TATA COMMUNICATIONS

TATA

ESG Addendum

FY 2025



ESG addendum index

The ESG (Environmental, Social, and Governance) addendum serves as an extension of our commitment to sustainability and responsible corporate practices. It provides detailed insights into our ongoing efforts to address environmental challenges, enhance social welfare, and uphold the highest standards of governance. This document aims to transparently communicate our progress, initiatives, and future goals in line with our sustainability strategy.

For more information, please visit Tata Communications' website.

Environment

FY 2025 highlights

32.20 Emissions intensity (tonnes per million unit revenue in US$) for FY 2025

9.76 Million kWh Electricity saved

43,193 kL Water recycled

516 Tonnes Waste diverted from disposal

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Social

FY 2025 highlights

16,973 Employees

23.8% Diversity ratio

0 Fatalities in FY 2024

10 major facilities' Workforce covered by ISO 45001

55% Strategic supplier assessed on E,S,G

100% trainings On mandatory courses of ethics and Code of Conduct

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Governance

FY 2025 highlights

0 Cases of child and forced labour, anti corruption and anti bribery cases

100% Board members trained

17% Board gender diversity

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ESG Ddisclosures 2024-25



Annual report



BRSR FY 2025

CDP



CDP report



Reasonable Assurance Statement

Reasonable & limited assurance report FY 2025

Assurance statement can be found on our website:

Check this link for Limited Assurance Statement

Check this link for Carbon Footprint Verification

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Reporting boundary and guidelines

Reporting period

The ESG Addendum contains the information, data and KPIs pertaining to the **FY 2024-25**. It encompasses the financial year spanning from **1st April 2024 to 31st March 2025**, while certain sections also comprise statistics and data from preceding years and this year to provide a holistic outlook to our stakeholders.

Reporting and organizational boundary

The report presents information pertaining the sustainability performance of the Company. The company publishes its ESG disclosures on an annual basis. The scope of this ESG addendum includes all material topics as indicated by our materiality chart, and encompasses our **global operations in America, Canada, Europe, India, and the Asia Pacific**, with the exception of performance disclosures related to water, waste (non-hazardous) and labour management relations which are only relevant to our operations in India. It is important to note that these aspects hold significant materiality for the Indian geography only. We have taken great care to ensure that the data in this ESG addendum is accurate and have endeavored to provide a thorough understanding of our sustainability performance in the areas covered. Further restatement if any from the previous years are listed with within the specific sections only.

With the exception of the metrics outlined in the assurance sheet, the information contained within this addendum has been independently verified or assured.

Materiality

The materiality assessment included in this ESG addendum has been guided as per Global Reporting Initiative (GRI) Standards. The report comprehensively presents progress made on our three strategic sustainability pillars, namely **People, Planet, and Community.** It reflects our unwavering commitment and performance in various areas such as human resource development, diversity and inclusion, learning and development, health, safety, and well-being, human rights and compliance, customer experience and loyalty, supply chain management, climate change, resource management, environmental conservation, and community engagement. Additionally, the addendum sheds light and presents our performance on crucial topics relating to governance, economic performance, data privacy, information security, research & development, and innovation.

Materiality assessment process

Identification - Material issues are identified using various sources, such as GRI Standards, MSCI, CDP, regulations, peer benchmarking, and stakeholder engagement.

Priortise - Material issues are then prioritised in terms of their potential impact on business, external operating environment, and key stakeholders.

Validate - The material concerns that have been identified are validated by top management.

Disclose - The significant impact on stakeholders is identified, tracked, and communicated through our annual report and sustainability disclosures.

Frequency - The materilaity assessment is conducted once every 3 years for Tata Communications. We are currently aligned with the material issues identified by the Materiality Assessment conducted in FY 2022.

Addendum guidelines

The ESG Addendum has been prepared with reference to the **GRI Standards**. This addendum adheres to the fundamental principles of stakeholder's inclusiveness, materiality, sustainability context, and comprehensiveness with reference to Global Reporting Initiative (GRI) standards. We have taken care to explain any assumptions or exceptions made when reporting against the GRI indicator standards, as required.

Contact Us

Any clarifications related to Environment, Occupational Health & Safety, Sustainability and information contained within this ESG Addendum FY 2025 can be addressed to **EOHS@tatacommunications.com**



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GHG reporting methodology

The GHG emissions of the company have been reported in accordance with GHG protocol standards, specifically, the GHG Protocol Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. All the emissions have been reported in tonnes of carbon dioxide equivalent (tonnes CO2e). The reporting period is **1st April 2024 to 31st March 2025.** The base year for Tata Communications is **FY 2022**, i.e., 1st April 2021 to 31st March 2022 since we completed our Scope 3 screening and inventory in FY 2022.

We have applied the operational control approach for the accounting of our GHG emissions and the scope of the data collected is based on this method. With this method, we have included operations where we have direct control over the operations. The emissions have been reported only for Tata Communications Limited and excludes its subsidiaries. The operations includes networking centres and offices at 60 sites in India, 5 in US, 3 in Canada, 1 in France and 3 in Spain, 2 in Japan, 2 in Portugal and 3 in the UK. Additionally, in India we have 146 Metro Access Network (MAN) sites and 175 National Long Distance (NLD) sites included in the organizational boundary.

Electricity usage data is based on invoices from our energy suppliers, but in some cases bills are based on the supplier's estimated readings. Under this approach, we have accounted for 100% of emissions from the operations over which we have operational control within the Scope 1 and 2 footprint.

There has been no recalculation of base year emissions this year.

We have also implemented energy efficiency initiatives which has led to GHG emissions reductions in Scope 2 emissions. However these energy efficiency initiatives did not trigger base year emissions data recalculations.

Our primary data source is our internal records for the activity data which ensures that uncertainty factor is negligible.

For any query or more details on GHG emissions, please contact EOHS & Sustainability team at EOHS@tatacommunications.com

Scope 1 emissions

These are emissions from operations under our operational control and include those from:

1. Diesel and PNG used for generators where back-up capacity is required; and
2. Fugitive releases of refrigerants used for air-conditioning.

Diesel and PNG consumption data is based on invoices from our internal meter records. Refrigerants data is based on the service reports of our air conditioning system.

Notes: Biogenic emissions: Biogenic emission contributed by inhouse composting of food and plant waste and waste water treatment has been reported separately.

Scope 2 emissions

These are emissions from electricity to power our networking centres, offices and PoP locations.
We report two different Scope 2 emission values: one using a 'market-based' method and one using a 'location-based' method.

Summary of emission factors

Activity	Emission factor/Conversion factors	Emission factor source
Diesel conversion factor	a) Density - 0.83 Kg/l b) Net Calorific value- - 43 TJ/KT	2006 IPCC Guidelines for National Greenhouse Gas Inventories
PNG conversion factor	a) Net Calorific value- 48 TJ/KT b) Density - 0.796 kg/scm	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Diesel emission factors (kg/GJ)	Carbon dioxide: 74.1 Methane:0.01 Nitrous oxide:0.0006	2006 IPCC Guidelines for National Greenhouse Gas Inventories
PNG emission factors (kg/GJ)	Carbon dioxide:56.1 Methane:0.005 Nitrous oxide:0.0001	2006 IPCC Guidelines for National Greenhouse Gas Inventories

Grid emission factors in tonnes of CO2/MWh		
Activity	Emission factor/Conversion factors	Emission factor Source
India	0.727	CEA V20
US	0.35	US eGRID 2023
Canada	0.116	Carbon Database Initiative (CaDI) 2024
Guam	0.35	US eGRID 2023
France	0.07055	Carbon Database Initiative (CaDI) 2024
Spain	0.18111	Carbon Database Initiative (CaDI) 2024
Portugal	0.16639	Carbon Database Initiative (CaDI) 2024
UK	0.20705	UK Government conversion factors for company reporting of greenhouse gas emissions 2024
Japan	0.45773	Carbon Database Initiative (CaDI) 2024
Global warming potential in kgCO2e/kg GHG		
Methane	27.9	IPCC AR6
Nitrous oxide	273	IPCC AR6
R410 A	1924	UK Government conversion factors for company reporting of greenhouse gas emissions 2024
R134 A	1530	IPCC AR6
R22	1960	IPCC AR6
R407C	1624	UK Government conversion factors for company reporting of greenhouse gas emissions 2024
R32	771	IPCC AR6
R407 A	1923	UK Government conversion factors for company reporting of greenhouse gas emissions 2024

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GHG reporting methodology

Scope 3 emissions

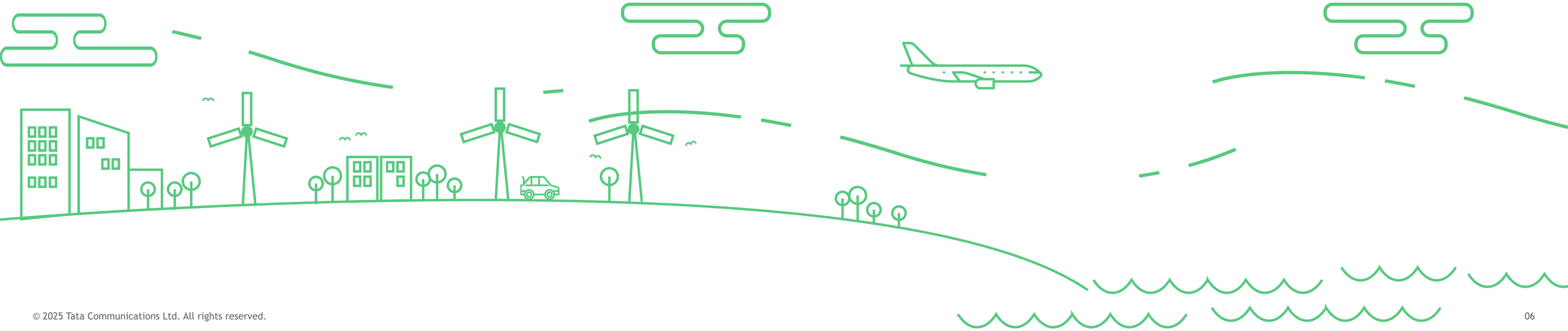
The GHG Protocol Corporate Standard defines 15 categories. We have undertaken a qualitative assessment of the extent to which we can influence and reduce emissions in the most material categories. Out of the 15 categories, 8 categories are relevant to Tata Communications. The rest of the categories are deemed irrelevant to Tata Communications' GHG inventory due to the nature of the services provided by the company. The company does not see the downstream emissions as relevant since it does not manufacture any tangible products and is a service based company.

Category	Boundary	Methodology	Third party emission factor source
Purchased goods and services	Emissions from the extraction, production and transportation of goods and services purchased by Tata Communications(through operating expenditure) globally. The procurement spend from Access Services and Supply Chain Management services have been included in this category since company has control or influence over these services.	We use a hybrid approach to calculate Scope 3 category 1 emissions. For the majority of purchased goods and services, we use a spend-based approach whereby our procurement spend on each product category is multiplied by a corresponding environmentally extended input-output ('EEIO') emission factor by US EPA. For a sub-set of purchased services procured, we use a supplier-specific approach whereby our procurement spend on each supplier is multiplied by the supplier's organisational carbon footprint intensity (market-based Scope 1 and 2 plus upstream Scope 3 emissions) in tCO2e/mUSD, as disclosed through publicly available 2022 CDP disclosures or sustainability reports.	1. US EPA Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6
Capital goods	Emissions from the extraction, production and transportation of capital goods purchased by Tata Communications (through capital expenditure) globally. The procurement spend from Supply Chain Management services have been included in the this category since company has control or influence over these services.	We use a hybrid approach to calculating Scope 3 category 2 emissions. For the majority of capital goods, we use a spend-based approach whereby our procurement spend on each product category is multiplied by a corresponding environmentally extended input-output ('EEIO') emission factor by US EPA. For a sub-set of procured, we use a supplier-specific approach whereby our procurement spend on each supplier is multiplied by the supplier's organisational carbon footprint intensity (market-based Scope 1 and 2 plus upstream Scope 3 emissions) in tCO2e/mUSD, as disclosed through publicly available CDP disclosures or sustainability reports.	1. US EPA Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6
Fuel and energy-related activities	Emissions from the extraction, production and transportation of fuels and energy purchased by Tata Communications globally and not already included in Scopes 1 and 2. It includes emissions from electricity transmission and distribution and upstream emissions from diesel and PNG used in generators.	Upstream fuel emissions are calculated by applying emission factors for upstream well-to-tank ('WTT') and transmission and distribution ('T&D') emissions to Tata Communications fuel and energy consumption data. Scope 2 Electricity emission factors applied for country specific level emissions.	1. UK Government GHG Conversion Factors for Company Reporting,2024 2. CEA V20 3. US eGRID 2023 4. Carbon Database Initiative (CaDI) 2024
Upstream transportation and distribution	Emissions from the transportation and distribution of equipments purchased by Tata Communications from warehouse to client sites in India	Emissions are calculated based on distance travelled multiplied by a India GHG programme freight emission factor.	1. UK Government GHG Conversion Factors f Company Reporting, 2024
Waste generated in operations	Emissions from the disposal and treatment of waste generated by our activities in 16 major Indian facilities	Emissions are estimated by applying emission factors to tonnage of waste generated by our operations across all of our operating companies	1. UK Government GHG Conversion Factors for Company Reporting,2024

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GHG reporting methodology

Category	Boundary	Methodology	Third party emission factor source
Business travel	Emissions from transportation of employees for business-related flights (air travel) and business-related travel by road and rail, globally.	Air travel emissions are calculated based on the distance travelled multiplied by the air travel emission factor for the flight length. Emission factors are drawn from the BEIS emission factors. The emissions factors applied were drawn from UK Government GHG conversion factors, for domestic (UK internal), international (non-UK), and long-haul and short-haul (to/from UK) flights. For India domestic flights, emission factors from India GHG programe data base was used. Additionally, WTT emissions were also calculated for each of the travel mode. Data for the distance travelled is extracted via the database of third-party travel booking provider. Rail travel emissions are calculated based on the distance travelled multiplied by a rail travel emission factor. Road travel emissions are calculated based on the distance travelled multiplied by a road travel emission factor. Other business travel emissions are calculated as measured through our travel expenses system, multiplied by corresponding EEIO conversion factors by US EPA.	1. US EPA Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6 2. UK Government GHG Conversion Factors for Company Reporting,2024 3. WRI, (2015), India Specific Air Transport Emission Factors for Passenger Travel and Material Transport India GHG program 4. India GHG Program, Transport Emission Factors, 2015
Employee commuting	Transportation of employees between their homes and worksites during the reporting year in India through company leased cars.	Road travel emissions are calculated based on the distance travelled multiplied by a road travel emission factor.	1. UK Government GHG Conversion Factors for Company Reporting,2024
Upstream leased assets	Operation of leased office or PoP locations outside India. This includes the relevant sites leased from tower companies	The energy consumption of ancillary equipment at these leased sites, which is owned and operated by the third-party landlord, is not within Tata Communications' operational control boundary, and therefore contributes to Scope 3 category 8 emissions. These emissions are estimated based on the number of equipment in the leased sites multiplied by the estimated average energy consumption of equipment, multiplied by the location-based emissions factor corresponding to the location of the site. The estimated average energy consumption of equipment is based on energy consumption data (electricity and diesel) of same equipment at sites at radio base station sites owned and operated by Tata Communications.	1. UK Government GHG Conversion Factors for Company Reporting,2024 2. Institute for Global Environmental Strategies (2024). List of Grid Emission Factors, version 11.6. 3. US eGRID 2023 4. Carbon Database Initiative (CaDI) 2024



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Environment



Tata Communications places sustainability at the core of its business strategy. The company is dedicated to ethical practices and sustainable development, ensuring the protection and preservation of the environment while creating comprehensive value for its stakeholders. Tata Communications commitment to environmental stewardship is reflected in its rigorous systems, processes, and controls across all units to monitor and minimize its environmental impact. This is achieved through the adoption of cutting-edge technologies, efficient resource allocation, energy-saving initiatives, and a host of other measures.We periodically conduct awareness sessions on environment aspects such as Energy, Air Emissions, Water and Waste, Biodiversity for our relevant stakeholders.

For more information, please visit Tata Communications' website.

The following environmental disclosures are contained this addendum	Tab name
	GHG emissions
Scope 1 greenhouse gas ('GHG') emissions	GHG emissions
Scope 1 and 2 GHG emissions	GHG emissions
Scope 3 GHG emissions	GHG emissions
Emissions across our value chain	GHG emissions
Refrigerant gas consumption	GHG emissions
Carbon enablement/ GHG emission avoidance for customers	GHG emissions
	Energy
Energy sources	Energy
Energy intensity	Energy
Reduction of energy consumption	Energy
	Waste
Waste management	Waste
Waste generated	Waste
Waste diverted from disposal	Waste
Waste directed to disposal	Waste
	Water
Interactions with water as a shared resource	Water
Management of water discharge-related impacts	Water
Water withdrawal by source	Water
Water discharge	Water
Water recycling	Water



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Energy

Energy efficiency is one of the key levers in our strategy which reduces our energy demand while accommodating the growing business needs.

We invest significantly in our energy efficiency projects to improve the operations of the offices, networking centres and PoP locations while addressing the gaps in the infrastructure. To accomplish this, we undertake proactive actions by comprehensive planning and assessing the impacts of the initiatives at financial, technological, social and environmental level. These opportunities encompass all our equipments and facilities such as HVAC, SMP, UPS systems and illumination systems. With this holistic approach, we enable our operations to optimise energy usage and achieve our overall climate goals. We recognise monitoring and measurement activity as a critical element for us to maintain the efficiency of our infrastructure. Therefore, we ensure all our energy consumption across operations is monitored, measured and reviewed at all levels. This helps in identifying performance issues, taking corrective actions and benchmarking our systems with the global leading best practices. Furthermore, we conduct thorough internal energy audits to assess the current gaps and implement the opportunities.

Energy sources

Our footprint

GRI: 302 (302-1)

KWh	2022	2023	2024	2025
Non-renewable				
DG Set	60,79,629	61,21,659	67,12,777	55,54,128
Electricity board	14,39,23,564	13,59,69,896	12,54,91,291	11,61,84,073
Renewable	2,29,35,632	3,05,82,115	4,82,03,471	6,24,66,888
Total energy consumption[3]	**17,29,38,825**	**17,26,73,670**	**18,04,07,538**	**18,42,05,089**

Notes:
1. The reporting boundary includes global operations of Tata Communications (excluding its subsidiaries). For more information on reporting boundary and conversion factors, please refer the GHG reporting methodology section.

Energy intensity (MWh per million-unit revenue in USD)

Our footprint

GRI: 302 (302-3)

	2022	2023	2024	2025
Energy intensity (MWh per million-unit revenue in USD)	84.2	84.64	83.6	80.9

Notes:
1. Revenue considered for calculations of energy intensity is US $2,278 million which excludes the subsidiaries businesses of Tata Communications

Reduction of energy consumption (kWh)

Energy efficiency initiatives

GRI: 302 (302-4)

Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	2022	2023	2024	2025
Energy savings achieved in kwh	62,02,326	66,66,138	76,62,144	97,62,456
Type of energy	Electricity	Electricity	Electricity	Electricity

Notes:
1. The reduction is calculated based on the actual performance of initiatives. The projects implemented on the ground are monitored through energy meters, which then give the difference between the consumption figure with the project and without the project.

GRI 302-2 and 302-5 is not applicable for Tata Communications





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Greenhouse Gas ('GHG') emissions

As a company in ICT, we are heavily reliant on our energy supplies to run our operations 24X7. To meet this energy demand, we utilise various sources across geographies. These sources can be categorised into energy from diesel generators for backup, energy from national grids and renewable energy from public as well as private suppliers. With the operational energy demand and our upstream and downstream operations, the associated GHG emissions are inherent part of our value chain.

Our comprehensive decarbonisation strategy seeks to reduce the GHG emissions across our value chain. Recognising the detrimental effects of climate change caused by greenhouse gas (GHG) emissions, we are committed to adopting operational enhancements that lower our GHG intensity. We have laid the foundation for targeted efforts to reduce our carbon footprint by meticulously tracking our GHG emissions, which include both Scope 1, 2 and 3 emissions, in accordance with the **GHG protocol corporate accounting and reporting standard and corporate value chain (Scope 3) accounting and reporting standard.** The analysis and mitigation of Scope 3 emissions, involving emissions from employee commuting, business travel and other indirect activities, are also integral components of our strategy.

Scope 1 GHG emissions

Our footprint

GRI 305-1

tonnes CO2e	2022	2023	2024	2025
DG sets	1,631	1,643	1,801	1,490
ODS	3,109	3,677	2,687	2,927
Solid waste treatment (biogenic emissions)	0	1	1	0.53
Waste water treatment (biogenic emissions)	23	26	30	7
Total scope 1 GHG emissions	**4,764**	**5,347**	**4,519**	**4,424**

Scope 1 emissions breakup (excluding biogenic emissions)

Our footprint

Type of gases	2022		2023		2024		2025	
	In tonnes	In tonnes CO2 eq.	In tonnes	In tonnes CO2 eq.	In tonnes	In tonnes CO2 eq.	In tonnes	In tonnes CO2 eq.
Carbon dioxide	1,622	1,622	1,633	1,633	1,791	1,791	1,481	1,481
Methane	0.2	6	0.2	6	0.2	7	0.2	6
Nitrous oxide	0.01	3	0.01	4	0.01	4	0.01	3
HFC: R- 410 A	0.03	52.2	1.2	2,539.0	0.6	1,116	1	2,009
HFC: R-134	0.1	84.0	0.1	125.4	0.2	282	0.35	536
HCFC:R-22	1.0	1,775.8	0.4	628.3	0.1	292	0.15	301
HFC: R-407 C	0.7	1,197.5	0.2	381.4	0.3	526	0.02	32
HFC: R-32	-	-	0.004	2.7	0.002	2	0.02	12
HFC: R-407 A	-	-	-	-	0.2	469	0.02	37

Notes: Biogenic emissions are excluded since the emission factors considered do not account for separate gases.
Restatement: Refrigerants consumption in tonnes has been updated for 2022, 2023,and 2024 to correct the typographical error.

Scope 1 and 2 GHG emissions

Our footprint

GRI 305-2

tonnes CO2e	2022	2023	2024	2025
Purchased electricity	88,308	86,923	82,195	68,911
Total scope 1 and scope 2 GHG emissions (market-based method)	**93,072**	**92,270**	**86,714**	**73,335**



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Greenhouse Gas ('GHG') emissions

Scope 3 GHG emissions

Our footprint

GRI 305-3

tonnes CO2e	2022	2023	2024	2025
Category 1: Purchased goods and services	63,138	73,442	84,039	81,449
Category 2: Capital goods	27,571	24,850	36,367	59,812
Category 3: Fuel and energy related activities not included in scope 1 or scope 2	20,356	20,540	18,209	15,202
Category 4: Upstream transportation and distribution	35	92	46	79
Category 5: Waste generated in operations	86	51	38	25
Category 6: Business travel	2,315	7,463	7,296	8,638
Category 7: Employee commuting	432	895	1,406	1,449
Category 8: Upstream leased assets	16,517	16,497	16,405	16,800
Total scope 3 GHG emissions	**1,30,495**	**1,43,829**	**1,63,806**	**1,83,454**

Notes:
Restatement: For 2024, category 3 has been recalculated and updated based on the actual activity data.

Emissions across our value chain

Emissions in our value chain

tonnes CO2e	2022	2023	2024	2025
Total Scope 1 emissions	4,764	5,347	4,519	4,424
Total Scope 2 emissions	88,308	86,923	82,195	68,911
Total Scope 3 emissions	1,30,495	1,43,829	1,63,806	1,83,454
Total Scope 1, 2 and 3 GHG emissions	**2,23,567**	**2,36,099**	**2,50,520**	**2,56,789**

GRI 305-4

Emission intensity	2022	2023	2024	2025
GHG Intensity (tonnes per million unit revenue in US$)	45.32	45.23	40.2	32.20

Notes:
1. Revenue considered for calculations of GHG intensity is US $2,278 million which excludes the subsidiaries businesses of Tata Communications
2. GHG intensity includes Scope 1 and 2 emissions only.

Reduction of GHG emissions

Our initiatives to reduce emissions

GRI 305-5

tonnes CO2e	2022	2023	2024	2025
GHG emissions reduced as a direct result of reduction initiatives	4,900	5,400	6,306	7,097
Scopes in which reductions took place	Scope 2	Scope 2	Scope 2	Scope 2

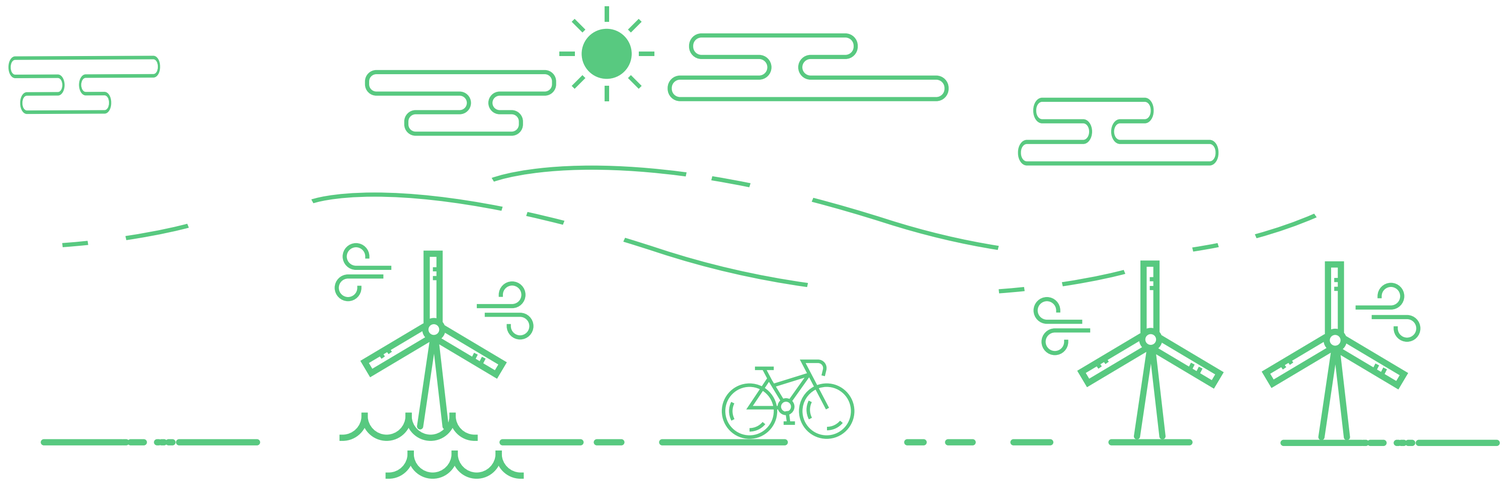
Notes: The emission reduction has been based on the direct emission reduction due to energy efficiency initiatives reported in GRI 302-4

Carbon enablement/ GHG emission avoidance for customers

Avoided emissions for customers

Parameters (million tonnes CO2e)	2020	2021	2022	2023	2024
Total emissions avoided as a consequence of green digital solutions	3,74,501	9,52,186	1,86,6056	3,35,4004	34,57,749
Total emissions of Tata Communications (Scope 1,2 & 3)	1,15,268	1,04,014	1,90,444	1,92,297	2,50,519.9
Ratio of GHG emissions savings for customers to our own emissions GHG footprint ('Enablement ratio')	3 x	9 x	10 x	16 x	14 x

Notes: Total emissions of Tata Communications for 2020 & 2021 includes Scope 1 and Scope 2 only.
From 2022 onwards, the comparison has been made with respect to Scope 1,2,and 3
X is the ratio of emission avoided for customer against Tata Communications' own emissions through its operations.
The figures have been assured by Grant Thornton Bharat LLP. The assurance certificate can be viewed here: https://sustainability.tatacommunications.com/pdf/Assurance%20Statement-website.pdf



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Water



While our operations may not be water-intensive, we regard water management as a significant consideration for our Indian operations. Regular water-risk assessments are conducted to mitigate our water footprint, focusing on reducing freshwater reliance and implementing efficient recycling practices. We prioritise responsible water sourcing in line with our water management strategy, contributing positively to conservation efforts while sustaining business operations. With Aqueduct Water Risk Atlas 4.0, we have conducted water risk mapping exercise for our major Indian as well as international facilities. With this mapping, it is concluded that water risk is higher in Indian facilities compared to international ones.
For water indicators, 15 major Indian facilities are considered significant since these facilities comprise of majority of our operations and employee count. These facilities include VSB Kolkata, GK-1 New Delhi,VSB Delhi, KIADB Bangalore, Jayant Tech Park, Chennai, VSB Chennai, VSB Hyderabad, VSB Kochi, VSB Sanjay Nagar, BKC Mumbai, Dighi Pune, EQUINOX Mumbai, LVSB Mumbai and VSB Mumbai.

Water management (quantitative disclosures are in kL)

Water resource management — GRI 303-1

Interactions with water as a shared resource

Our major sources of water are secured from third party (58%) through municipality and purchased water tankers. Most of our water usage is for domestic utilities such as housekeeping, flushing and gardening and in HVAC systems to support cooling equipments. The waste water is essentially generated from domestic utilities which is either treated within the facilities, wherever feasible or discharged in the authorised municipal drains. We do not discharge any waste water in the water bodies and surrounding land areas. Considering minimal amount of water is consumed and no direct withdrawal of water is done, we do not consider our operations as water-intensive as those of manufacturing industries. However, we consider it to be a material aspect and have undertaken steps for water conservation across our facilities. Since many of our international operations facilities are on a lease, we consider water as a material issue for our Indian operations only. With Aqueduct Water Risk Atlas 4.0, we have conducted water risk mapping exercise for our major Indian as well as international facilities. With this mapping, it was concluded that water risk is higher in Indian facilities compared to international ones. We conduct a Water Risk Assessment exercise regularly, which helps us to improve our internal processes. We also conducted a Water Gap Assessment with the help of CII-Triveni Water Institute to identify water management gaps in the facilities and also help us in identifying the projects to implement and establish a long term water reduction target.
Since we are a service industry, we have not observed significant water related risks in its supply chain.

Additionally, we do not engage with customers sincedownstream water impacts are negligible based on the nature of the services provided by us. Based on the past year trend of water consumption, projects were identified for implementation to reduce water consumption. These projects were then assessed for savings compared to FY 2020 baseline. Assumptions were taken on increase in footfall of 2% Y-o-Y and Y-o-Y savings target of 1% was considered which led to the finalisation of the target as 20% water reduction wrt FY 2020 baseline. These targets were further validated by external consultant in the water gap assessment conducted. The company also intends to release water neutrality goal in the upcoming financial year.

Management of water discharge-related impacts

GRI 303-2

Water recycling and efficiency are critical aspects in a water-stressed country like India. Therefore, we have installed wastewater treatment plants at our facilities namely GK-1 New Delhi, Dighi, KIADB Bengaluru and BKC Mumbai, where the wastewater generated is treated through Sewage Treatment Plants (STP) and recycled for other domestic applications, such as gardening and water sprinkling, etc. The treated water is also tested before using for low end domestic applications as CPCB prescribed standards for Class E. For sites where STP installation is not feasible, waste water is discharged to the municipal drains after complying with all regulatory requirements. All major facilities are in commercial estates which have government regulated treatment plants and therefore, the wastewater is disposed through the same. Please refer to our BRSR Section C Principle 6 for more details regarding water resource management.

Water withdrawal by source

GRI 303-3

Volume in kL	2022	2023	2024	2025
Groundwater	2479	1289	1,705	76,433
Municipal water	1,72,222	1,67,605	1,84,848	79,864
Rainwater	55	203	4,039	3,496
Purchased water	21,367	40,466	35,252	41,817
Others (surface water)				2,756
Total water withdrawal	**1,96,123**	**2,09,563**	**2,25,844**	**2,04,366**

Notes: For water indicators, 15 major Indian facilities are considered significant since these facilities comprise of majority of our operations and employee count.

Water discharge and water consumption

Water Discharge is calculated for 10 facilities of Tata Communications using CGWA guidelines as currently meters are not installed to record actual discharge. 80% of water withdrawal is assumed to be discharged in these cases. The water consumption is derived by subtracting water withdrawal with water discharge. In future, the company is looking forward to installing meters across its facilities to report accurate figures on these.

GRI 303-4, 303-5

Volume in kL	2022	2023	2024	2025
Water discharged	Not reported	Not Reported	33,266	43,193
Total water consumption	**0**	**0**	**0**	**1,61,173**

Notes: In 10 facilities of Tata Communications, due to space constraint there is no STP. The water discharged through these facilties into municipal drainage systems are calculated using CGWA guidelines
Tata Communications started reporting the water consumption data from FY2024-25 onwards. Hence no data is reported for the previous years.

Water recycling

Volume in kL	2022	2023	2024	2025
Water recycled	46,116	35,841	35,533	36,734
% of water recycled	24%	17%	16%	18%

Notes: 5 major facilities in India have STP installed. The disclosed figure demostrates the water recycled through STP which is used for domestic usage and horticulture within the facilities.

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Waste

Our strategy for waste management is centred on the principles of efficient recycling and the reduction of waste streams wherever feasible, highlighting our pledge to environmental guardianship. This strategy encompasses the composting of organic refuse, and we are actively developing plans to expand these initiatives and incorporate a circular economy approach into our business model, in line with our aspiration of achieving zero waste to landfill by the **financial year 2027.**
For waste indicators, 15 major Indian facilities are considered significant since these facilities comprise of majority of our operations and employee count. These facilities include VSB Kolkata, GK-1 New Delhi, VSB Delhi, KIADB Bangalore, Jayant Tech Park, Chennai, VSB Chennai, VSB Hyderabad, VSB Kochi, VSB Sanjay Nagar, BKC Mumbai, Dighi Pune, EQUINOX Mumbai, LVSB Mumbai and VSB Mumbai.

Waste management (quantitative disclosures are in kgs)

Waste management at Tata Communications

GRI 306-1

Waste generation and waste related impacts

As a service-oriented company, we usually do not generate waste as a refuse of our processes. The waste generated in our activities can be categorised as non-hazardous waste which is generated due to domestic activities such as housekeeping and cafeteria operations and hazardous waste from our equipments which provide services to our customers. These equipments are procured on business requirements for which we rely on our suppliers to provide the products and services we need to run our business. The company works towards minimising the impacts of the waste by focusing on efficient and environmentally sound disposal of all kinds of waste. The non hazardous waste is either sent to Municipal Collection Centres or third party recycling centres. The hazardous waste is also properly disposed via authorised recyclers. Our products are intangible, therefore, waste generation and disposal on the customer side, remain a negligible issue. We focus on the waste generation in our own activities owing to the infrastructure provided for the services required to run the business. Please refer to BRSR Section C Principle 6 for more details on our Waste Management disclosures

Waste generated

GRI 306-3

Our facilities generate hazardous waste, including used oil, oil filters, oil-soaked cotton, batteries and e-waste from electronic equipments. Non-hazardous waste primarily consists of municipal solid waste, which we segregate into paper, food, plant trimmings, plastic, metals and cartons.
These waste types are responsibly disposed of by authorized recyclers or municipal corporations.

Our Organic Waste Converters (OWCs) transform cafeteria food waste into valuable manure. Furthermore, we have proactively banned single-use plastics across all our facilities, opting for sustainable alternatives. Glass bottles now replace PET bottles in our meeting rooms, and reusable ceramic or acrylic mugs have replaced plastic cups in the cafeteria. We actively encourage employees to minimise their use of single-use plastics in their daily routines.

Category (Amount in kgs)	2020	2021	2022	2023	2024	2025
Cardboard and cartons	1,51,117	74,446	57,417	16,447	23,344	28,216
Compound packaging	Not reported	Not reported	Not reported	1,170	918.95	3,755.09
Food waste	91,210	47,026	29,861	43,867	35,711	42,514
Glass	Not reported	Not reported	Not reported	20	129.8	333.04
Metal	Not reported	Not reported	Not reported	19	0	878.01
Other inerts	Not reported	Not reported	Not reported	12,910	6,037	19,032
Paper	43,828	18,322	13,790	18,591	19,915	31,169
Plant waste	27,934	27,390	54,112	40,997	27,918	27,254
Plastic	Not reported	Not reported	Not reported	1,999	4,025	7,210
Rags	Not reported	Not reported	Not reported	229	269	73
Rubber	Not reported	Not reported	Not reported	37	28	85
Wood	Not reported	Not reported	Not reported	12,978	11,918	13,129
Batteries	16,058	1,07,071	1,29,135	1,08,219	1,39,273	93,300
E-waste	37,470	14,127	32,178	96,478	78,045	2,73,190
Hazardous liquid	1,369	5,271	3,832	4,558	3,215	7,686
General scrap	Not reported	Not reported	Not reported	Not reported	20,062	Not reported
Total waste generated	**3,72,111**	**2,94,166**	**3,22,328**	**3,67,627**	**4,16,728**	**5,47,824**

Notes: 1. For non hazardous waste indicators, 15 major Indian facilities are considered significant since these facilities comprise of majority of our operations and employee count. For hazardous waste indicators, all India operations are considered in the data figures.
2. Since FY 2023, the waste data is reported in 17 categories which includes non hazardous waste categories (Cardboard and Cartons, Compound Packaging, Food Waste, glass, metal, other inerts, paper, plastic, rags, rubber, wood and general scrap) and hazardous waste categories (e-waste, battery waste, hazardous solid and liquid waste)

Waste diverted from disposal

All hazardous and non hazardous wastes listed below is sent to authorised recyclers.

GRI 306-4

Quantity in tonnes	2020	2021	2022	2023	2024	2025
Hazardous waste diverted from disposal	58	127	167	218	267	374.17
Non hazardous waste diverted from disposal (third party)	47	5	5	33	66	98
On site organic waste (plant and food waste)	88	51	38	68	51	44
Total waste diverted from disposal	**193**	**182**	**210**	**319**	**384**	**516**

Waste directed to disposal

We dispose our non recyclable wastes through municipal corporations. Since we do not track the end of life disposal method in these cases, it is assumed that it is directed to landfilling.

Quantity in Tonnes	2020	2021	2022	2023	2024	2025
Hazardous wastes directed to disposal	0	0	0	0	0	0
Non hazardous wastes directed to disposal	179	112	112	48	33	16
Total waste diverted from disposal	**179**	**112**	**112**	**48**	**33**	**16**

Notes: All the hazardous wastes is directed to authorised recyclers therefore, zero hazardous waste is directed to disposal. Non hazardous wastes are coprocessed by the recyclers through recovering energy

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Social



Tata Communications, guided by a strong commitment to social responsibility, operates with a focus on diverse stakeholders. The company prioritizes the well-being of its employees, promoting diversity, inclusivity, and comprehensive health strategies to ensure sustained success. Customer satisfaction is paramount, with Tata Communications delivering innovative products and personalized services to foster enduring partnerships. Collaborations with suppliers are marked by a dedication to transparency, sustainability, and ethical practices, enhancing the company's reputation and fostering mutual growth. Furthermore, Tata Communication is deeply engaged in corporate social responsibility, striving to generate positive impacts, foster unity, and provide support within communities, embodying a holistic approach to growth and well-being.

For more information, please visit Tata Communications' website.

The following Social KPIs are disclosed in the addendum	Tab name
	Employees
Employee headcount	Employees
Region wise number of employees 2023-24	Employees
New joinees by categories:	Employees
Turnover rate by categories:	Employees
	Diversity and inclusion
Diversity in management categories	Diversity
Diversity of governance bodies 2024	Diversity
Diversity in management categories	Diversity
Other diversity KPIs	Diversity
	Learning and development
Average hours of training per year per employee (Man hours Avg)	L&D
Programs for upgrading employee skills and transition assistance programs	L&D
Employee training on human rights policies or procedures, Tata Code of Conduct, Dignity at Workplace policy	L&D
Security personnel trained in human rights policies and procedure	L&D
	Employee Benefits
Ratios of standard level entry wage by gender compared to local minimum wage.	Benefits
Minimum Wages and other related KPIs	Benefits
Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits
Ratio of basic salary and remuneration of women to men	Benefits

The following social KPIs are disclosed in the addendum	Tab name
	Occupational health and safety
Hazard identification, risk assessment, and incident investigation	H&S
Promotion of workers health	H&S
Work-related injuries	H&S
Worker participation, consultation, and communication on occupational health and safety	H&S
Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	H&S
Workers with high incidence or high risk of diseases related to their occupation	H&S
	Supply chain
Total number of suppliers based on organisational activities	Supply chain
Total number of suppliers based on spend	Supply chain
Supplier specific disclosures	Supply chain
Supplier assessments	Supply chain
Freedom of association and collective bargaining for suppliers	Supply chain

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Employee headcount

Our employees are the cornerstone of our achievements, and we remain resolute in supporting their personal and professional aspirations. Our diversity, equity, and inclusion approach focuses on hiring, developing, and retaining the best people. A diverse workforce, supported by an inclusive and caring environment that respects and nurtures people, is our way to improve safety and business performance. We have in place compensation and employee benefit practices like parental leave that are designed to be competitive within the respective geographies of where we operate.

Total number of employees (In numbers)

GRI 2-7

Employee headcount	2021	2022	2023	2024	2025
Permanent employees	**12,183**	**12,450**	**13,424**	**14,038**	**13,047**
Male	9,499	9,745	10,502	10,873	9,941
Female	2,684	2,705	2,922	3,162	3,104
Others	0	0	0	3	2
Other than permanent employees	**6,304**	**5,900**	**5,482**	**5,249**	**3,926**
Male	5,387	5,027	4,642	4,440	3,291
Female	910	873	840	809	635
Others	7	0	0	0	0
Total headcount	**18,487**	**18,350**	**18,906**	**19,287**	**16,973**

GRI 2-7

Region wise number of employee FY 2025	India	APAC	Americas	EMEA	Total
Permanent employees	**1,1541**	**198**	**666**	**642**	**13,047**
Other than permanent employees	**3,891**	**3**	**1**	**31**	**3,926**
Total headcount	**15,432**	**201**	**667**	**673**	**16,973**

GRI 401-3

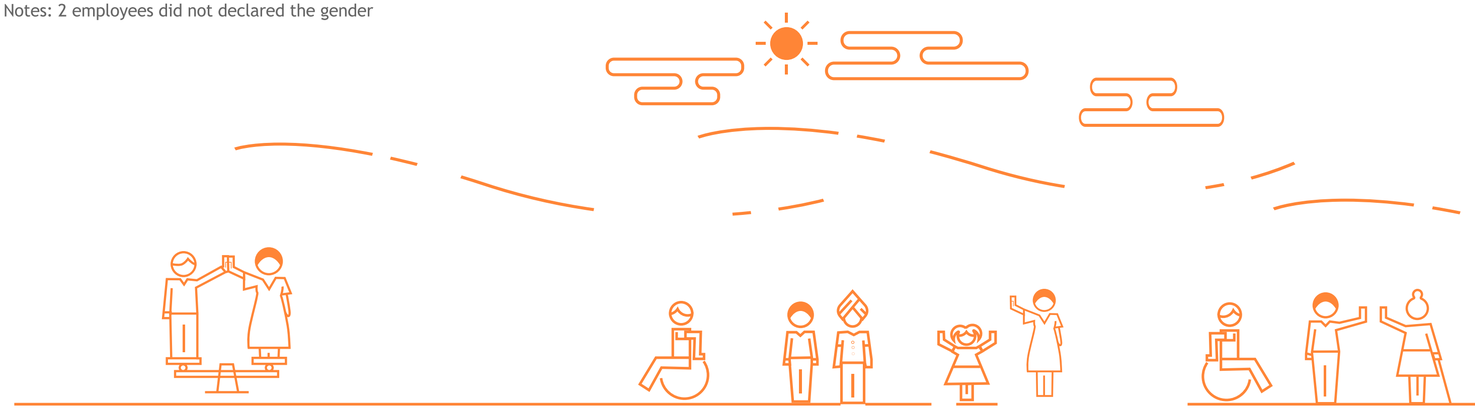
Parental leave and retention rate	2024	2025
Number of employees entitled to parental leave	**14,035**	**13,047**
Female	3,162	3,104
Male	10,873	9,941
Number of employees that took parental leave	**14,035**	**13,047**
Female	34	16
Male	387	446
Number of employees who returned to work after parental leave ended in this FY	**430**	**463**
Female	36	15
Male	394	448
Number of employees who returned to work after parental leave ended who were still employed 12 months after their return	**430**	**463**
Female	10	18
Male	289	328
Return to work of employees who took parental leave		
Female	106%	94%
Male	100%	100%

Notes: 2 employees did not declared the gender

GRI 401-1

New joinees by categories:	2024		2025	
Rate of new hires	**19.10%**		**59%**	
Gender				
Male	1,968	73%	1,096	69%
Female	717	27%	482	31%
Age group				
>30	1,968	73%	1,096	69%
30-50	717	27%	482	31%
50<	1,968	73%	1,096	69%
Region				
India	2,052	76%	1,443	91%
Americas	330	12%	52	3%
APAC	31	1%	19	1%
EMEA	273	10%	64	4%

Notes: 2 employees did not declared the gender



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Employee headcount

GRI 401-1

Turnover rate by categories:	2024		2025	
Gender				
Male	1,592	77%	1926	78%
Female	717	27%	482	31%
Age group				
>30	1,968	73%	1096	69%
30-50	717	27%	482	31%
50<	1,968	73%	1096	69%
Region				
India	2052	76%	1443	91%
Americas	330	12%	52	3%
APAC	31	1%	19	1%
EMEA	273	10%	64	4%

GRI 202-2

Proportion of senior management hired from local community FY 2025	India	APAC	Americas	EMEA	Total
Total no. of top management employees (Male)	14	1	3	1	19
Total no. of top management employees (Female)		1			1
Percentage of senior management (Male)	59%	4%	13%	16%	95%
Percentage of senior management (Female)		5%			5%
Total headcount	**15,432**	**201**	**667**	**673**	**16,973**

	FY 2021	FY 2022	FY 2023	FY 2024
Percentage of open positions filled by internal candidates (internal hires)	17	20	17	1



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Diversity and inclusion

We firmly believe in upholding **diversity and inclusion as fundamental aspects of our organisational ethos**, implementing tailored initiatives to promote the Winning Mix agenda and introducing customised programmes for employee groups.

Diversity and inclusion

Diversity and inclusion

GRI 405-1

Diversity in management categories FY 2025	Top	Senior	Middle	Junior	Non Executives
Gender					
Male	95%	92%	88%	74%	71%
Female	5%	8%	12%	26%	29%
Age group					
>30	0	0	0	29%	0%
30-50	15%	51%	77%	66%	24%
50<	85%	49%	23%	5%	76%

Enhance diversity to 27.5% by FY 2026

In FY 2025 we have enhanced diversity to 23.8%

Note:
1) Non Executives include the employees which transitioned from VSNL to TATA Communications.
2) Due to ecosystem limitation, the company does not have and categorize workers and information pertaining to it

GRI 405-1

Diversity of governance bodies FY 2025	Board of directors (BoD)	Global management council (GMC)
Number of governance bodies	6	7
Gender (in %)		
Male	83%	86%
Female	17%	14%
Age group (in %)		
>30	0	0
30-50	0	0
50<	100%	100%

Proportion of senior management hired from local community

GRI 202-2

Diversity in management categories FY 2025	India	APAC	Americas	EMEA	Total
Total no. of top management employees					
Male	14	1	3	1	19
Female		1			1
Percentage of senior management					
Male	59%	4%	13%	16%	92%
Female	5%	2%	0%	0%	8%

Note: Employees considered under senior management are with job band B6-1 & B7-1
We have taken the definition of local as country level
As most of our employees are based out of India, we have taken India as a significant location of operation.

Other diversity KPIs FY 2025

Indicators	Percentage
Board gender diversity	17%
Women in people management roles	14%
Women in non-managerial positions percentage *	27%
Pct women in workforce *	24%
Percent women IT/engineering *	23%
Women promoted percentage of total promoted Pct *	24%
Percentage women new hires *	30%
Percentage women attrition *	13%
Parental leave retention rate *	85%
Women representation in leadership (GM/Director and above)	10%
Women in business development	22%
Women in delivery and operations	21%

Indicators	Yes/ No
Female chairperson or equivalent	Yes
Female Chief Executive Officer or equivalent	No
Chief Financial Officer or equivalent is a woman	Yes, CTO
Has CDO or equivalent executive	Yes, CTO
Exec comp linked to gender diversity or DEI	No
Timed target to increase women's representation ind	25.4% by FY 2026
	Count
Fully paid primary parental leave weeks count	26 Weeks
Parental leave retention rate *	2 Weeks



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Learning and development

Our comprehensive training and development programmes empower our employees to unlock their full potential. We foster a culture of meritocracy and excellence through regular performance and career development for all our employees. Our platform-based six tiered value-driven strategy balances the democratisation of learning to build or enhance capabilities that help us to maintain our position.Our comprehensive learning platform, TCLA, empowers employees to pursue personal and professional development through a variety of multi-modal learning options, including byte-sized modules and deep-learning courses.

Training and education FY 2025

Learning and development at Tata Communications

GRI 404-1

Average hours of training per year per employee (Man hours Avg)	Top	Senior	Middle	Junior	Non executives
Gender					
Male	40.9	35.23	29.47	41.37	9.46
Female	27	22.12	44.05	54.1	6.64

GRI 404-2

Programs for upgrading employee skills and transition assistance programs

As per L&D Strategy the learning is induced via various avenues of the integrated L&D Ecosystem. Key L&D Strategy Pillars:

- Democratize & Personalize learning to facilitate individual learning (individual focused learning) via TCLA - Digital learning ecosystem. Employee can learn anything , anytime and from anywhere.
- Single/Multi-Domain Skill Development for high value current/future business needs (business focused development) Via CLR and Certifications Platform
- Enhance the culture of continuous learning so as to respond to the rapidly changing skilling needs of the environment (organization focused learning) via Role Skill Academies

All these Learnings are delivered across technical, functional, integral, business and leadership learning categories to all the on roll employees which in turn align to TCL Product towers like Cloud and Security, Digital technologies, Mobility, Network, Software Technologies, UCC.

In line to above mentioned L&D strategy employees can learn anytime anywhere by leveraging the digital learning platforms available for employees all the time. Upskilling via learning platforms helps facilitate Customized Learnings and Certifications. Also we have Education Assistance Policy which supports employee with higher education. All the skills developed by employee and work experience gained makes them eligible to apply for jobs aligned to such skills and experience.

Training and education FY 2025

We periodically review and revise Human Resource policies including the Whistleblower Policy, Sexual Harassment Charter (India), Dignity in the Workplace policy, Leave Policy – India and Global, Work-from-Home policies, including our Tata Code of Conduct based on feedback received through various communication forums and also evaluate them against industry standards and best practices. Our company provides supplementary trainings to employees and contractors on specific ethics and compliance subjects, throughout the year.

GRI 412-2

Employee training on human rights policies or procedures, Tata Code of Conduct, dignity at workplace policy	2022	2023	2024	2025
Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.	63,423	69,975	76,644	61,660
Tata code of conduct training	13,499	17,103	16,120	14,239
Dignity at workplace training	14,394	16,671	16,410	14,080
Others	35,530	36,201	44,114	33,341
Percentage of employees trained during the reporting period on human rights policies or procedures concerning aspects of human rights that are relevant to operations.	95%	99%	93%	98%
Number of employees trained on Tata Code of Conduct training	11,258	12,929	13,334	14,239
Number of employees trained in Dignity at Workplace training	11,858	13,094	13,577	14,080
Number of employees trained on others	14,312	12,894	14,051	14,365

Notes: The disclosure covers employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the applicability of the human rights policies or procedures to the employees' work. The training can refer either to training dedicated to the subject of human rights or to a human rights module within a general training program.
The training numbers and hours are recorded from FY 2022 onwards.





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Learning and development

Training of security personnel FY 2025

We periodically review and revise Human Resource policies including the Whistleblower Policy, Sexual Harassment Charter (India), Dignity in the Workplace Policy, Leave Policy – India and Global, Work-from-Home Policy, including our Tata Code of Conduct based on feedback received through various communication forums and also evaluate them against industry standards and best practices. We provide supplementary trainings to employees and contractors on specific ethics and compliance subjects, throughout the year.

			GRI 412-2
Security personnel trained on human rights policies and procedure	Number of security personnel	Trained	Percentage
Total (in India)	200	200	100%

Notes: This is specific to India location only

Performance and career development FY 2025

The employees regularly engage in coaching conversations with their managers to discuss the development needs, which drive the culture of meritocracy and excellence. We continue to create an intentional career pathing for a focused set of women employees for their targeted development through various interventions including executive group coaching for senior leaders, leader shadowing, project marketplace for cross functional learning and increased exposure through group action learning projects.

				GRI 404-3
Percentage of employees receiving regular performance and career development reviews	Top	Senior	Middle	Junior
Gender				
Male	100%	19%	60%	87%
Female	100%	19%	51%	85%

Notes: Non executives are employees who transitioned from VSNL to Tata Communications. Their performance and career development is not processed by Tata Communications

L&D expenditure FY 2025

Approx. expenditure per employee for learning and development purpose. This includes training and workshops for employees to enhance their knowledge base and skills.

	USD	INR 14,35,237
FY 2025		
Total number of full time employees (FTEs)	16,973	
Investment in learning and development	20,00,000	23,652
Average amount spent per FTE	117.83	14



Employee developmental programs FY 2025

Name of the program	Future Forward	Learning organization
Business benefits of the program	Future Forward offer advanced skill-building opportunities, hands-on experiences, and immersive learning journeys, empowering our workforce to lead in the rapidly evolving digital landscape and stay ahead of emerging trends. Expanded learning pathways with deep dives into ''Digital Fabric'. Interactive sessions, competitions, and community-driven engagements. Opportunities to collaborate, learn, and innovate with peers.	The LO program has played a pivotal role in strengthening internal capability by leveraging subject matter experts and leaders as facilitators, thereby reducing dependency on external vendors and fostering a culture of collaborative learning. This in-house approach has enabled significant cost optimization while maintaining the quality and scalability of learning experiences across geographies. By promoting peer-to-peer learning, the program has deepened employee engagement and reinforced a culture of continuous development and knowledge-sharing. Its agile design allows for rapid curation and delivery of contextual learning, aligned with evolving business needs, making it both responsive and impactful.
Quantitative impact of business benefits (monetary or non-monetary)	Future Forward offer advanced skill-building opportunities, hands-on experiences, and immersive learning journeys, empowering our workforce to lead in the rapidly evolving digital landscape and stay ahead of emerging trends. Expanded learning pathways with deep dives into ''Digital Fabric'. Interactive sessions, competitions, and community-driven engagements. Opportunities to collaborate, learn, and innovate with peers.	Total Sessions Conducted: 176 (includes LO Facilitator and LO Coachieve sessions) Total Participants: 5,736 Learning Person Days (LPDs): 11,744.23 Cost Saved: $850k USD (approx.), through internal facilitation versus external vendors Total Internal Facilitators Involved: 66
% of FTEs participating in the program	29%	44%

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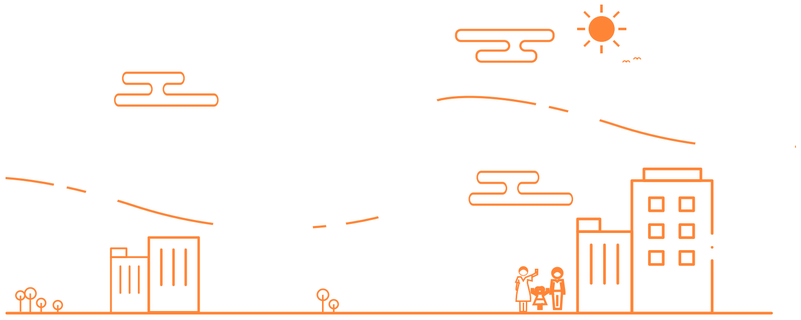
Employee benefits

We have placed compensation and employee benefit practices that are designed to be competitive within the respective geographies of where we operate. The benefits vary across geographies and some of them include Group Medical Insurance, Group Term Life Insurance, Group Personal Accident Insurance, parental leave, awards for employees and retirement benefits for our full-time employees including Provident Fund, Gratuity, Medical and Pension Benefits in India, and other geographies, as applicable.

Ratio of salary and wages FY 2025

Ratios of standard level entry wage by gender compared to local minimum wage	Ratio (M/F)	Global Campus Program Hires	Graduate Enigneer Trainees
Entry level (Workmen /officers/ GET / MT- define as per current practice)	1/1		
Male (Salary at entry level -per day)		4,298	1,918
Female (Salary at entry level -per day)		4,444	1,409
Local minimum wage (currency)	1/1		
Male		1	1
Female		1	1

Notes:
1. The salary at entry level will depend on the role, skills being deployed, campus and other such factors. Also, there have been handful GCP hirings this year. Pls note the difference in salary for male vs female is mainly due to less HC for females.
2. Ratio of Male: Female on Min Wage is same (Minimum wage is considered as per the applicable state laws)



GRI 404-2

When a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage.

While preparing our salary ranges, compensation and benefits team takes inputs from compliance team and accordingly increases the ranges (if required) to thereby ensure that we are above the minimum wage requirement.

Notes: The significant location of operations is taken as India operations. We have 12K+ employees in India, therefore the data shared above is specific for India. Further, for min wages, though it is different state-wise however to be completely compliant we take the maximum wage and use that as an indicator for all other states. The above GCP average salaries (OTE) are for recent campus hires. The min wage is for highly skilled workforce.

Whether a local minimum wage is absent or variable at significant locations of operation by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used

We do not differentiate on wages basis gender, location etc. The highest min wage (of the state) is taken and same is applied across all other states to be fully compliant with law.

Benefits provided to full-time employees that are not provided to temporary or part-time employees

Benefits which are standard for our full-time employees but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum of:

- Life insurance
- Health care
- Disability and invalidity coverage (This is part of the group accidental coverage for all employees)
- Parental leave
- Retirement Provision - In addition to PF and gratuity, we offer National Pension scheme as a voluntary plan
- Other facilities such as, day-care facilities, doctors at the premise, car lease, health screening, wellness sessions, etc.

Whether a local minimum wage is absent or variable at significant locations of operation by gender.In circumstances in which different minimums can be used as a reference, report which minimum wage is being used

We do not differentitate on wages basis gender, location etc. the highest min wage (of the state) is taken and same is applied across all other states to be fully compliant with law.

Notes: The significant location of operations is taken as India operations. We have 12K+ employees in India, therefore the data shared above is specific for India. Further, for min wages, though it is different state-wise however to be completely compliant we take the maximum wage and use that as an indicator for all other states. The above GCP average salaries (OTE) are for recent campus hires. The min wage is for highly skilled workforce.

GRI 405-2

Ratio of basic salary and remuneration of women to men FY 2025	Top	Senior	Middle	Junior	Non executives
Ratio of remuneration of women to men	NA	0.8:1	0.9:1	0.8:1	1.2:1

Notes:
1. Usual salary comparison is on OTE and not basic salary hence data for Col D has been shared.
2. The ratio may vary as the salary will depend on the role, skills being deployed, previous experience and other such factors.

GRI 405-2

Benefits provided to full-time employees that are not provided to temporary or part-time employees FY 2025	India	APAC	Americas	EMEA	Total
For full time employees					
Life insurance	Yes	Yes	Yes	Yes	Yes
Healthcare	Yes	Yes	Yes	Yes	Yes
Disability and invalidity coverage	Yes	Yes	Yes	Yes	Yes
Parental leave	Yes	Yes	Yes	Yes	Yes
Retirement provision	Yes	Yes	Yes	Yes	Yes
Stock ownership	Yes	Yes	Yes	Yes	Yes

Notes: Stock ownership - eligibility determined by Nominations & Remuneration Committee

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Employee benefits

Employee benefits and policies

We have consciously designed gender agnostic policies and processes, to ensure that all employees within Tata Communications feel appreciated and valued at work. Such a focus also takes into account changing family structures, and specific needs that arise due to these. To foster a gender-neutral workplace, our caregiving policies offer leaves for primary and secondary caregivers, adoption and elderly care including crèche facilities at various locations and also offer parenting tips, health and wellness guidance, counsellor services and aids to stay connected with the organisation.

Global caregiving policy allows all employees (irrespective of the gender) to provide family care. Employees can take family care leave in the following categories: **primary caregiver leave**, which includes 26 weeks of paid leave for childcare or adoption, **parental leave**, which includes six weeks of paid leave, additional child care and dependent care leaves 6 weeks of paid child care leave during their entire tenure of all Tata communications legal entities, provided the employee has worked for at least 5 years in the company. We also intend to enable men to contribute equally to their families' needs. As a result, employees who are not eligible for primary care giver leave are entitled to two weeks of paid parental leave for the birth or adoption of a child.

Creche/day care policy - Company has tied-up with external agencies for providing the crèche/day-care facility to children of employees in areas close to company's office locations in India. These services are available to employees at special rates negotiated by the company with external agencies. Employees can enroll their children aged 18+ weeks up to six years and avail the services provided by the crèche/ day-care centres.

Sports/wellbeing benefits - Tata Communications has partnered with Unlock.Fit, a personalised wellness program that combines the power of genomics and mobile technology to deliver the most personalised wellness programs to employees at their doorstep.

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Occupational health & safety



Employee benefits and policies

Our approach to occupational health and safety (OH&S) is proactive, focusing on risk mitigation strategies, especially for our employees and contract workforce. We adopt technology and form strategies to reinforce our safety protocols.
In India, we have implemented an Integrated Management System (EOHS-MS) aligned with the Tata Group Health and Safety Management System, ISO 45001:2018, and ISO 14001:2015 Standards in our facilities, both domestic and international, based on key parameters such as workforce size, ownership, inherent H&S risk and strategic or customer-driven H&S requirements. As a part of management system implementation, we have defined organisational structure, responsibilities, procedures, processes, and resources for developing, implementing, achieving, reviewing and maintaining the organisation's OH&S policy and other commitments. The management system includes the well-being and safety of our employees, subcontractors, visitors and neighbouring communities. These systems provide a structured framework for effectively managing Environment, Occupational Health & Safety (EOHS) risks and promoting a culture of continuous improvement.

Check details of Occupational Health and Safety measures

Occupational health and safety management system

GRI 403-1 a,b

EOHS Management System

Tata Communications has implemented Health and Safety Management System for its employees and contract workers. The scope of Tata Communications Limited Environmental and Occupational Health and Safety Management System (EOHS Management System) has been defined as:

"Digital connectivity and enablement services" provided to our customers by Corporate Services team (WSS, PNIS & PSS), Field Operations, Service Delivery, Wireless Implementation, Outside Project Implementation, Network Infrastructure Management, Real Estate Infrastructure team and Supply chain team".
Accordingly, EOHS Management System has been implemented for **ISO 14001:2015 and ISO 45001:2018** across locations as listed below. The scope of Management system is solely based on risk involved in the operations done by workers and locations are chosen on basis of employee count. Details of disclosures can also be found in BRSR Section C Principle 3

GRI 403-2 a,b

Hazard identification, risk assessment, and incident investigation

We use task-based risk assessment while conducting HIRA (Hazard Identification & Risk Assessment). Detailed assessment is conducted for all the tasks (both routine and non-routine) performed under the specific business unit and hierarchy of control is applied to ensure risk is brought to trivial (as best as possible). All the persons who carry out the risk assessment are ISO 45001 certified lead auditors, which ensures competent persons are deployed in conducting the task. HIRA sheet is further reviewed by Corporate EOHS team and the same is reviewed once in a quarter during the Quarterly EOHS MS review. We have a continuous review mechanism as mentioned below:

1. Quarterly reviews
2. Internal Audits
3. Management Review

Both on-roll and off-roll workers could report any environment & safety related unsafe observation/near misses and incidents on an online tool "Re-sustain". From reporting till closure (RCA-CAPA-Lessons learnt) of all incidents is done through this Re-sustain tool.
If at all workers wanted not to reveal their identity-they can report the same under anonymous. Details of disclosures can also be found in BRSR Section C Principle 3.

GRI 403-6

Promotion of worker health

All our workplaces are designed with ergonomic comfort, safety and security of the workforce in mind. We make sure that every workplace is hazard-free and maintain a healthy and conducive work environment by providing proper illumination, low noise levels, good ventilation systems, hygienic food and water. At most of our facilities, we also have medical rooms, resting places and visiting doctors' services, along with pantry, break areas and sports facilities.

Our wellness initiatives include wellness activities, counselling, ergonomic care, mental health awareness, advocacy on work-life balance, awareness on financial planning and so on.

Work-related injuries

We conduct safety audits and extensive training to improve health and safety performance. It has also helped to reduce Lost Time Injury Frequency Rate (LTI-FR). SPOCs conduct audits and thoroughly investigate incidents and promptly close the reported incidents by circulating the lessons learned to all the internal stakeholders across all Business Units.

GRI 403-9

For all employees:	2021	2022	2023	2024	2025
The number and rate of fatalities as a result of work-related injury;	0	0	0	0	0
The number and rate of high-consequence work-related injuries (excluding fatalities)	0	0	0	0	0
The number and rate of recordable work-related injuries	0	0	0	5	1
The main types of work-related injury	0	0	0	Road related, Unsafe Practices, Horseplay etc.,	Inattentive walking
The number of hours worked	2,51,72,928	2,27,86,368	2,68,06,736	2,84,37,024	2,80,89,424

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Occupational health & safety

Work-related injuries

GRI 403-9

For all workers who are not employees but whose work and/or workplace is controlled by the organization:	2021	2022	2023	2024	2025
The number and rate of fatalities as a result of work-related injury	2	0	0	0	0
The number and rate of high-consequence work-related injuries (excluding fatalities)	0	0	0	0	0
The number and rate of recordable work-related injuries	18	15	21	8	1
The main types of work-related injury	Road Related	Road Related	Road Related	Slip/Trip & Fall	Inattentive walking
The number of hours worked	3,85,06,104	3,85,06,104	2,50,99,776	2,49,56,802	2,15,02,728

The work-related hazards that pose a risk of high-consequence injury, including how these hazards have been determined;

	Determined from HIRA.
Which of these hazards have caused or contributed to high-consequence injuries during the reporting period;	Road related, Inattentive walking
Actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls	Software based interventions (Engineering control)
Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls.	Yes.
Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked	1,00,000
Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.	No

Notes: Road related incidents means :
1) Accidents which happened on road to Off Roll ot On-Roll personnel.
2) HIRA: Hazard Identification & Risk Assessment
3) Slip/Trip/Fall: Personnel slip/tripped/fell while working.

GRI 403-8

Prevention and mitigation of occupational health and safety impacts directly linked by business relationship

We has implemented an occupational health and safety management system on a voluntary basis as per ISO 45001

The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system;	100.00%
The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited	100.00%

GRI 403-10

Workers with high incidence or high risk of diseases related to their occupation

The kind of operations Tata communications conducts, the following occupational health hazards :

1. Ergonomics: Proper controls are established.
2. Heat Stress: Working areas where heat stress is prevalent-the same is under assessment and necessary controls shall be taken.
3. Air(Indoor) & Water(Potable) quality: Necessary monitoring is done and test are conducted periodically to access the air and water quality.
4. Mental Stress: The same under assessment through eSAT survey.



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Supply chain

Recognizing the pivotal role of its supply chain in shaping both its reputation and broader impact, the organization underscores the importance of collaborative efforts with suppliers. Prioritizing the cultivation of long-term relationships founded on principles of transparency, sustainability, and ethical business practices, we aim to not only uphold the integrity of its operations but also to make a positive contribution to the wider business ecosystem and the communities it serves.

Check details of supply chain management

Activities, value chain and other business relationships

GRI 2-6 a,b

Our operations rely on Indian and international supply chains that span multiple tiers. We procure our supplies from original equipment manufacturers, either directly or through their authorised distributors. For general services, we depend on contractors who undertake end-to-end responsibility for projects. All our suppliers are expected to meet and comply with our environmental, ethical and social requirements as detailed in our Supplier Code of Conduct (applicable for all orders and contracts) and Mandatory Safety Standards (applicable for service contracts having H&S interphase). We also hold our suppliers accountable for managing risks in their operations and expect them to hold their suppliers accountable to the same high standards.

On an annual basis, we provide trainings to our internal stakeholders (buyers) who frequently engage with suppliers to generate awareness regarding the Sustainable Supply Chain Framework. In FY2024-25, 61 buyers joined the session along with suppliers from the respective regions across our global operations

Total number of suppliers based on organisational activities	2021	2022	2023	2024	2025
Services	990	1,019	1,052	1,118	1,185
COP	323	341	354	371	349
Network	310	330	340	392	333
IT	289	332	367	375	383
Intl access	230	268	556	546	429

Notes: SCM Managed Supplier Base can differ since the same supplier supplies multiple categories based on product applicability.

GRI 2-6 c

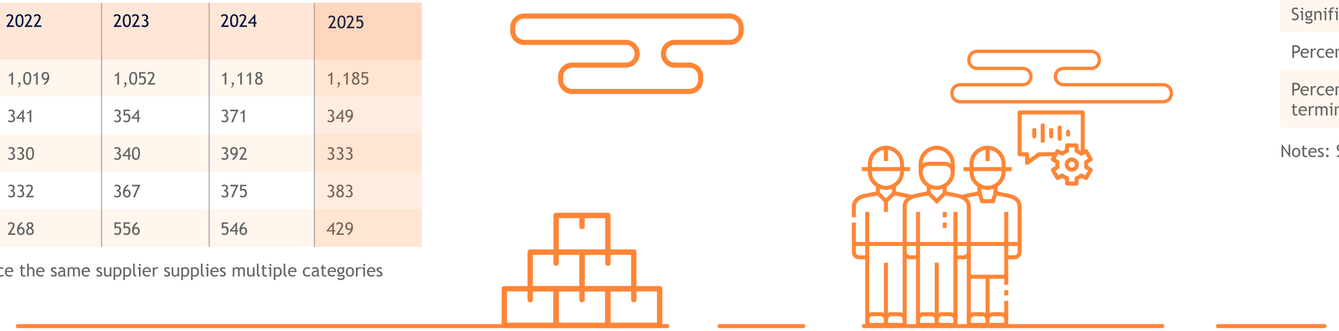
Total number of suppliers based on spend	2021	2022	2023	2024	2025
Category A	172	146	193	246	179
Category B	406	434	464	497	479
Category C	1,332	1,453	1,761	1,798	1,935

Notes: Our SCM managed suppliers are divided into three groups using the ABC analysis, which takes into account their share of spend. Suppliers who cover 80% of the spend are categorised as category A, while those with up to next 15% are placed in category B. The remaining suppliers in the bottom 5% spend are categorized as category C.

GRI 2-6 d, 204-1

Supplier specific disclosures FY 2025	India	AMEA	Europe	Americas	Total
Total number of suppliers	1,288	506	457	459	2,710
Procurement spent (in US$ Mn)	373.42	244.14	121.26	177.13	915.95
Proportion of spent	41%	27%	13%	19%	100%

Notes: The procurement spent excludes the spends which are not initated or negotiated by the SCM. The total number of supplier disclosed are managed by SCM and its total procurement value has been disclosed.



Supplier screening and assessment

Supplier Assessments	2023	2024	2025
Environmental Indicators			
Number of suppliers assessed	19	47	19
New suppliers enrolled in FY 2025	262.00	293.00	212
New suppliers assessed in environmental criteria	0	3	7
Percentage of new suppliers assessed	0%	1%	3%
Suppliers identified with potential env impacts	0	3	0
Significant impacts identified in the value chain	0	0	0
Percentage of suppliers with potential negative impacts	0	0	0
Percentage of suppliers with which relationship terminated due to negative impacts	0	0	0
Social Indicators			
Number of suppliers assessed	19	47	19
New suppliers enrolled in FY 2025	262	293	212
New suppliers assessed in social criteria	0	3	7
Percentage of new suppliers assessed	0%	1%	3%
Suppliers identified with potential social impacts	0	3	0
Significant impacts identified in the value chain	0	0	0
Percentage of suppliers with potential negative impacts	0	0	0
Percentage of suppliers with which relationship terminated due to negative impacts	0	3	0

Notes: Supplier Assessments based on ESG parameter started in FY 2023.

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Supply chain



Training and awareness sessions for suppliers

Supplier workshops, webinars and trainings conducted FY 2025	Participants
Environmental Indicators	35
Social Indicators	
Supplier Code of Conduct	
Ethics and Transparency	

Freedom of association and collective bargaining

GRI 407-1

None of our suppliers in the value chain have been identified to be at risk under right to freedom of association and collective bargaining. We undergo due diligence activity during the onboarding of our suppliers wherein we ensure that the freedom of association and collective bargaining is allowed in our key strategic suppliers in adherence with our Supplier Code of Conduct. Additionally, our annual E,S,G assessment of our supplier base is to ensure the same is being followed by our key strategic and preferred partners.

KPIs for supplier assessment and development process

ESG Assessment - To evaluate the sustainability practices of our key suppliers, vendors, and value chain partners, we have incorporated an ESG checklist. This tool not only assesses the sustainability of our partners but also helps determine the sustainability scores of our key strategic suppliers. The assessment helps us to advance ethical business practices, uphold human rights, and prioritise the health and safety of employees, as well as protect the environment through effective management strategies, while assessing the ESG (Environmental, Social and Governance) parameters of our key strategic suppliers. To this end, we require all suppliers to adhere to the established Sustainable Supply Chain Policy set forth. These policies are compulsory and are integrated into every purchase order and contractual agreement with our suppliers, ensuring a consistent commitment to ethical practices and sustainability throughout our operations.

Environmental, Social & Governance checklist comprises of various sustainability focused queries which should be completed by strategic, key suppliers and large value RFX selected based on pre-determined thresholds per the sourcing category on annual basis. This checklist consists of rating criteria & shall be given a weightage of 5% for sustainability in the overall techno-commercial evaluation.

The process for conducting on-site sustainability assessments of targeted value chain partners is currently under development. At present, no targeted suppliers have undergone an on-site sustainability audit. On-site sustainability assessments of targeted value chain partners will be planned once the current assessment framework is fully implemented.

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Governance



In upholding principles of good governance, ethical practices, and stringent accountability, our company anchors its business actions on a foundation of integrity and responsibility. Committed to managing its operations responsibly and in full compliance with statutory requirements across all jurisdictions, the company's management serves as the cornerstone, playing a pivotal role in implementing effective compliance interventions. Through these concerted efforts, the we aim not only to ensure regulatory adherence but also to uphold its commitment to transparency and ethical conduct, fostering trust and sustainability in our operations.

For more information, please visit Tata Communications' website.

The following Governance KPIs are disclosed in the addendum	Tab name
	Compliances
Compliances with laws and regulations	Compliances
Anti corruption	Compliances
Anti corruption Policy and training	Compliances
Anti corruption cases	Compliances
Anti competitive behaviour	Compliances
Child labour and forced labour	Compliances
Diversity in management categories	Compliances
Freedom of association and collective bargaining	Compliances
Customer privacy cases	Compliances
	Board Composition
Governance structure and composition	Board
Chair of the highest governance body and roles	Board
Expertise of the governance bodies	Board
Evaluation process	Board
Conflict of interest	Board
Trainings	Board
Remuneration policies for governance bodies	Board
Annual Total Compensation Ratio	Board

The following Governance KPIs are disclosed in the addendum	Tab name
	Economic
Direct economic value generated and distributed	Economic
Defined benefits	Economic
Political contributions	Economic
	Strategy, policies and practices
Sustainability statement	Strategy and Policies
Policy commitments	Strategy and Policies
Processes to remediate negative impacts	Strategy and Policies
Grievance Redressal Mechanism	Strategy and Policies
Membership Associations	Strategy and Policies
Stakeholder Engagement Model	Strategy and Policies

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Board composition



The details of Board composition and our governance structure at Tata Communications is listed below including total number of members, nominations, remuneration policies, chair of the highest governing bodies etc.

Governance structure and composition

GRI 2-9

Tata Communications' Board holds a pivotal role in ensuring formulation and achievement of long-term business objectives, strategy execution, and protection of interest of all stakeholders.

Communications and trainings on anti corruption policies or procedures	2024	2025
Executive directors	100%	100%
Independent directors	100%	100%

Total number of members in Governance Body	2024	2025
Number of governance body members	6	6
Gender ratio (male:female)	5:1	5:1

Nomination and selection of the highest governance body

Nomination, Evaluation and Performance

GRI 2-10

The process of nomination and selection:

Nomination and Remuneration Committee (NRC) Overview:
The NRC of Tata Communications' Board of Directors plays a crucial role in recommending the setup and composition of the Board. Key responsibilities include:

1. Formulation of Criteria: Establishing qualifications, positive attributes, and independence of directors.
2. Annual Review: Recommending appointments and reappointments of directors annually, adhering to Tata Governance Guidelines.
3. Performance Evaluation: Conducting annual evaluations of the Board, its committees, and individual directors as per the Act and SEBI Listing Regulations.
4. Skill Evaluation: Annually assessing each director's skills, which are then discussed and noted by the NRC.

Selection criteria:

The NRC bases its selection on various criteria, including qualifications, independence, and leadership skills. The Board has identified essential skills for effective governance, ensuring directors possess relevant business or academic expertise. Directors are chosen from diverse backgrounds, bringing specialized skills from their respective industries or fields.

For more detailed information, refer to page 54 of the Integrated Annual Report available on Tata Communications' website: Integrated Annual Report FY 2024-2025.

Parameters taken into consideration	
Views of stakeholders (including shareholders)	In accordance with Tata Communications Governance Guidelines, views from the Group Human Resources may be sought by the NRC while vetting potential candidates for appointment as directors. The promoter shareholders indicate potential candidates for review by the NRC.
Diversity	In accordance with Tata Communications Governance Guidelines, views from the Group Human Resources may be sought by the NRC while vetting potential candidates for appointment as directors. The promoter shareholders indicate potential candidates for review by the NRC.
Independence	The NRC bases its selection of an incumbent for appointment to the Board on various criteria including but not limited to qualifiications, independence, leadership skills etc. The criteria of independence specified under the Companies Act, 2013 and SEBI Listing Regulations is followed by the NRC when considering the appointment of an independent director.
Competencies relevant to the impacts of the organization	The eligibility of a person to be appointed as a director is dependent on whether the person possesses the requisite skill sets identified by the Board and whether the person is a proven leader in running a business that is relevant to Tata Communications' business or is a proven academician in the field relevant to Tata Communications' business.

Chair of the highest governance body

GRI 2-11

Our Chairperson of the Board of Directors is an Independent Director. The Chairperson is neither a promoter nor is related to any promoters and does not have any pecuniary relationship with the company.

Role of the highest governance body in overseeing the management of impacts

GRI 2-12

Role of the highest governance body in overseeing the management of impacts

Our Board of Directors provides strategic direction and oversees the strategic planning process for Tata Communications. Every year, the Board approves the Annual Operating Plan of the company and takes note of the strategic direction as proposed by the management. A half-yearly review of the performance of the company vis-a-vis the plans approved is also undertaken by the Board.
To provide the members of the Board with a deeper insight into the Sustainability and Safety initiatives of Tata Communications and in accordance with the advice of members of the Board, the scope of the CSR Committee was expanded to also include matters on Safety and Sustainability initiatives of Tata Communications which can be reviewed by the committee at length and then placed before the Board for its noting.

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Board composition

Role of the highest governance body in overseeing the management of impacts through due diligence, board meetings, stakeholder expectations and delegation of responsibilities including Sustainability

The CSR, Safety and Sustainability Committee of the Board oversees the Company's societal obligations and its reputation as a responsible corporate citizen. The Committee every year, recommends an Annual Action Plan to the Board which, among other things, includes the following:

1. The list of CSR projects or programs that are approved to be undertaken in areas or subjects specified in Schedule VII of the Companies Act.
2. The manner of execution of such projects.
3. The modalities of utilisation of funds and implementation schedules for the projects or programs.
4. Monitoring and reporting mechanism for the projects or programs
5. Details of need and impact assessment, if any, for the projects undertaken by the company.

While the implementation and execution of projects as per the plan approved by the committee and the Board is done by the CSR function, the committee receives period updates from the CSR function which helps the committee to monitor and review the progress of the Annual Action Plan.

The Nomination and Remuneration Committee oversees the HR philosophy, HR and People strategy and HR practices including those for leadership development, rewards and recognition, talent management and succession planning. Presentations on talent management and succession planning are received by the NRC and Board on an annual basis. A half-yearly update on the People Strategy is also presented to the Board.

Conflicts of interest

GRI 2-15

Processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated

It is the duty of every director to ensure that they are not involved in a situation in which they may have a direct or indirect interest that conflicts, or possibly may conflict, with the interest of the company. In accordance with the requirements of the Companies Act 2013, each director discloses the directorships and interests held in other companies on an annual basis and everytime there is a change in such interests. Any transactions with such entities where directors are interested are reported to the Board for noting.

Conflicts of interest relating to:	2022	2023	2024	2025
Total number of incidents	0	0	0	0
Cross-board membership	0	0	0	0
Cross-shareholding with suppliers and other stakeholders	0	0	0	0
Existence of controlling shareholders	0	0	0	0
Related parties, their relationships, transactions, and outstanding balances	0	0	0	0

Communication of critical concerns

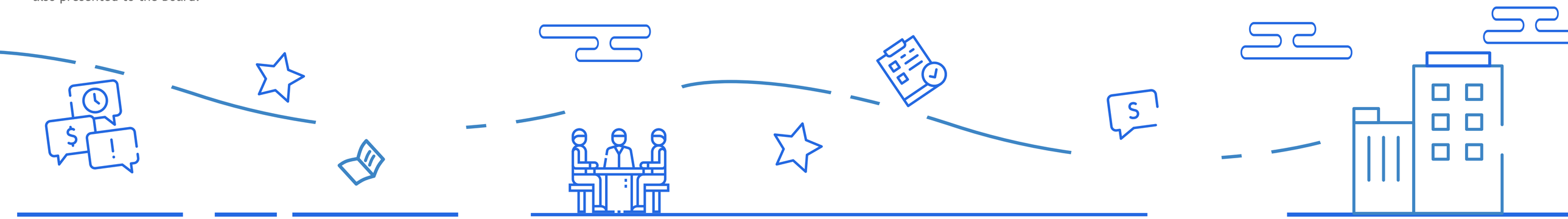
GRI 2-16

How critical concerns are communicated to the highest governance body

It is the duty of every director to ensure that they are not involved in a situation in which they may have a direct or indirect interest that conflicts, or possibly may conflict, with the interest of the company. In accordance with the requirements of the Companies Act 2013, each director discloses the directorships and interests held in other companies on an annual basis and every time there is a change in such interests. Any transactions with such entities where directors are interested are reported to the Board for noting.

In accordance with the requirements of the Companies Act 2013, each director discloses the directorships and interests held in other companies on an annual basis and every time there is a change in such interests. These disclosures are placed before the Board for noting. Any transactions with such entities where directors are interested are reported to the Board for noting.
The Audit Committee reviews and approves all transactions with related parties in accordance with the provisions of applicable laws. Necessary reporting on transactions with related parties are made by the company to Stock Exchanges and as part of the Annual Report in accordance with applicable laws.

The company has a single set of controlling shareholders and their are no conflicts to disclose.



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Board composition

Collective knowledge of the highest governance body

GRI 2-17

Expertise of the governance bodies

Check Corporate Governance Report in the Integrated Annual Report FY 2025- (Page 137)

Evaluation of the performance of the highest governance body

GRI 2-18

Evaluation Process:

As required under applicable law, an annual evaluation of ther performance of the Board, its committees and individual directors is carried out at Tata Communications. The performance evaluation criteria is published as part of the company's Annual Report. The performance of the Board and individual directors is evaluated by the Board after seeking inputs from all the directors on the basis of criteria such as the board composition and structure, effectiveness of board processes, information and functioning, etc. The performance of each committee is evaluated by the Board after seeking inputs from the committee members on the basis of criteria such as the composition of committees, effectiveness of committee meetings, etc.
In a separate meeting of independent directors, performance of non-independent directors and the Board as a whole is also evaluated, taking into account the views of executive directors and non-executive directors. The Board and the Nomination and Remuneration Committee review the performance of individual directors on the basis of criteria such as the contribution of the individual director to the Board and committee meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc. In the Board Meeting that follows the meeting of the independent directors and meeting of Nomination and Remuneration Committee, the performance of the Board, its committees, and individual directors is also discussed. Performance evaluation of independent directors is done by the entire Board, excluding the independent director being evaluated.
Any action items arising from these discussions are suitably communicated to the Management for necessary actions.

Remuneration policies

GRI 2-18

Policies and process to determine remuneration at governance body and senior management level

The Nomination and Remuneration Committee is responsible for determining and recommending to the Board the remuneration of directors, executive team/KMP and other employees. Tata Communications has a well established Remuneration Policy which framed in accordance with applicable laws and lays down the guiding pricniples for determining remuneration of directors, KMP and employees of the Company. This policy is available on the website of the company.
On an annual basis, the NRC receives presentations from the CHRO on the proposed revisions in the remuneration of the executive team and the overall remuneration strategy vis-a-vis the performance of the company.
Refer to Corporate Governance report in the Integrated Annual Report

Average tenure of board members

Average Tenure of Board members

The average tenure of board members in 2024-2025 is 3.16 years.

Board Meeting Attendance	FY 2024-2025
Average board meeting attendance:__ % of meetings of board of directors/ supervisory board.	100
Minimum of attendance for all members required, at least (in %)	100



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Compliances and complaints



Legal, Human rights, Whistle blower, Human resources oriented compliances and customer complaints

The information pertaining to compliances with respect to laws and regulations are reported in this sheet. This also includes complaints filed by employees and value chain partners on areas such as human rights, dignity at workplace, anti corruption and anti bribery, data breaches etc.

Compliance with laws and regulations

GRI 2-27

Number of Incidents of non compliances with laws and regulations	2022	2023	2024	2025
Instances for which				
Fines and Penalties incurred	0	0	0	0
Non Monetary sanctions incurred	0	0	0	0
Instances for which				
Fines and Penalties occured	0	0	0	0
Non Monetary sanctions occurred	0	0	0	0

Notes: Please check BRSR Section A for details

Anti corruption

GRI 205-1

Total number and percentage of operations / function / countries assessed for risks related to corruption

100%. In order to maintain compliance with any changes to the applicable anti-corruption laws and regulations, the company periodically evaluates and revises its policies and procedures. Furthermore, our Anti-corruption policy applies globally with its scope encompassing all functions across all regions where the company operates.

Significant risks related to corruption identified through the risk assessment

No risks identified with respect to Corruption.

Communication and training about anti-corruption policies and procedures

GRI 205-2

Communications and Trainings on Anti corruption policies or procedures	2025
Governance body members covered	
Number	6
%	100%
Employees	
Number	16,973
%	100%
Business partners/ Value chain partners	
Number	35
%	32%

Notes: The trainings are provided to the employees and governance body members on a mandatory basis. Key strategic and preferred business partenrs/ value chain partners are also provided training on this aspect. The policies and procedures are communicated to the attendees during the trainings. For value chain partners, strategic and preferred suppliers are provided with awareness trainings annually.

Confirmed incidents of corruption and actions taken

GRI 205-3

	2024	2025
Gender		
Number of Anti Corruption cases	0	0
Actions taken against		
Employees	0	0
Business partners/ value chain partners	0	0
Public cases on Anti corruption reported for the company	0	0

Notes: No significant cases have been reported. Further, refer to BRSR Section C Principle 1 question 2

Anti competitive behavior

GRI 206-1

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2024	2025
Number of legal actions pending or completed	0	0
Outcomes due to the legal action	NA	NA

Incidents of discrimination and corrective actions taken (Whistleblower Cases)

GRI 406-1

	2023	2024	2025
Total number of incidents of discrimination	33	32	54
Status of the incidents and actions taken			
Incident reviewed	18	32	47
Pending	15	0	7
Remediation	0	0	0
Incident resolved	18	32	47

Note: Out of 54 cases reported in FY 2024-25, 19 cases are true and 28 are found to be false. Remaining 7 cases are being reviewed. Total whistleblower cases are 28 and total cases against discrimination are 26 (POSH+Dignity at workplace cases included)

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Compliances and complaints

Child Labor & Forced Labor

GRI 408-1, 409-1

Zero Cases on Child Labor and Forced Labor in:	2021	2022	2023	2024	2025

There are Zero instances of Child Labor and Forced Labor cases in Tata Communications, as the Company strictly prohibits any such activities in its operations and across its value chain. We conduct an annual assessment for our key strategic value chain partners to ensure there are no cases of Child labor and Forced labor in their operations. As per the assessments conducted till date, no such cases have been found within our value chain. Additonally as per the Tata Code of Conduct, such activities are forbidden at the company. Additionally, our Supplier Code of Conduct ensures that our value chain partners also adheres to our human rights principles, which entails Zero Tolerance for Child Labor and Forced Labor

Freedom of Association and Collective Bargaining

GRI 2-30

Collective bargaining agreements	2024	2025
Total Number of Employees	12462	11541
No of employees covered under CB Agreement	166	147
(%) of Employees covered under collective bargaining	1.33	1.27

Notes: The number pertains to India region only

Customer Privacy

GRI 418-1

Number of Incidents of non compliances with laws and regulations	2022	2023	2024	2025
Breaches of customer privacy	0	0	0	0
Number of complaints from regulatory bodies on customer privacy	0	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0	0
Brief Statement if no complaints are received:	NA	NA	NA	NA

Notes: No substantiated cases have been reported form FY 2021 onwards



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Economic performance



The economic dimension of sustainability revolves around our impact on the economic condition of stakeholders, as well as on economic systems at the local, national, and global levels. In this section, we have captured the movement of capital among various stakeholders as well as the value addition from an economic perspective on society and stakeholders.

Direct economic value generated and distributed

Economic performance

GRI 201-1

(in Millions INR/USD)	2021		2022		2023		2024		2025	
Direct Economic Value Generated	INR	USD	INR	USD	INR	USD	INR	USD	INR	USD
Revenue (Revenue plus other operating income and Other income)	17,257	2,324	17,057	2,290	18,201	2,266	21,251.29	2,567	23,238.89	2,748
Economic Value Distributed										
Operating Costs	11,955	1,610	11,554	1,551	12,079	1,503	14,598.84	1,763.36	16,422.92	1942.16
Employee Wages and Benefits	3,049	411	3,040	408	3,597	448	4,452.95	537.86	4,557.28	539
Payments to providers of capitals (Finance cost and Dividend payout-including dividend tax)	535	72	762	102	1,025	128	1245.56	150.45	1206	143
Payments to government (Income tax expenses (as per PL and OCI) and rates and taxes considered)	504	68	614	82	381	47	346.57	41.86	589.36	70
Community Investments	12	2	14	2	21	3	26	0.03	24.46	3
Total Economic Value Distributed	**16,055**	**2,162**	**15,985**	**2,146**	**17,103**	**2,129**	**20,670**	**2493.56**	**22,800**	**2697.16**
Economic Value Retained										
Total	1,202	162	1,072	144	1,098	137	581	73	439	52
Fix Conversion rate USD to INR	74		75		80		82.79		84.56	

Notes: Payments to government refers to income tax expenses of the company. This is a consolidated figure for global operations of Tata Communications Limited.

Defined Benefits

GRI 201-3

Coverage of the company's defined benefit plan obligations	2023		2024		2025	
	INR	USD	INR	USD	INR	USD
Salary and Wages	3,440	428	4,247.26	513	4,275.81	516
Defined Contribution pension scheme costs (Mainly 401(k) plan and INPS plan in International. Amount charged to P&L and part of employee cost)	123	15	139.39	16.84	143.09	17.28
Defined benefit pension scheme costs (This includes the current service cost (part of employee cost) of defined benefit plans ie PF, Gratuity, Pension and Medical Plan)	0	0	6.95	0.84	40.68	4.91
Total	**3,597**	**448**	**4,453**	**538**	**4,557**	**550**

GRI 201-4

Financial Assistance Received from Government

None. We haven't received any financial assistance from the government during the reporting period across the locations of our operations in FY 2025

Political contributions

GRI 415-1

Political Contributions done by Tata Communications

None. We havent provided any financial assistance or political contributions during the reporting period across the locations of our operations in FY 2025

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Strategy, Policies and Practices

We established policies and procedures that adhere to globally recognised business standards and benchmarks. These governance policies have the overall effect of ensuring consistent legal and ethical behaviours throughout the company. Our policies and procedures are constantly changing to comply with changes in applicable laws and regulations, as well as stakeholder interactions. The key policies, strategies and practices are listed in this sheet.

Statement on Sustainable Development Strategy

GRI 2-22

Sustainability Statement

The sustainability statement is published on our Website and in our Integrated Annual Report.

Policy commitments

GRI 2-23

Please check our policy commitments and procedures on our website

Embedding policy commitments

GRI 2-25

Please check our policy commitments and procedures on our website

Grievance Redressal Mechanism

GRI 2-26

Mechanisms for seeking advice and raising concerns

As an organisation, Tata Communications has identified relevant BU functions to periodically interact and correspond with their relevant stakeholder groups. We have also established a formal grievance redressal and reporting mechanism for both internal and external stakeholders in the form of a Whistleblower Policy, EOHS mailbox, Ethics Helpline, Customer Service Helpline and Investor Relations mailbox, through which internal and external stakeholders can report their grievances.

Moreover, our grievance redressal mechanism extends to our customers and partners, offering dedicated customer care channels for prompt resolution of issues. These mechanisms emphasise our commitment to an ethical, transparent and inclusive environment.

Membership Associations

GRI 2-28

List of membership and associations

We actively engage with several leading industry associations, contributing to crucial dialogues and policy discussions that shape the future of the sector. Check our BRSR, Section C, Principle 7 for details.

Stakeholder Enagagement Model

Stakeholder Engagement

GRI 2-29

List of membership and associations

At Tata Communications, we have established a comprehensive stakeholder engagement procedure to regularly interact with diverse group of stakeholders including individuals, groups, or organisations that may be directly or indirectly affected by our operations. It empowers us to create sustainable solutions and aim for inclusive growth, taking into consideration the core concerns of our stakeholders.

Risk Assessment Process

At Tata Communications, we have a robust risk management framework, allowing us to identify, assess, and reduce existing as well as emerging risks. Our risk management leads us to protect our business, while simultaneously strengthening our competitive position. We have clearly defined risk management policies and procedures for identifying and assessing critical risks. We regularly discuss our key risks with members of the Risk Management Committee and the Board of Directors. The Risk Management Committee monitors and assesses significant risks to our performance and strategic execution. After identifying and assessing risks, we define controls aimed at reducing its potential impact. Our Global Management Committee (GMC), which consists of the CEO, CFO, and key business and operations managers, is responsible for the effective and efficient implementation and maintenance of risk management systems.

The Enterprise Risk Management (ERM) process, which is established by the Board of Directors, defines procedures and organisational rules to identify risks at an early stage, and take proactive steps to manage the risks inherent in any commercial activity. ERM Risk assessments serve as key inputs to the annual internal audit programme. Furthermore, we also conduct a detailed review and testing of the key internal controls related to financial reporting. This approach provides adequate assurance to the Management and the Audit Committee regarding the effectiveness of the internal control procedures defined and implemented by the Management.



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About Tata Communications

Tata Communications is a global telecommunications leader and a part of the Tata Group, one of India’s largest multinational conglomerates. Renowned for driving digital transformation, Tata Communications empowers businesses, governments, and service providers worldwide with a comprehensive suite of services. These include cloud solutions, data center management, networking, IoT, unified communications, cybersecurity, video conferencing, and managed services, all designed to meet the evolving needs of a connected world.

For more information, visit us at **www.tatacommunications.com**

Contact Us

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