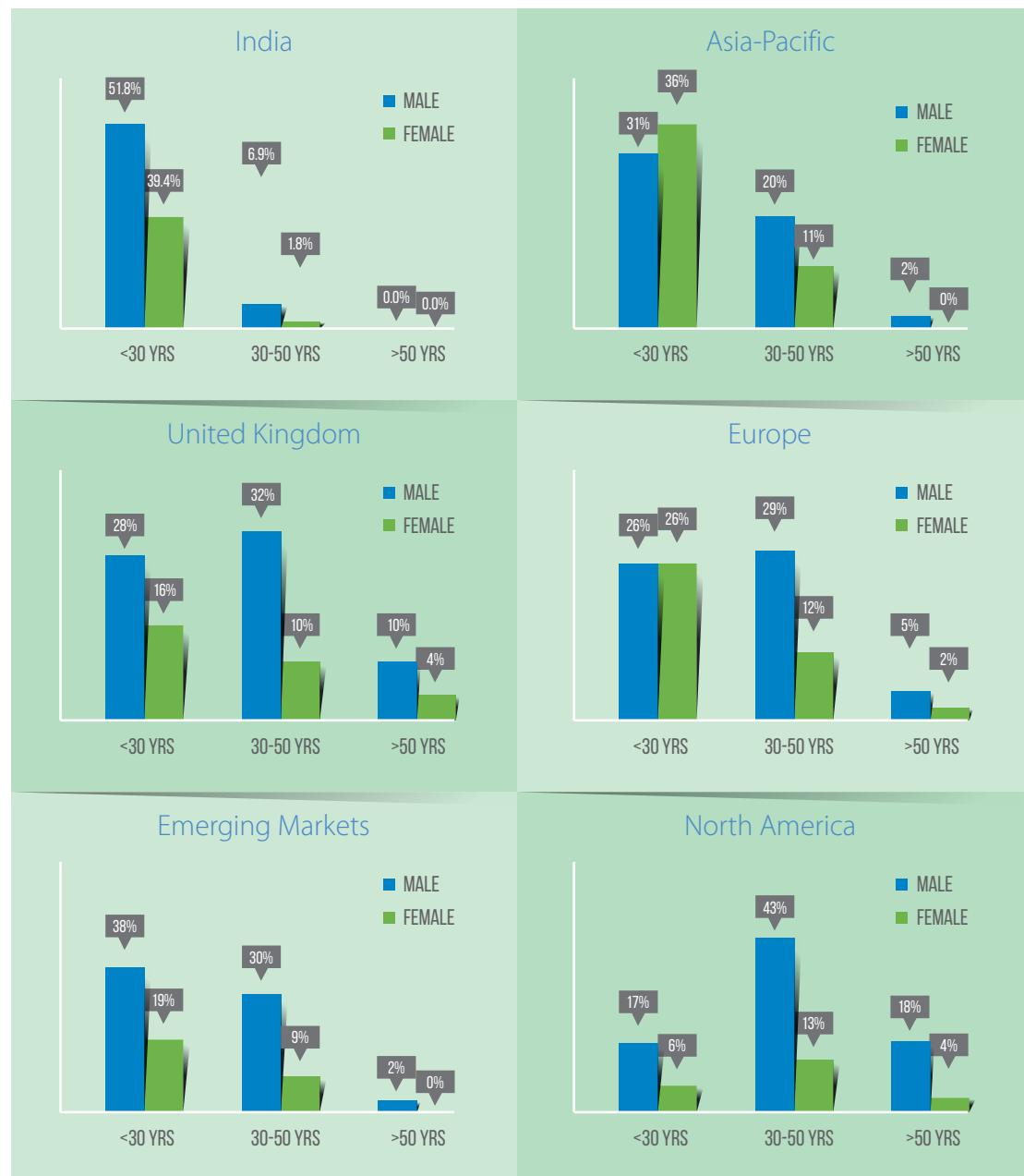


Exhibit 6: New Hires by Region, Age, and Gender

Besides being the largest IT recruiter in India for many years, we believe we are also the largest net recruiter in the IT-enabled services industry in the US in FY 2016-17. TCS continues to remain the preferred employer at leading engineering campuses across India. Our college recruitment efforts in USA, Canada, Latin America, China, and Hungary have been progressing well, with very encouraging outcomes. TCS has also been recruiting graduates from the Top 10 B-Schools in the US for key business roles.

Academic institutes are key partners in TCS' talent acquisition strategy. Our Academic Interface Program (AIP) is a structured approach towards building strong, enduring relationships with top universities globally. In FY 2016-17, our AIP outreach covered 1,232 institutes worldwide through both student- and faculty-focused activities such as workshops, internships, sponsorship of contests, faculty development programs, research scholarships, curriculum review, establishing technical institutes, and so on.

Campus Commune, our unique student engagement portal that helps students collaborate and network with their peer groups globally, now has over 1 million students in 19 countries as registered users. It also helps them in Digital learning through webinars, educational videos, and blog posts by experts in various fields, grooming them for professional life.

We use programming contests such as TESTimony, EngiNx, GameOn, and CodeVita to spot and hire top talent. In FY 2016-17, we recruited over 1,100 expert programmers through this gamified approach. CodeVita, the global programming competition organized through Campus Commune, has found its place in the Limca Book of Records. Having completed five successful seasons, it witnessed more than 260,000 registrations from across 3,000 colleges in 18 countries in FY 2017 alone.

## Talent Diversity

TCS is an equal opportunity employer and subscribes to the Tata Code of Conduct in embracing diversity in race, nationality, religion, ancestry, marital status, gender, age, ethnic origin, physical ability, and sexual orientation. Compensation levels are merit-based and are determined by qualification, experience levels, special skills if any, and performance. Gender and any of the other diversity parameters do not play a part in determining compensation levels. TCS has a well-defined Diversity and Inclusion Policy. TCS' talent acquisition strategy has resulted in greater diversity of gender, geographic locations, and academic discipline. We are today one of the world's largest employer of women.

Progressive policies such as extended parental leave; special focus on the security of women employees; a mentoring program for junior women employees (nWin); discussion circles to help women through major life stages; a reorientation program to re-connect employees after long leave; projecting profiles of inspirational women leaders (Be-Inspired); special leadership development programs to address the needs and aspirations of women; a learning module to equip mid-level managers to work with diverse teams; a virtual support group (Workplace Parents Group) on child psychology; and parenting workshops for working parents have all gone towards making the workplace more gender equal.

TCS was named as one of the UK's leading employers for women in *The Times Top 50 Employers for Women*, in recognition of our commitment to gender equality and for providing women avenues to pursue their professional aspirations. We celebrated the second anniversary of our all-women BPS and IT Center at Riyadh, Saudi Arabia. The center employs over 1,000 women, of whom 85% are local hires. This innovative socio-economic development model promotes long-term career opportunities for Saudi women. Our Center of Excellence for Accessibility works on IT solutions for differently-abled individuals, aiding their integration into the workforce. In addition to building diversity within our own workforce, TCS also works actively to encourage greater diversity in the workforce in the communities we work in.

## Talent Development

Investment in human capital by equipping employees with soft skills, design knowledge, and multi-technology and domain skills has been one of the biggest drivers of value-creation at TCS. We have navigated through the Digital wave by investing in re-skilling our workforce and working to continually deepen and broaden employees' skills in new technologies. The sheer scale and rapidity of technology change has required a reimaged approach to res-killing.

Leadership training is another focus area for TCS. A newly designed Leadership Development Program (LDP) has been launched globally for entry-level managers, and its reach for middle-level managers has been expanded. A number of senior leaders at TCS are certified coaches, and they mentor and coach upcoming leaders. A special program designed for grooming mid-level women managers for leadership roles has started showing positive results.

Cultural and Language Initiatives focus on the three Cs – culture, communication, and collaboration. Some of these initiatives are country-specific 'culture shots' offering training for first-time visitors to a new country, English language training for non-English speaking employees, and training in 11 foreign languages.

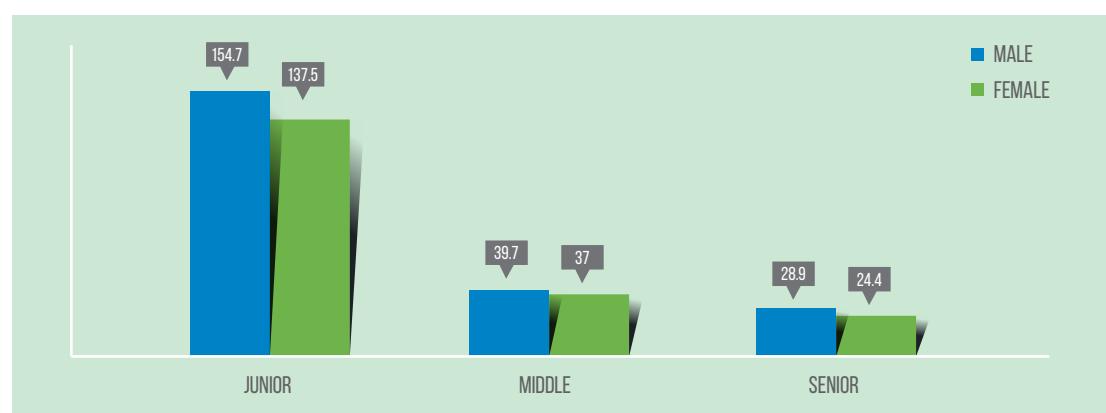


Exhibit 7: Average Training Hours per Employee by Gender and Category in FY 2016-17

## Competitive Compensation

TCS has to attract and retain talent in a highly competitive market. Most of our workforce consists of software engineers who hold graduate and post-graduate degrees in engineering, and possess technical skills that are highly valued in the global labor market.

We regularly benchmark our compensation plans and benefits with peers to ensure competitiveness. There is also a skill-based allowance for employees possessing niche skills, designed to motivate employees to acquire marketable skills, thereby benefiting themselves as well as the Company.

Compensation structures are driven by prevailing practices in each country we operate in. But across the enterprise, remuneration is the same for men and women working full-time, in the same grade, in the same role, at the same location. In India, in addition to a fixed component of the salary, there is a variable component linked to the performance of the Company, the business unit, and the individual. This alignment of our company's and employees' interests has the effect of strengthening team spirit and improving collaboration among teams.

## Career Management

- All eligible employees receive regular performance and career development reviews. TCS has multiple initiatives to help employees grow in their careers:
- CareerHub is a platform that captures employees' career aspirations and provides mentoring services. Employees can choose their own mentor based on a match with their aspirational skill sets.
- Inspire is a specialized program used to groom and provide fast-track career progression to high-potential employees.
- Structured coaching programs at senior leadership levels to make employees realize their full potential.
- Leadership review and assessment profile of all leaders to maintain a healthy succession pipeline.

## Talent Engagement

Some of the platforms and initiatives we have at TCS to enhance and enrich employee engagement are:

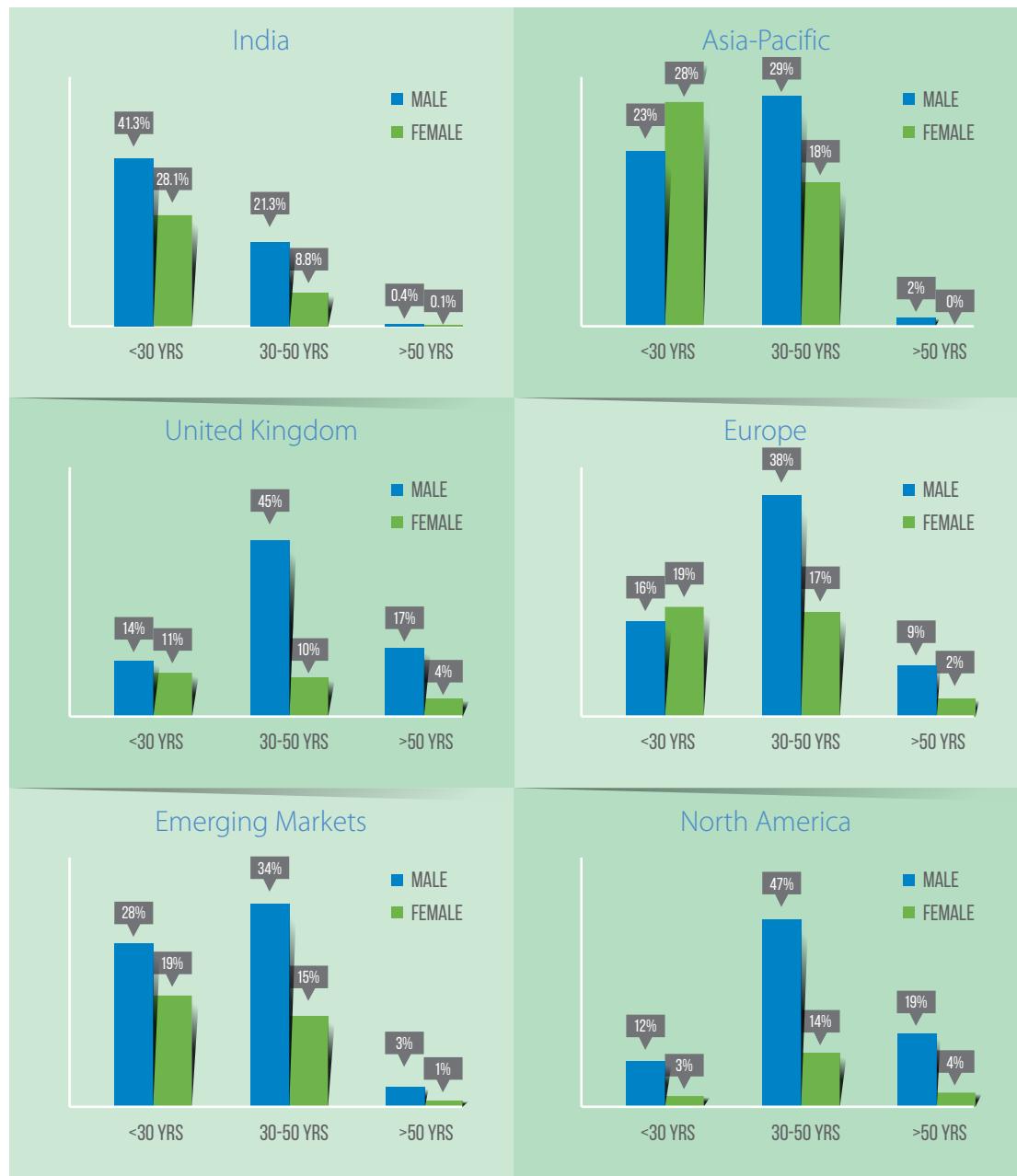
- **Knome, KnowMax, GEMS:** Platforms for social collaboration within the organization, learning, sharing, and for reward and recognition.
- **Safety First:** Initiative focused on employee safety and security.
- **Fit4life:** Builds a fraternity of health- and fitness-conscious employees and creates a culture of fitness.
- **Purpose4life:** Forum for volunteering for community projects in the areas of education, health and the environment.
- **Maitree:** Helps in improving employee bonding within the organization and promoting work-life balance, thereby increasing employee retention.
- **PULSE:** Our annual employee engagement and satisfaction survey; the organization's formal listening forum.

## Talent Retention

TCS' employee retention record has been an industry benchmark, with our attrition rates being the lowest in the industry. In FY 2016-17, TCS' attrition rate in IT Services was 10.5%, and overall attrition –including BPS – was 11.5% (14.7% and 15.5%, respectively, in FY 2015-16). This is not only a best-in-class metric, but also the lowest attrition rate at TCS over the past three years. A break-up of employee separations by region, employee age, and gender is given in Exhibit 8.

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Employee costs and benefits are detailed in our Annual Report for FY 2016-17 (page 156).  
G4-LA13, G4-LA11, G4-LA1



**Exhibit 8:** Employee Turnover by Region, Employee Age, and Gender

In FY 2016-17, a total of 8,482 employees availed parental leave , of which 16 were men and 8,466 were women. Of these, 12 men and 6,187 women employees were still employed with us, twelve months after their return to work, post their parental leave ending, amounting to a retention rate of 73%. Although the majority of parental leave was taken by female employees, 10 of the 20 employees who opted for adoption leave were men.

## Occupational Health and Safety

TCS follows both the Tata Group Safety Policy and its Occupational Health and Safety (OHS) Policy to ensure the safety and well-being of its employees. Our OHS management system has been implemented at nearly 113 locations worldwide. At TCS locations which have ISO 18001:2007 Occupational Health and Safety Management Standard certification, or where there is a local legal requirement, there are formal joint management-worker health and safety committees that monitor, advise and drive occupational health and safety initiatives. Each committee has cross-functional representation, is chaired by senior management and meets on a quarterly basis. About 96% of our workforce is represented by such committees.

Additionally, the board-level Health, Safety, and Sustainability Committee and the Corporate Sustainability Council review our health and safety performance on a regular basis. (See Exhibit 9).

Objectives	Goals	Target
<b>Building a culture of safety and inculcating safe work practices among associates and contractors</b>	Training associates and contractors	One hour per associate per year
		Two hours per contract staff per year
	Creating general awareness	One communication per month
		One campaign per quarter
<b>Providing a safe workplace to associates, and complying with the health and safety management system, as well as regulatory requirements</b>	Conducting health and safety inspections at all sites	One annual inspection per site
	Ensuring compliance to health and safety legal and HSE-MS requirements	100%
<b>Reporting incidents and implementing remedial measures</b>	Reporting accidents and near-miss incidents	Increase in reporting
	Resolving incidents reported, and ensuring effectiveness of remedial measures	100%

**Exhibit 9:** Occupational Health and Safety Objectives and Targets

To make TCSers safety-conscious in all walks of life, we have extended the concept of OHS beyond the workplace. While we continue to focus on risks like fire safety, ergonomics, work environment management, office safety, and road safety in company-provided transport. Employee engagement on matters of Health, Safety and Environment takes the form of training and educational campaigns. In FY 2016-17, HSE training accounted for over 1,200,000 person-hours.

Other programs launched under our Safety First initiative are:

- **General Health:** Over 20,000 associates took advantage of the preventive healthcare check-up camps organized by a leading diagnostics firm in India. Focused programs on cardiac well-being, cholesterol issues, liver and kidney diseases, and vitamin deficiencies were conducted.
- **Emotional Safety:** Counselling sessions were held on unsafe practices, domestic issues, personal stress, and relationship issues. Training and awareness sessions about self-harm, with a focus on helping leaders, HR teams, and Safety Champions identify early warning indicators, were also conducted. Campaigns such as 'HOW R U' and 'Be Calm and Live Your Life' have helped create awareness about counsellor-led services and

employee assistance programs. There has been a 20% increase in the number of people using telephonic and face-to-face counselling services provided by TCS.

- **Staying Safe from Crime:** A special self-defense training program – 5S Training – was conducted across locations. TCS has deployed the location-specific Night Exit Policy, and arranged for free airport pick-up and drop facilities for women associates.
- **Road Safety:** We organize road safety campaigns across locations every January with a range of activities designed to promote safe driving practices. Six editions of the program have been conducted so far.
- **Transport Safety:** Company-arranged transport services are GPS-enabled. Effective deployment of eTMS transport, stringent checks on fire extinguishers and first aid boxes within vehicles, and workshops for activities such as car tire check-ups and driving have also been conducted.
- **Safety Evangelist Program:** We launched a weekly mailer campaign in FY 2016-17, encouraging TCSers share their personal experiences around safety incidents to drive a broader learning among peers. More than 100 associates came forward to share their stories with the TCS network.
- **Apps:** Apart from relaunching the TCS Safety First app this past fiscal, we also released a carpooling app called 'Ko-Ride' to reduce the number of personal vehicles – especially risky two wheelers -- on the roads.

## Safety Reporting

In January 2016, the online accident reporting application was opened to all TCSers, enabling anyone to report workplace accidents. Due to this, we have seen a rise in the number of accidents reported. Road accidents; and slips, trips, and falls have been reported the most. The statistics for work-related injuries are given in Exhibit 10. Further analysis of this data is represented in Exhibits 11 and 12.

Severity	Number of Injuries
Fatality	1
Lost-Time Injury	126
Medical-Treatment Injury	92
First-Aid Injury	25

Exhibit 10: Workplace Injuries

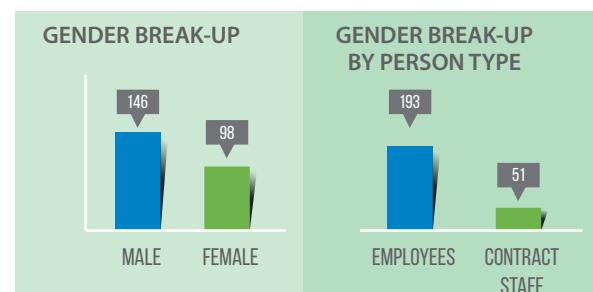


Exhibit 11: Break-Up of Injuries



Exhibit 12: Lost-Time Injury Frequency Rate (Year-on-Year Trend)

G4-LA6

There was one fatality in a road accident involving a company-hired vehicle in Kolkata.

Injuries include fatalities and lost-time injuries.

Lost-Time Injury Frequency Rate (LTIFR) is the number of lost-time injuries per million man hours worked (TCS associates and contract staff working at TCS offices). Only work-related injuries have been considered from all geographies. This does not include the lost-time cases on the road involving employees travelling to and from work in personal or public transport. These cases are tracked and reviewed internally, and road safety awareness campaigns are conducted for associates.

# Community Initiatives



TCS believes in the Tata Group philosophy of giving back to the community. This section highlights our volunteering initiatives, sponsorships, and pro bono IT services. These CSR activities are carried out mainly in the areas of education and skill-building, health and wellness, and environmental sustainability.

A dedicated CSR Committee recommends to the Company's Board our CSR policy, as well as the expenditure required for the same. It also monitors the implementation and impact of the policy from time to time and reports its findings to the Board. The TCS Foundation was established in March 2015 to carry out the Company's CSR initiatives alongside existing flagship programs that the Company has been engaged in, prior to its establishment. Our CSR initiatives leverage our global presence and large employee base to transform the delivery of social programs.

## Volunteering

To unlock the innate desire in every one of us to do good, and channelize that impulse to maximize the impact, we have an enterprise-wide volunteering program called Purpose4life (P4L). It seeks to motivate employees to contribute their time and skills towards social causes in the areas of Education, Health and Environment. Employees are able to participate in the CSR projects undertaken by TCS, as well as in socially relevant initiatives conducted by NGO partners and other informal community-based programs. P4L is supported by a globally accessible online platform and mobile apps, enabling employees to record and share their volunteering experiences with each other.

## Key Initiatives

### BPS Employability Training

This is a 100-hour program deployed to empower the youth from marginalized communities in India. Launched in 2010, this program seeks to give the participants a well-rounded education, by conducting classes on English communication, mathematics, analytics, basics of computers, and offering general information about the BPS industry. Over 66,000 students from across the country having benefited from the program till date.

### IT Employability Training

This program seeks to enhance the employability of undergraduate students from rural engineering and science colleges by providing them training in business skills, general aptitude, and technical skills. This program reached nearly 2,400 students (including 930 from socially and economically disadvantaged communities) in FY 2016-17, and is currently implemented at 30 colleges across 12 states.



An IT Employability Training session being conducted in Pune

### **LaunchPad**

TCS developed LaunchPad as an introduction to programming logic for school students, both in C++ as well as Python. It is an animated series that uses a game format to teach students the basics of programming. The program has reached 5,700 students across India, Muscat, and Singapore, since 2016.

### **Adult Literacy Program**

Launched in 2000, the Adult Literacy Program (ALP) is our flagship program that empowers adults through a computer-based functional literacy (CBFL) solution. Combined with innovative information and communications technology (ICT)-based teaching methods, this solution is delivered in nine Indian and three foreign languages. This IT-enabled module for functional literacy reached 126,490 beneficiaries in FY 2016-17. TCS has partnered with local governments, jail authorities, NGOs, and corporates for the implementation of this solution. 388,008 beneficiaries have been reached since inception.



ALP volunteers interact with beneficiaries at Hiriyyur, Karnataka

### **BridgeIT**

Another key program that TCS runs is BridgeIT, which aims to empower marginalized communities using digital tools. This program demonstrates the use of IT as an enabler in school education, adult literacy, and the creation of entrepreneurs. In FY 2016-17, BridgeIT was operational in 36 villages across four locations: Jhansi and Lucknow in UP, Yadgir in Karnataka, and Tikamgarh in MP. In the last fiscal, we reached out to 19,164 beneficiaries, including 18,230 students, 808 adults, and 126 entrepreneurs.



Students collaborate with trainers during a BridgeIT training session

## **InsighT**

Launched in 2006, InsighT aims to provide senior secondary school students a basic understanding of the IT field. The program takes students through the software development lifecycle, and lays emphasis on its practical application. More than 12,700 students have participated in this program since its inception. Although it was launched with only C++, Python was incorporated into the InsighT program over time. The program was launched on the cloud in 2016.



An interactive InsighT session in progress

## **Empower**

Launched in 2011, Empower was designed for TCS support staff. The program offers participants classes in functional verbal skills and basic computer-related knowledge. Conducted by TCS associates, the training has reached over 4,900 beneficiaries since its inception. In FY 2016-17 alone, the program impacted around 2,178 support staff from TCS offices across 14 major Indian cities.



An Empower session being conducted at TCS Bengaluru

## **Teacher Empowerment Program**

Initiated in 2014, this program helps teachers hone their soft skills such as communication, presentation, empathy, ethics, organizational behavior, time management, and stress management. Over 850 teachers have participated in related activities till date.

### **ConverStation**

A vocation-based spoken English program, ConverStation seeks to improve employability among the youth. It is designed in the form of short, animated situations that include relevant vocabulary for everyday use. Over 6,180 participants have completed the course since 2013.

### **Advanced Computer Training Center**

TCS seeks to empower visually impaired persons through courses that are in sync with industry requirements. Our program provides trainees technological expertise; and offers employment opportunities, able guidance, recognition, and the right operating environment. TCS has trained 189 such individuals so far, of whom 131 have found employment.

### **Big Data Analytics**

TCS has identified Big Data as one of the key talent requirements for the IT industry in the US as well as India. As a socially responsible corporate, TCS plays a key role in augmenting talent availability in this sector. In FY 2016-17, we launched an MSc program in Big Data Analytics in partnership with four leading institutes in India. Eighty students have enrolled in the first batch.

### **Digital Impact Square**

TCS is also addressing India's pressing social problems through online platform (and brick-and-mortar lab) Digital Impact Square (DISQ), which was launched in 2016. DISQ provides internships to young innovators, who are encouraged them to build solutions to challenging social issues using Digital technologies and human-centric design principles.



The DISQ team at Nashik addressing social problems faced by local residents

### **FC Kohli Center on Intelligent Systems**

The FC Kohli Center on Intelligent Systems (KCIS) at IIIT Hyderabad was established to promote research, teaching, and entrepreneurship in the area of broad intelligent systems, especially to carry out sustainable innovation in areas such as natural language processing, robotics, and cognitive sciences. The Kohli Research Block was inaugurated on January 16, 2017, and boasts of 60,000 sq ft of built-up area spread across four floors.

## **Tata Strive**

With TCS' support, Tata Strive has developed two skilling centers – in Hyderabad and Mumbai. The Hyderabad Skill Development Centre spans over 17,000 sq ft and boasts of six classrooms and four labs. The one in Mumbai covers 15,000 sq ft, with six classrooms and six labs. Nearly 72% of the participants hail from underprivileged sections of society.

## **UDAAN**

Facilitated by the National Skill Development Corporation, UDAAN was launched in Jammu and Kashmir on the recommendation of an expert group on employment. Experiential activity-based learning is the central tenet of this 14-week program, which develops participants' English language skills, and prepares them for corporate interviews. Further, psychologists conduct life skills training, in addition to sessions on music, dance, and drama by special trainers. We have reached more than 740 youth with this program, of which 675 have been offered employment with TCS Business Process Services (BPS).

## **Sahapedia**

Sahapedia is a virtual library of the arts, cultures, and histories of India. This initiative is based on both curated and crowdsourced content, including scholarly articles, photographs, digitized books, archival maps, and audio recordings. TCS has partnered with this venture to promote artistic traditions and help Sahapedia become a comprehensive online repository of knowledge, accessible to everyone.

## **Tata Translational Cancer Research Center**

Tata Translational Cancer Research Center (TTCRC), the research and development section of Tata Medical Centre (TMC), Kolkata, aims to create the best possible environment for collaborative enterprise and entrepreneurship, leading to a better future for patients with cancer in India. TCS' aim is to develop personalized treatments, diagnostics, and monitoring tools for these patients.

## **National Oncology Digital Nerve Center**

Since November 2016, TCS has been supplying National Oncology Digital Nerve Center (NODNC) with key IT support. Services offered to the institution include instant messaging support, tele medicine, and virtual follow-ups, among others. We have also deployed virtual nursing assistants that are available 24x7, in addition to providing the center a way to share capabilities with doctors in rural areas.

## **Pro Bono IT Services**

TCS also offers pro bono IT services to social organizations, using IT as a key enabler. We design simple, user-friendly, and holistic systems to help organizations such as Operation Smile, Mumbai Mobile Crèches, Center for Social Action, and the Impact India Foundation be more efficient. The total number of indirect beneficiaries of such programs so far is around 2,000,000. TCS has also provided a fully integrated hospital management system free of cost to the Cancer Research Institute (CRI) at Chennai, as well as TMC, Kolkata.



### A Swachh Bharat Abhiyan

In the past, TCS had set up sanitation facilities at government schools as part of the Government of India's Swachh Bharat Abhiyan. In FY 2016-17, an awareness and behavior change campaign was implemented at several locations as part of our continued support to the program. The campaign promoted healthy sanitation habits among students through training, role play, and workshops.



Some of the beneficiaries of our program under the Swachh Bharat Abhiyan

### Restoration of Heritage Sites

TCS played a leading role in the restoration of two important structures in the country's history. The first was the Vikram Sarabhai Library at IIM Ahmedabad. TCS has partnered with IIM-A to upgrade the services, a process that will address the library's physical as well as digital needs over a three-year period. The second project was at the Asiatic Society building in Mumbai, which is a Category 1 heritage structure. We undertook the renovation and restoration of the iconic Durbar Hall of this building. Post restoration, the Durbar Hall is available for use for educational activities, meetings, seminars, and social outreach. The scope of the restoration work covered acoustics, air-conditioning, sound systems, and other civil work.



Restoration of the Durbar Hall at the historic Asiatic Society of Mumbai



#### North America

In FY 2016-17, over 3,000 TCS volunteers supported several STEM initiatives in North America, reaching over 17,600 students. Additionally, over 300,000 people benefited through TCS' leadership of national initiatives, STEM partnerships, and pro bono tech platforms. Over 1,085 highly skilled TCS associates also provided more than 43,000 hours of immersive, hands-on learning experience to 4,800 middle- and high-school students across 44 cities in the US and Canada, of which 39% of these students were female.



TCS associates at the Atlanta Heart Walk, hosted jointly by the Company and the American Heart Association

In North America, TCS launched the Ignite My Future in School program in partnership with Discovery Education. This program seeks to help prepare school students in the US for 21st-century careers by embedding computational thinking and problem solving into core school subjects such as mathematics, English, social studies, and the arts. The program will provide more than 20,000 teachers the digital tools, instructional resources, and in-market support to confidently teach today's youth.

As part of its partnership with the American Heart Association and the Canadian Heart and Stroke Foundation, TCS continues to provide its associates opportunities to learn about heart disease, understand how to reduce risks, and raise funds for research and treatment. In FY 2016-17, TCS involved over 3,800 of its associates in such events in more than 30 cities, raising funds as well as awareness.

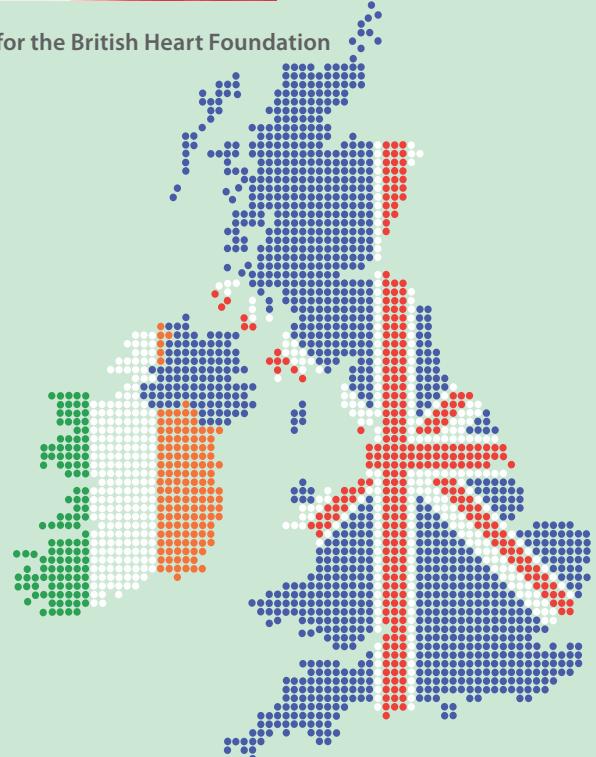
### The UK and Ireland

TCS UK and Ireland's initiative, IT Futures, aims to inspire the youth to take up careers in the field of technology. This program engages students from secondary school to the university level in ICT creation through workshops in coding, programming, and designing. Nearly 84,000 students were reached through this program in FY 2016-17 with the help of more than 360TCS volunteers.

As part of our partnership with the British Heart Foundation in December 2016 to help spread awareness about heart health, we raised nearly £15,000 for the institute, with more than 400 of our associates being trained in CPR. TCS in the UK and Ireland also continues to promote environmental sustainability through staff awareness program, Eco Futures.



TCS associates at our fundraising event for the British Heart Foundation





## Europe

In Europe, TCS has been operating its flagship goIT initiative, a technology awareness program targeting youth between the ages of 14 and 18, since 2015. In FY 2016-17, the program's scope was expanded to Finland, Germany, and Sweden. TCS goIT has reached more than 1,500 young people in the EU, supported by our own volunteers in direct partnership with local schools.



A presentation in progress at the newly-launched Swedish iteration of our goIT program

## Latin America

TCS launched the ENABLE program in Latin America (LATAM) to address employment-related challenges among underprivileged youth. This program focuses on providing technical and soft skills training to the local youth. In FY 2016-17, TCS LATAM conducted 24 ENABLE programs, impacting the lives of 1,500 people across eight countries.



Participants in TCS' ENABLE employability program in Latin America



### Asia-Pacific

Our goIT Girls program in Australia and New Zealand helped train nearly 131 Grade 10 and 11 students during a week-long, intensive program in FY 2016-17. In China, TCS and Tata Sons partnered for Project Library, which seeks to assist students from underprivileged schools in rural China in their education. TCS associates also supported Operation Smile in China, helping 85 children undergo cleft lip surgeries in FY 2016-17. TCS Malaysia initiated a STEM program in Kuala Lumpur, teaching 57 school students coding in a fun and simple way. TCS Hong Kong partnered with the Young Men's Christian Association (YMCA) to improve the quality of life of underprivileged persons from the Cheung Sha Wan and Tung Chung areas, reaching 293 women and children in FY 2016-17.



**TCS China associates with the volunteer certificates they received from Operation Smile**

Meanwhile, TCS Japan associates supported the education of 181 students at the Tokiwa Elementary School, helping improve their English speaking skills. The TCS Philippines team changed the lives of 3,500 students in FY 2016-17 through its programs supporting local schools. A number of clean-up drives were also held in Japan, Singapore, Hong Kong, and China, under which TCS associates volunteered to clean local beaches or areas. Tree-planting drives were held in schools and local communities across the Philippines, Malaysia, Thailand, and China.

Our partnership with the Singapore Management University gave birth to the SHINE Seniors program, which makes community care services effective through innovations in care delivery by leveraging ICT solutions. The project aims to improve the well-being and happiness of senior Singaporeans by creating sensor-enabled homes that support active ageing-in-place.



### Middle East and Africa

In South Africa, TCS partnered with the Department of Public Enterprise to set up the IT learning Center at Lisisiki in the Eastern Cape. The IT center is intended for use by multiple schools to provide children with basic IT skills, and train unemployed women and youngsters in the local community. TCS associates also contribute about 200 hours each year to train children in and around Johannesburg in basic IT concepts.

With all these initiatives, TCS continues to change the lives of people across the globe – both within the Company and outside.

# Environmental Sustainability

We believe that environmental stewardship is not just the right thing to do, but also something that enhances longer term shareholder value. Guided by our environmental policy<sup>4</sup>, we have built environmental sustainability into our daily operations and have been relentlessly driving efficiency through resource optimization and waste reduction and thereby reducing our ecological footprint. This has allowed us to decouple our business growth from the environmental impact and reduce costs.

TCS' environmental stewardship can be seen through four dimensions:

- **Carbon footprint reduction:** Energy efficiency and use of renewable energy
- **Water management:** Efficient use, recycling and rainwater harvesting,
- **Waste management:** Reduction, Reuse and Recycling
- **Supply chain sustainability**

All these initiatives are implemented through our Environment Management System framework, in accordance with the international standard, ISO 14001:2004. TCS' key delivery centers at 113 locations around the world are certified to this standard.

## Environmental expenditure

At TCS, environmental initiatives are seen as part of the overall operational and infrastructure improvement, and, therefore, the expenditure is not tracked separately. Green building project costs are included in our capital expenditure, while monitoring and measurement and small energy efficiency project costs, and compliance fees are included as a part of operational budgets for the respective facilities.

## Compliance

TCS complies with all applicable environmental regulations. There were no instances of environmental fines imposed or negative consequences due to TCS' operations in the reporting period.

Exhibit 13 summarizes the various elements of our environmental management. Our performance<sup>5</sup> in FY 2016-17 against the various environmental goals we have set for ourselves is depicted in Exhibit 14.

## Levers of Environment Management

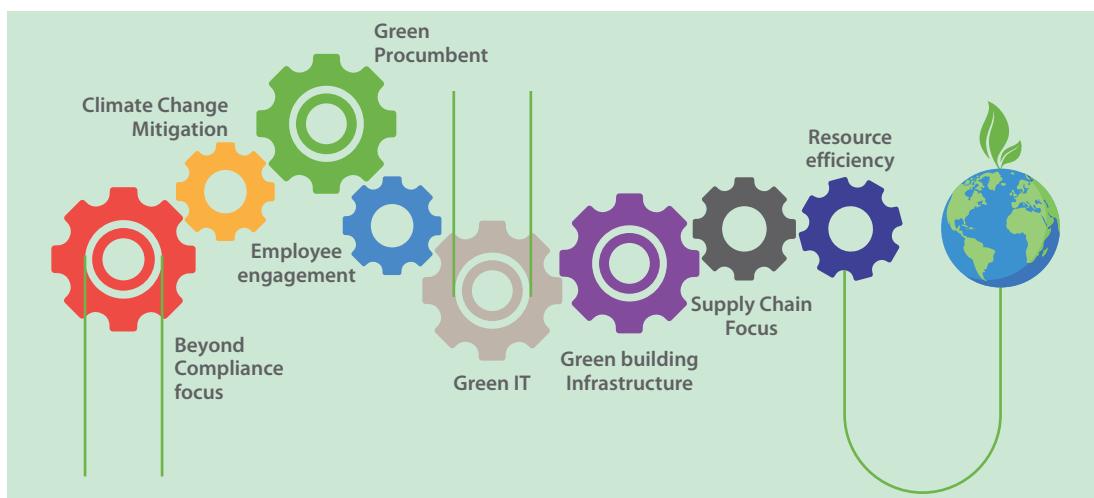


Exhibit 13: Environmental Management at TCS

<sup>4</sup><http://sites.tcs.com/corporate-sustainability/environmental-policy>

G4-DMA (Materials) and G4-EN1: TCS is a services company so there is no direct material consumption in our operations. Resources consumed – including electricity, water, physical infrastructure, and office information and communication technology equipment – are auxiliaries that support operations.

G4-14

G4-DMA (Overall), G4-EN31

G4-DMA (Compliance), G4-EN29

<sup>5</sup>All performance measured over the baseline year 2007-08.

## Environmental Performance summary

Objective	Target	Date Status
Carbon footprint* (per capita) reduction by 50% over baseline 2007-08 *(Scope1 + Scope 2)	2020	
Achieve PUE at 1.65 (weighted average)	2018	
20% renewable energy procurement	2020	
Water Neutrality	2020	
Zero* solid waste disposal landfill (*<5%)	2020	
Include vendor sustainability requirements in contract & conduct assessments	2017	
Achieved     On Track     Behind		

**Exhibit 14:** Summary of Environmental Performance

## Reducing the Carbon Footprint

In FY 2007-08, our greenhouse gas emissions (Scope 1 + Scope 2)<sup>6</sup> stood at 3 tCO2E/FTE/Annum. Using that as a baseline, the Company has been pursuing a bold target to reduce the specific carbon footprint by 50% by 2020.

Scope 2 emissions, resulting from purchased electricity, make up 90% of our total carbon emissions. Consequently, in working towards reducing our carbon footprint, we have primarily targeted our energy consumption and found ways to make it more efficient and greener.

Our carbon management approach has four key levers – green infrastructure, green IT, IT-enabled operational efficiencies, and greater use of renewable energy.

### **Green Infrastructure:**

All new campuses owned by TCS are designed according to green building standards for energy and resource efficiency. Currently, nearly 50% of TCS' total real estate portfolio is certified green building space, and 78% of the total TCS-owned real estate is IGBC/LEED-certified green infrastructure. Thirteen TCS campuses from across the country now boast of LEED certification (Exhibit 15).

Key features of our green buildings include energy efficient design, onsite renewable energy via rooftop solar photovoltaic (PV) panels, solar thermal installations, chiller waste heat recovery units, and solar PV panel-based peripheral lighting systems.

Energy efficiency is a key criterion even when we lease new spaces. New office spaces that we have leased in Gurgaon, Noida, Kolkata, Mumbai, Pune, and Munich all have green building certification.

G4-DMA (Energy); G4-DMA (Emissions)

<sup>6</sup>Scope 1 emissions such as those from diesel-operated generator sets, company-owned vehicles, fugitive emissions like refrigerant gases, cooking gas combustion, and office heating have been calculated using the emissions factors published by the GHG (greenhouse) Protocol All Sector Tools version released in 2017. For Scope 2 emissions – that is, purchased electricity-related carbon emissions – for India, the source is the emissions factor in the CO2 Baseline Database for the Indian Power Sector, User Guide, Version 11.0, April 2016, published by the Central Electricity Authority of India. For Scope 2 emissions of locations other than India, emission factors published by DEFRA 2015 have been used. G4-EN3, G4-EN4 - In FY 2016-17, TCS consumed 600.3 GWh (2.3 million GJ) of electricity out of which 7.25% was from renewable sources, 3% from onsite utilities and the remaining was purchased electricity. Energy consumption outside the organization has not been measured.



	Siruseri Phase 2	Chennai, Tamil Nadu		Siruseri Phase 1	Chennai, Tamil Nadu
	Kalinga Park	Bhubaneswar, Odisha		Synergy Park Phase 2	Hyderabad, Telangana
	Barabati	Bhubaneswar, Odisha		Garima Park	Ahmedabad, Gujarat
				Gitanjali Park	Kolkata, West Bengal
				TCS Centre	Kochi, Kerala
				Adibatla	Hyderabad, Telangana
				Mihan	Nagpur, Maharashtra
	Peepul Park	Thiruvananthapuram		Sahyadri Park	Pune, Maharashtra
				Banyan Park	Mumbai, Maharashtra

Exhibit 15: TCS' 13 LEED-Certified Campuses (NOTE: TO BE FORMATTED AS A MAP)

#### Green IT:

Procurement of energy-efficient assets, operational energy management, eco-friendly disposal of end-of-life IT equipment through e-waste management, and other such initiatives together make TCS' Green IT strategy.

Some of the best practices deployed at the data centers include redesigning air flow by proper placement of supply grill tiles, blocking cold air leakages, and optimizing cooling and uninterruptible power supply (UPS) devices by switching off extra units. With the integration of 23 key data centers on an online monitoring and control platform, we are now able to track our power usage on a real-time basis to drive efficiency measures accordingly. Consequently, we have improved the power usage effectiveness (PUE) at our data centers from an average of 2.2 to 1.73, with six centers having a PUE of 1.65 or less.

#### Remote Energy Management:

TCS has developed a cloud-based energy-management-as-a-service platform that leverages TCS IP, Internet of Things, machine learning and predictive analytics to monitor energy consumption on a real time basis, detect anomalies and identify ways to reduce consumption. This solution has been deployed at over 150 of our facilities across India, and enterprise-wide energy consumption is monitored and optimized from our centralized resource operations center in Kochi.



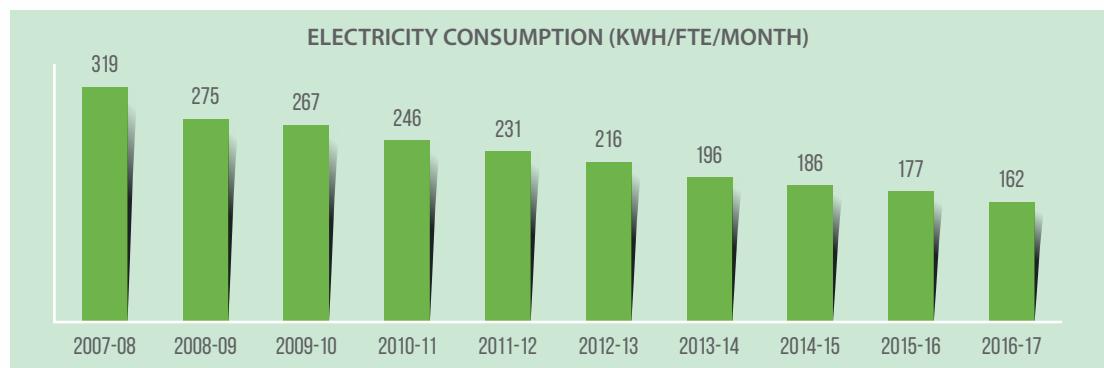
**Exhibit 16:** Energy Management Solution Dashboard

#### **Renewable Energy:**

TCS has set a target of meeting 20% of our energy needs from renewable energy sources by 2020. Apart from rooftop solar power installations, some of our offices feature smaller renewable energy installations, including solar peripheral lights, solar electrical fencing systems, and solar water heaters. Natural gas is used at some overseas locations for space heating. TCS is looking at procuring renewable energy through third-party providers over the next few years. In FY 2016-17, renewable energy accounted for 7.25% of total energy consumed.

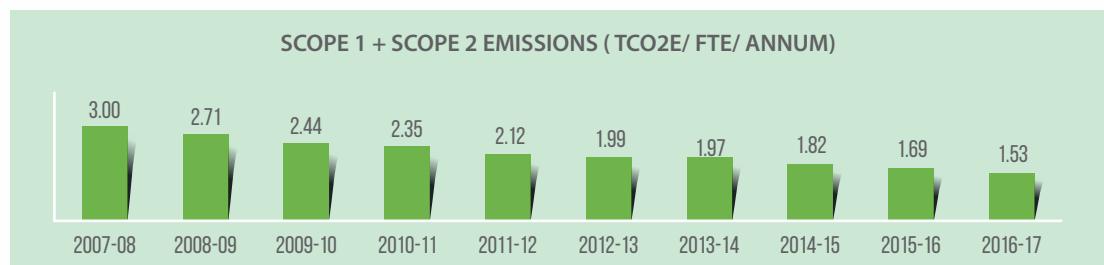
#### **Outcomes:**

On account of all the efficiency-focused initiatives, we have reduced our specific electricity consumption in FY 2016-17 by 8.35% over FY 2015-16, and 49.15% over baseline year FY 2007-08 (Exhibit 17).



**Exhibit 17:** Year-Wise Reduction in Electricity Consumption

Our combined greenhouse gas emission (Scope 1 + Scope 2)<sup>7</sup> was 1.53 tCO<sub>2</sub>e/FTE in FY 2016-17, 9.7% lower than the prior year and 49.1% power than in FY 2007-08 – very close to achieving the 2020 target we had set for ourselves.



**Exhibit 18:** Year-Wise Reduction of Carbon Footprint (Scope 1 + Scope 2)

G4-EN5, G4-EN6

<sup>7</sup>Scope 1 emissions have been calculated using the emissions factors published by the GHG (greenhouse) Protocol All Sector Tools version released in 2017. For Scope 2 emissions – that is, purchased electricity-related carbon emissions – for India, the source is the emissions factor in the CO<sub>2</sub> Baseline Database for the Indian Power Sector, User Guide, Version 11.0, April 2016, published by the Central Electricity Authority of India. For Scope 2 emissions of locations other than India, emission factors published by DEFRA 2015 have been used.

G4-EN18, G4-EN19

Gross GHG emissions in FY 2016-17 and the prior year are as below:

TCO2E	FY 2016-17	FY 2015-16
Scope 1	38,360	31,924
Scope 2	432,160	439,400

TCS' performance against our carbon and energy management plan is summarized in Exhibit 19.



All performances reported over the baseline year 2007-08

Exhibit 19: Energy Management Solution Dashboard

There is one more classification to account for – Scope 3, which comprises indirect carbon emissions. These emissions are a consequence of our activities, but occur from sources not owned or controlled by us. The various categories of the Scope 3<sup>8</sup> emission sources applicable to TCS, along with the relevant reporting boundaries, and the corresponding three-year carbon performance are described in Exhibits 20 and 21, respectively.

<b>Category 1: Purchased Goods and Services</b>	Carbon footprint from the purchase of (non-capitalized) ICT equipment. Services procured for infrastructure management are delivered from within TCS premises and hence covered under Scope 1 and Scope 2. Carbon footprint: 26,090 tCO2e; 4.06% of total Scope 3 emissions.
<b>Category 2: Capital Goods</b>	Emissions from (capitalized) office machinery, equipment, furniture, computer, servers, and electrical machinery. Carbon footprint: 53,783 tCO2e; 8.38% of total Scope 3 emissions
<b>Category 3: Fuel-and Energy-Related Activities<sup>9</sup></b>	Emissions from upstream extraction, production, and transportation, and T&D losses due to the electricity consumed in TCS offices. Carbon footprint: 181,953 tCO2e; 28.33% of total Scope 3 emissions.
<b>Category 4: Upstream Transportation and Distribution</b>	Upstream transportation and distribution emissions from the purchase of IT assets such as desktops, laptops, and servers, quantified based on the life cycle data published by key suppliers to TCS. Carbon footprint: 1,644 tCO2e; 0.26% of total Scope 3 emissions.

G4-EN15 and G4-EN16

<sup>8</sup>Emission factors used are from DEFRA 2016 and DEFRA 2012 – GHG conversion factors, GHG Protocol All Sector Tools 2014, and Lifecycle GHG assessment studies published by key suppliers of ICT equipment to TCS.

G4-EN17

<sup>9</sup>Not included in Scope 1 and Scope 2.

<b>Category 5: Waste Generated in Operations</b>	Emissions associated with waste disposal, taking into consideration recycled quantities, waste treatment, and disposal methods. Carbon footprint: 3,073 tCO2e; 0.48% of total Scope 3 emissions.
<b>Category 6: Business Travel</b>	Relevant and material to TCS due to the nature of our business and our operating model. We have reduced greenhouse gas emissions from business air travel (Scope 3) by more than 60% over the baseline year, thanks to strict controls and promotion of audio and video conferencing. Carbon footprint: 120,673 tCO2e; 18.79% of total Scope 3 emissions.
<b>Category 7: Employee Commuting</b>	Travel in hired vehicles provided by the Company or in personal or public transport. The distance traveled is monitored for Company vehicles by type of vehicle and fuel, and used to calculate the associated emission. For employees commuting by personal or public transport, the number of employees using personal transport (two-wheelers or cars) is collected from the parking pass issue records, and it is assumed that the rest use public transport. It is assumed that on an average, a person travels 30 km a day for work, based on the average distance of the offices in each city from the geographical center. Emissions are accounted for based on the kilometers travelled and the emission factor for passenger cars, motorbikes, buses, and trains. This data is reported only for India, representing over 90% of our total employees. Carbon footprint: 254,943 tCO2e; 39.7% of total Scope 3 emissions.

**Exhibit 20:** Scope 3 Emission Categories and Carbon Footprint Distribution

Category	2016-17	2015-16	2014-15
Category 1: Purchased Goods and Services	26,090	35,064	25,037
Category 2: Capital Goods	53,783	81,027	72,158
Category 3: Fuel and Energy-Related Activities <sup>10</sup>	181,953	179,811	191,945
Category 4: Upstream Transportation and Distribution	1,644	1,854	2,113
Category 5: Waste Generated in Operations	3,073	2,693	1,749
Category 6: Business Travel	120,673	135,097	110,809
Category 7: Employee Commuting	254,943	232,406	223,607

**Exhibit 21:** Scope 3 Carbon Performance in tCO2e/FTE/annum

G4-DMA (Transport), G4-EN30

<sup>10</sup>Not included in Scope 1 and Scope 2.

G4-DMA (Emissions), G4-EN30

## Other Emissions

TCS is committed to using zero-ozone depleting potential (ODP) refrigerants in its operations. New facilities coming up at TCS have HVAC systems based on zero-ODP refrigerants. All ODP refrigerant gases shall be phased out and replaced with zero-ODP refrigerants, in line with country-specific timelines agreed to as per the Montreal Protocol and local regulations. Ozone depleting substance emissions are primarily in the form of system losses or fugitive emissions during maintenance and repair. The ODP of the total refrigerant emissions to the atmosphere in FY 2016-17 was 0.36 ton of CFC-11 equivalent. Diesel generator sets used as a source of power during power outages emit oxides of sulphur (SO<sub>x</sub>) and nitrogen (NO<sub>x</sub>), total emissions for which were 2.9 ton and 359 ton, respectively.

## Water Sustainability

Recognizing the limited supply of fresh water and the importance of water conservation for sustaining our operations, TCS has set itself an ambitious goal of achieving water neutrality by 2020. Towards this, we have put in place water-efficient design at new offices and campuses, ensuring 100% treatment and recycling of sewage and rainwater harvesting. Employee engagement also plays a big role in our water sustainability strategy. Exhibit 22 summarizes our water management initiatives and performance.

Of the 3.9 million kL of fresh water consumed by TCS in FY 2016-17, 46% came from municipal sources, 38% from tankers, 15% from borewells, and 1% was bottled water. Consistent water efficiency measures have helped us reduce fresh water consumption by 15% over baseline year FY 2007-08. However, our reported consumption figures increased marginally over the past year due to the inclusion of new sites through M&A activity.

### Recycling:

To reduce the load on fresh water sources, all new TCS campuses are equipped with sewage treatment plants designed for 100% recycling of the treated sewage. Sewage is treated using state-of-the-art technologies and recycled for use in HVAC cooling towers, flush tanks, and irrigation (in that order of preference). Newer TCS facilities are designed for zero water discharge and have significantly boosted overall recycling levels. Hence, total treated sewage recycled as a percentage of the total fresh water consumed has gone up from 44% in FY 2015-16 to 53% in FY 2016-17.



*All performances reported over the baseline year 2007-08*

**Exhibit 22 :** Summarizes our water management initiatives and performance

### Rainwater Harvesting:

We intend to return to nature the water we draw from it, using rainwater harvesting within our campuses. Accordingly, our premises feature rainwater harvesting infrastructure, including rooftop collection systems, collection and storage tanks, mechanism for recharging of bore wells, trenches, and pits, and, in some cases, water bodies for storing rainwater. There was a 25% increase in the rainwater harvesting potential at TCS sites in FY 2016-17 over the previous year. Our current rainwater harvesting potential offsets 100% of the total groundwater used across TCS facilities.

## Waste Management

For an IT services and consulting organization like TCS, emissions and wastes are limited, and primarily come from our office operations – there are no process wastes or emissions. Municipal solid waste is the predominant type of waste generated, along with electronic and electrical waste (e-waste), and relatively small amounts of hazardous waste like lead-acid batteries and waste lube oil.

TCS'3R waste management model is based on Reduction, Reuse and Recycling. Reduction at source is the most important lever, and we are pursuing this by raising employee awareness and encouraging responsible consumption. In FY 2016-17, we generated 141 tons of paper waste, 1,969 tons of dry waste, and 3,192 tons of canteen waste, all adding up to 21.7 kg/FTE/annum of waste.<sup>11</sup>



**Exhibit 23:** This notice board put up at a canteen at TCS Bangalore very effectively drove home the message to employees. The image itself went viral on social media and introduced the issue of food wastage into the national discourse.

Biodegradable waste is subjected to onsite treatment for biogas recovery through bio-digesters or compost pits; or disposed of as feed to piggeries, or to the municipal waste collection system. The choice is based on the space available and the estimated food waste generated. In FY 2016-17, 27.4% of the total wet waste generated was treated through onsite composting. Approximately 185.6 ton of compost was generated from garden waste the same fiscal. This compost serves as an excellent bio-fertilizer that helps avoid the use of chemical fertilizers, and resultant soil and groundwater pollution.

Continuous efforts to reduce paper usage at source has translated into a specific paper consumption of 38 reams/1000 FTE/month in FY 2016-17, an 83.57% reduction over the baseline year. Much of this reduction can be attributed to the awareness created among employees, and the enforcement of printing discipline through automated and manual administrative means. Paper waste is carefully segregated, shredded, recycled. In some cases, it is sent to NGOs, which supply stationery items made from recycled paper back to us. In FY 2016-17, TCS continued to achieve 100% recycling of total paper waste.<sup>10</sup>

## **E-Waste Management**

In FY 2016-17, 26,428 scrapped IT assets were disposed of through government authorized handlers or recyclers, in accordance with the regulations of each country.<sup>12</sup> To ensure that electronic waste is recycled appropriately, our e-waste recycling service providers undergo a stringent due-diligence audit process to ensure compliance with health, safety, and environment (HSE)-related regulations and follow good onsite handling practices. A desktop review is followed by a detailed site audit to verify adherence to HSE practices, thereby extending 'duty of care' to the supply chain. The e-waste management processes followed are in line with the Waste Electrical and Electronic Equipment (WEEE) directive, Government of India's E-waste (Management and Handling) Rules, 2011, and other country-level regulations.

## **Hazardous Waste Management**

For India operations, hazardous waste (as defined by applicable regulations) is handled and disposed of as per Hazardous and Other Waste (Management and Transboundary Movement) Rules, 2016, only through government-authorized vendors. All used printer cartridges and photocopier toner bottles are sent back to the manufacturers for proper disposal. In FY 2016-17, 30,177 liters of lube oil from diesel generator sets and 10,414 batteries from UPS systems were disposed of through government authorized recyclers.<sup>13</sup>

## **Employee Engagement**

Our employees play a critical role in helping us achieve our sustainability objectives. We engage them through different channels and during campaigns spread out across the year. As part of TCS' 'Step Up the Earth Hour' campaign, launched in May 2016, all non-essential and non-critical lights and electrical equipment were turned off on the last Saturday of each month, without compromising business operations. This initiative was a huge success, and helped us avoid generation of more than 185 ton of CO<sub>2</sub> equivalent.

Since its inception in 2014, the Tata Group campaign, 'Tata Sustainability Month' has grown in terms of both outreach and impact. In June 2016, the theme for this initiative was the Sustainability Development Goals. Over 160,000 employees participated in both online and onsite activities.

## **Supply Chain Sustainability**

In keeping with the Tata Group philosophy, we expect our key suppliers and supply chain partners to incorporate socially and environmentally responsible practices in their businesses. We strive to integrate sustainability considerations in our vendor selection and engagement process (see Exhibit 24).

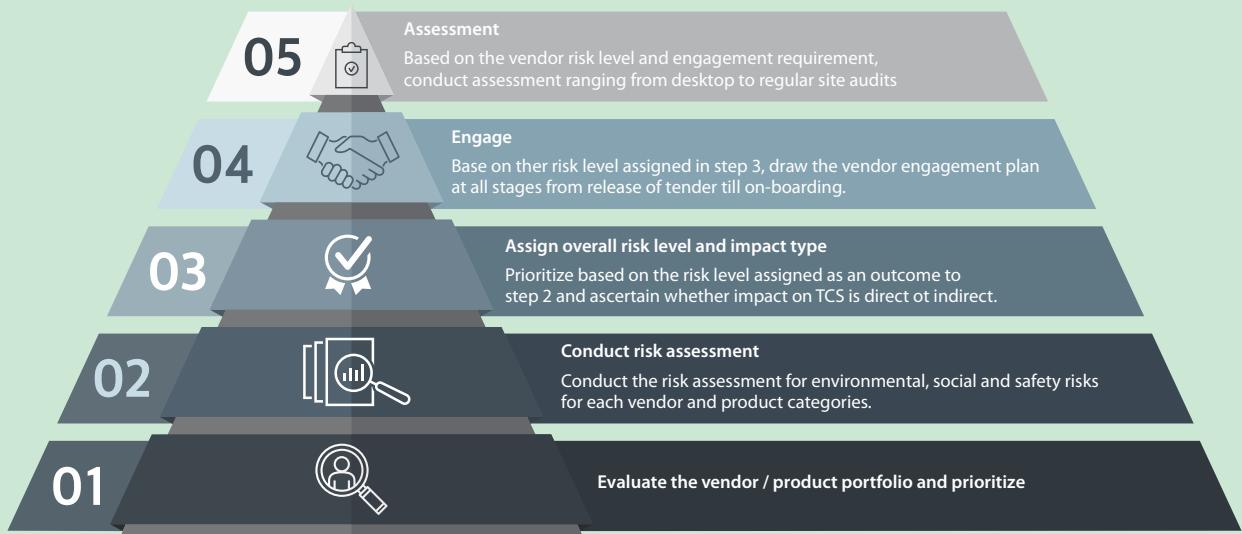
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<sup>12</sup>Data for all geographies.

G4-EN24. There were no reported spills in FY 2016-17.

<sup>13</sup>In all geographies, we follow local regulations. Since most of the facilities outside India are typically smaller, and leased and operated by landlords, the generation of such waste is marginal and is appropriately handled through the landlords or facility managers.

## Supply chain Sustainability



**Exhibit 24:** Sustainable Supply Chain Engagement Model

Compliance to legal requirements is set as the minimum requirement, while additional elements include mandatory sign-offs on TCS' Supplier Code of Conduct and contractor HSE requirements, assessments and audits for high-risk vendors, integration of sustainability metrics in vendor reviews, and training and capacity building. Site or process audits are conducted for high-risk vendors with direct impact on TCS, while desktop assessments are conducted for those whose impact on TCS is indirect. Together, all these efforts illustrate TCS' overarching commitment to environmental sustainability.

### Green Stationery at TCS Hungary

TCS Hungary rolled out a green stationery catalogue to make stationery procurement more sustainable. The sustainability criteria were defined based on the material they were made out of, packaging, reusability factor, and transportation involved. Green alternatives were then sought from vendors, a catalogue created and shared with employees to create awareness. The logistics process was also streamlined to reduce wastage and save energy.



# GRI G4 Content Index



GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number (or Link)	External Assurance (Y/N)
		For items marked Y, external assurance is provided on Pages <b>53-56</b> of this Report
STRATEGY AND ANALYSIS		
G4-1	CEO's message - pages 2 - 4	Y
ORGANIZATIONAL PROFILE		
G4-3	Organizational profile - page 6	Y
G4-4	Organizational profile - page 6	Y
G4-5	Organizational profile - page 6	Y
G4-6	Organizational profile - page 6	Y
G4-7	Organizational profile - page 6	Y
G4-8	Organizational profile - page 6	Y
G4-9	TCS by numbers – page 5	Y
G4-10	Our Workforce – pages 20 - 21	Y
G4-11	Our Workforce – page 21	Y
G4-12	Talent Acquisition – page 22 - 23	Y
G4-13	Organizational profile - page 6	Y
G4-14	Environmental Sustainability - page 39	Y
G4-15	Sustainability Approach - page 6	Y
G4-16	Our Stakeholders - page 9	Y
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	About the Report - page 1	Y
G4-18	About the Report - page 1, Stakeholder Engagement and Materiality Definition - pages 9	Y
G4-19	Material Topics – pages 12 - 13	Y
G4-20	Material Topics – pages 12 - 13	Y
G4-21	Material Topics – pages 12 - 13	Y
G4-22	About the Report - page 1	Y
G4-23	About the Report - page 1	Y
STAKEHOLDER ENGAGEMENT		
G4-24	Our Stakeholders – page 9	Y
G4-25	Our Stakeholders – page 9	Y
G4-26	Our Stakeholders – page 9	Y
G4-27	Our Stakeholders – page 9	Y

REPORT PROFILE			
G4-28	About the Report - page 1	Y	
G4-29	About the Report - page 1	Y	
G4-30	About the Report - page 1	Y	
G4-31	Contacts - back cover page	Y	
G4-32	About the Report - page 1	Y	
G4-33	About the Report - page 1, Assurance Statement - pages 53 - 56	Y	
GOVERNANCE			
G4-34	Corporate Governance - page 14	Y	
ETHICS AND INTEGRITY			
G4-56	Ethics and Compliance - page 17	Y	
SPECIFIC STANDARD DISCLOSURES			
DMA and Indicators	Page Number (or Link)	Identified Omissions, if any (and related explanations)	External Assurance (Y/N)
			For items marked Y, external assurance is provided on Pages <b>53-56</b> of this Report
CATEGORY: ECONOMIC			
MATERIAL ASPECT: ECONOMIC PERFORMANCE			
G4-DMA	<a href="#">FY 2016-17 Annual Report</a> – page 127 Letter from the CEO – page 9		Y
G4-EC1	TCS by numbers - page 5, page 24		Y
CATEGORY: ENVIRONMENT			
MATERIAL ASPECT: MATERIALS			
G4-DMA	Environmental Sustainability – page 39		Y
G4-EN1	Environmental Sustainability - page 39		Y
MATERIAL ASPECT: ENERGY			
G4-DMA	Reducing the Carbon Footprint - page 40		Y
G4-EN3	Reducing the Carbon Footprint - page 40		Y
G4-EN4	Reducing the Carbon Footprint - page 40		Y
G4-EN5	Outcomes - page 42		Y
G4-EN6	Outcomes - page 42		Y

<b>MATERIAL ASPECT: WATER</b>			
G4-DMA	Water Sustainability - page 45		Y
G4-EN8	Water Sustainability - page 45		Y
G4-EN9	Water Sustainability - page 45		Y
G4-EN10	Water Sustainability - page 46		Y
<b>MATERIAL ASPECT: EMISSIONS</b>			
G4-DMA	Reducing the Carbon Footprint - pages 40 - 44		Y
G4-EN15	Outcomes - page 43		Y
G4-EN16	Outcomes - page 43		Y
G4-EN17	Outcomes - page 43		Y
G4-EN18	Outcomes - page 42		Y
G4-EN19	Outcomes - page 42		Y
G4-EN20	Other Emissions – page 45		Y
G4-EN21	Other Emissions – page 45		Y
<b>MATERIAL ASPECT: EFFLUENTS AND WASTE</b>			
G4-DMA	Waste Management - page 46		Y
G4-EN22	Recycling - page 45		Y
G4-EN23	Waste Management – pages 46, 47		Y
G4-EN24	Hazardous Waste Management - page 47		Y
<b>MATERIAL ASPECT: COMPLIANCE</b>			
G4-EN29	Compliance - page 39		Y
<b>MATERIAL ASPECT: TRANSPORT</b>			
G4-DMA	Scope 3 emissions – page 44		Y
G4-EN30	Scope 3 emissions – page 44		Y
<b>MATERIAL ASPECT: OVERALL</b>			
G4-DMA	Environmental Sustainability – page 39		Y
G4-EN31	Environmental expenditure - page 39		Y

<b>CATEGORY: SOCIAL</b>			
<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>			
<b>MATERIAL ASPECT: EMPLOYMENT</b>			
G4-DMA	Our workforce – page 20		Y
G4-LA1	Talent Acquisition – pages 22 - 23, Talent Retention – pages 25 - 26		Y
G4-LA3	Talent Retention - page 26		Y
<b>MATERIAL ASPECT: LABOR/MANAGEMENT RELATIONS</b>			
G4-DMA	Our workforce – page 20		Y
G4-LA4	Our workforce - page 21		Y
<b>MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>			
G4-DMA	Occupational Health and Safety - page 27		Y
G4-LA5	Occupational Health and Safety - page 27		Y
G4-LA6	Injury Statistics - page 28		Y
<b>MATERIAL ASPECT: TRAINING AND EDUCATION</b>			
G4-DMA	Talent Development - page 24		Y
G4-LA9	Talent Development - pages 24, 26		Y
G4-LA11	Career Development - page 25		Y
<b>MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN</b>			
G4-DMA	Competitive Compensation - page 24		Y
G4-LA13	Competitive Compensation - page 24		Y
<b>SUB-CATEGORY: SOCIETY</b>			
<b>MATERIAL ASPECT: LOCAL COMMUNITIES</b>			
G4-DMA	Our Community - page 29		Y
G4-SO1	Our Community - pages 29 - 38		Y

# External Assurance



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## Independent Limited Assurance Statement to Tata Consultancy Services Limited on their Sustainability Report for Financial Year 2016-17

To the Management of Tata Consultancy Services Limited, TCS House, Ravline Street, 21, DS Marg, Fort, Mumbai – 400001, Maharashtra, India

### **Introduction**

Tata Consultancy Services Limited ('the Company' or 'TCS') has requested KPMG in India ('KPMG', or 'We') to provide an independent assurance on its Sustainability Report for the FY 2016-17 ('the Report').

The Company's management is responsible for identifying its material issues, engaging with its stakeholders and developing the content of the Report.

KPMG's responsibility is to provide limited assurance on the Report content as described in the scope of assurance.

### **Reporting Criteria**

TCS applies its sustainability reporting criteria, derived from the 'In-accordance Core' option as per Sustainability Reporting Guidelines (G4) of GRI as detailed in the 'About the Report' section in the Report.

### **Assurance standards used**

We conducted the assurance in accordance with

- Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.
  - Under this standard, we have reviewed the information presented in the report against the characteristics of relevance, completeness, reliability, neutrality and understandability.
- Type 2, Moderate level assurance requirements of AA1000 Assurance Standard 2008 by AccountAbility.
  - Under this standard, we have reviewed the nature and extent of adherence to the AA1000 AccountAbility Principles and the quality of publicly disclosed information as part of the Report limited to disclosures required by the Reporting Criteria as mentioned above.

### **Scope, Boundary and Limitations**

- The scope of assurance covers the sustainability disclosures of TCS for the period 01 April 2016 to 31 March 2017.
- The boundary of assurance covers the economic, environmental and social performance of TCS's global operations along with exclusions as stated in the 'About the Report' section of the Report. We have carried out assurance visits at the following locations:

### **National locations:**

- Mumbai – Mahape, Empire plaza, Kensington B
- Pune – Sahyadri Park
- Kochi – Vismaya and TCS Centre
- Chennai – Siruseri and Ambattur
- Hyderabad – Adibatla and Q-city

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#### International locations:

- Singapore
- Hungary (Through video conferencing)

#### The assurance scope excludes:

- The Company's financial performance;
- The Company's statements that describes expression of opinion, belief, aspiration, expectation, aim or future intentions of the Company.

#### The General and Specific Standard Disclosures subject to assurance were as follows:

General Standard Disclosures	Specific Standard Disclosures
<ul style="list-style-type: none"><li>• Strategy and Analysis – G4-1</li><li>• Organizational Profile – G4-3 – G4-6, G4-8 – G4-11, G4-14 – G4-16</li><li>• Identified Material Aspects and Boundaries – G4-17 – G4-23</li><li>• Stakeholder Engagement – G4-24 – G4-27</li><li>• Report Profile – G4-28 – G4 - 33</li><li>• Governance – G4-34 – G4-36</li><li>• Ethics and Integrity – G4 -56 – G4-57</li></ul>	<ul style="list-style-type: none"><li>• Economic – Market Presence (G4-DMA, G4-EC5)</li><li>• Environment - Materials (G4-DMA, G4-EN1, G4-EN2), Energy (G4-DMA, G4-EN3 – G4-EN7), Water (G4-DMA, G4-EN8 – G4-EN10), Emissions (G4-DMA, G4-EN15 - G4-EN21), Effluents and waste (G4-DMA, G4-EN22 – G4-EN26), Products and Services (G4-DMA, G4-EN27), Compliance (G4-DMA, G4-EN29), Transport (G4-DMA, G4-EN30), Overall (G4-DMA, G4-EN31)</li><li>• Labor Practices and Decent Work: Employment (G4-DMA, G4-LA1 – G4-LA3), Labour/Management Relations (G4-DMA, G4-LA4), Occupational Health and Safety (G4-DMA, G4-LA5 – G4-LA8), Training and Education (G4-DMA, G4-LA9, G4-LA11), Equal remuneration for women and men (G4-DMA, G4-LA13)</li><li>• Society – Local communities (G4-DMA, G4-SO1)</li></ul>

#### Assurance procedures

Our assurance processes involve performing procedures to obtain evidence about the reliability of specified disclosures. The nature, timing and extent of procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the standard disclosures whether due to fraud or error. In making those risk assessments, we have considered internal controls relevant to the preparation of the Report in order to design assurance procedures that are appropriate in the circumstances. The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement.

Our assurance procedures also included:

- Assessment of TCS's reporting procedures for sustainability reporting regarding their consistency with the application of GRI G4 guidelines.
- Evaluating the appropriateness of the quantification methods used to arrive at the data presented in the Report.
- Verification of systems and procedures used for quantification, collation, and analysis of sustainability disclosures included in the Report.
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by TCS for data analysis.



- Discussions with the personnel responsible for the evaluation of competence required to ensure reliability of data and information presented in the Report.
- Discussion on sustainability with senior executives at the different locations and at the corporate office to understand the risk and opportunities from sustainability context and the strategy TCS is following.
- Assessment of data reliability and accuracy.
- For verifying data and information related to TCS's financial performance and a few other select statements we have relied on the information published in the Company's audited annual report for the FY 2016-17.
- Verification of key performance data through site visits on an annual basis for
  - Testing reliability and accuracy of data on a sample basis
  - Assessing of the stakeholder engagement process through interactions with relevant internal stakeholders and review of relevant documentation
  - Reviewing of the processes deployed for collection, compilation, and reporting of sustainability disclosures at corporate and site level

Appropriate documentary evidence was obtained to support our conclusions on the information and data verified. Where such documentary evidence could not be collected due to sensitive nature of the information, our team verified the same at TCS' premise..

#### Conclusions

Based on our review and assurance procedures performed, as described above, nothing has come to our attention that causes us not to believe that:

- The Report does present TCS' sustainability performance covering its operations as mentioned in the scope.
- The Report is in accordance with the GRI's G4 Sustainability Reporting Guidelines.

#### As per AA1000 AS 2008 principles:

- **Principle of Inclusivity:** TCS has identified its significant stakeholder groups based on the level of influence & impact the company has on these stakeholder groups. TCS has partnered with various external stakeholder groups with the objective of enhanced value creation. The key concerns by stakeholders and TCS' response to these concerns have been fairly represented in the Report.
- **Principle of Materiality:** TCS has reported on their identified material issues across economic, environmental and social aspects. The materiality determination process considers the perspectives of senior representatives from various functions at TCS and various stakeholder groups. The Company has responded to the material issues by disclosing its performance in the report. The material issues have been reorganized for better communication and stakeholder understanding. However, the scoring methodology for prioritization of material issues can further be extended to the full range of stakeholders such as investors, key suppliers and customers.
- **Principle of Responsiveness:** TCS has identified its various stakeholder groups and the engagement mechanism for each of them along with their concerns. TCS responds to concerns raised by stakeholder groups through structured engagement channels at periodic intervals. TCS has also provided information on specific actions through disclosure of performance.



Nothing has come to our notice for us not to believe that the data presented in the Report and verified by us as per the scope of this engagement is reliable. Data transcription and calculation errors were detected but the same was resolved during the assurance process.

#### **Independence**

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in providing assurance on environmental, social and economic information in line with the requirements of the ISAE 3000 (revised) standard. Our work was performed in conformance to the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies International Standard on Quality Control (ISQC) 1 and the practitioner complies with the applicable independence and other ethical requirements of the International Ethics Standards Board for Accountants (IESBA) code.

#### **Responsibilities**

TCS is responsible for developing the Report contents. TCS is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of TCS in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to TCS those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than TCS for our work, for this Report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

Prathmesh Raichura  
Director  
KPMG in India  
16 October 2017



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## Awards & Recognition



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### About Tata Consultancy Services Ltd (TCS)

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

For more information, visit us at [www.tcs.com](http://www.tcs.com)

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