

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (₹ crore)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State / Union Territories	District			Name	CSR registration number
13	Scholarship program	(ii)	Yes	Madhya Pradesh	Chhindwara	-*	No	NIIT Foundation	CSR00000621
14	Digital Nerve Centre	(i)	Yes	PAN India		-*	Yes	-	-
	TOTAL					713			

*Represents value less than ₹0.50 crore.

- (d) **Amount spent in Administrative Overheads:** ₹7 crore
- (e) **Amount spent on Impact Assessment, if applicable:** NIL
- (f) **Total amount spent for the Financial Year (8b+8c+8d+8e) :** ₹727 crore
- (g) **Excess amount for set off, if any**

(₹ crore)

Sr. No.	Particulars	Amount
(i)	Two percent of average net profit of the Company as per Section 135(5) of the Act	716
(ii)	Total amount spent for the Financial Year	727
(iii)	Excess amount spent for the financial year [(ii)-(i)]	11
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	NIL
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	11

9. (a) Details of Unspent CSR amount for the preceding three financial years:

(₹ crore)

Sr. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under Section 135 (6) of the Act	Amount spent in the reporting Financial Year	Amount transferred to any fund specified under Schedule VII as per Section 135(6) of the Act, if any			Amount remaining to be spent in succeeding financial years
				Name of the Fund	Amount	Date of transfer	
1	-	NIL	-	-	NIL	-	-

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

(₹ crore)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Sr. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the project	Amount spent on the project in the reporting Financial Year	Cumulative amount spent at the end of reporting Financial Year	Status of the project - Completed / Ongoing
1	TTCRC	Tata Translational Cancer Research Centre	FY 2016	6 years	54	7	54	Completed
2	BridgelT	BridgelT - DF (Project 1)	FY 2018	5 years	1	-*	1	Ongoing
3		BridgelT - DF (Project 2)	FY 2020	5 years	3	-*	2	Ongoing
4		BridgelT - Humana	FY 2020	5 years	1	-*	1	Ongoing
5		BridgelT - CADAM (Project 1)	FY 2018	5 years	3	-*	2	Ongoing
6		BridgelT - CADAM (Project 2)	FY 2020	5 years	6	-*	2	Ongoing
7	IIIT	Setting up of IIIT at Guwahati, Vadodara, Srirangam, Ranchi and Nagpur in PPP mode	FY 2014	Open ended	29	-	16	Ongoing
	TOTAL					7		

*Represents value less than ₹0.50 crore.

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details)

(a) Date of creation or acquisition of the capital asset(s) : None

(b) Amount of CSR spent for creation or acquisition of capital asset : NIL

(c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address, etc. : Not Applicable

(d) Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset) : Not Applicable

11. Specify the reason(s), if the Company has failed to spend two percent of the average net profit as per Section 135(5) of the Act: Not Applicable

Rajesh Gopinathan

Chief Executive Officer and Managing Director

DIN No. 06365813

N Chandrasekaran

Chairman, Corporate Social Responsibility Committee

DIN No. 00121863

Form No. MR-3
Secretarial Audit Report
for the financial year ended March 31, 2022

[Pursuant to section 204 (1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Tata Consultancy Services Limited

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Tata Consultancy Services Limited (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company, to the extent the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, the explanations and clarifications given to us and the representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India warranted due to the spread of the COVID-19 pandemic, we hereby report that in our opinion, the

Company has during the audit period covering the financial year ended on March 31, 2022, generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records made available to us and maintained by the Company for the financial year ended on March 31, 2022 according to the applicable provisions of:

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder;
- (ii) The Securities Contract (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder

to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):
 - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time;
 - (d) The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and The Securities and Exchange Board of India (Share Based

Employee Benefits and Sweat Equity) Regulations, 2021; (Not applicable to the Company during the audit period)

- (e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008 and The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; (Not applicable to the Company during the audit period)
- (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; (Not applicable to the Company during the audit period)
- (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009 and The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; (Not applicable to the Company during the audit period) and
- (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
- (vi) Other laws applicable specifically to the Company namely:-

- a) Information Technology Act, 2000 and the rules made thereunder;
- b) Special Economic Zones Act, 2005 and the rules made thereunder;
- c) Software Technology Parks of India rules and regulations
- d) The Indian Copyright Act, 1957
- e) The Patents Act, 1970
- f) The Trade Marks Act, 1999

We have also examined compliance with the applicable clauses of the following:

- (i) Secretarial Standards issued by The Institute of Company Secretaries of India with respect to board and general meetings.
- (ii) The Listing Agreements entered into by the Company with National Stock Exchange of India Limited and BSE Limited read with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, standards etc. mentioned above.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. There were no changes in the composition of the Board of Directors that took place during the period under review. The re-appointment of Mr. Rajesh Gopinathan as Chief Executive Officer & Managing Director and Mr. N. Ganapathy Subramaniam as Chief Operating Officer & Executive Director was carried out in compliance with the provisions of the Act.

Adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance for meetings other than those held at shorter notice, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes, decisions at the Board Meetings were taken unanimously.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines etc.

We further report that during the audit period the following events occurred which had bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards etc.

The Company has completed buyback of 4,00,00,000 (four crores) fully paid-up equity shares of face value of ₹1 (Rupee One) each ("Equity Shares"), on a proportionate basis, through the Tender Offer route through the Stock Exchange mechanism as prescribed under the Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018, at a price of ₹4,500 (Rupees four thousand five hundred only) per Equity Share.

For **Parikh & Associates**
Company Secretaries

P. N. Parikh
Partner

FCS No: 327 CP No: 1228

Place: Mumbai UDIN: F000327D000062686

Date: April 11, 2022 PR No.: 1129/2021

This Report is to be read with our letter of even date which is annexed as Annexure A and Forms an integral part of this report.

'Annexure A'

To,
The Members
Tata Consultancy Services Limited

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

4. Where ever required, we have obtained the Management Representation about the Compliance of laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **Parikh & Associates**
Company Secretaries

P. N. Parikh
Partner

FCS No: 327 CP No: 1228

Place: Mumbai UDIN: F000327D000062686

Date: April 11, 2022 PR No.: 1129/2021

Management Discussion and Analysis

Overview of the Industry

The global economy recovered strongly in CY 2021 even as new variants of the COVID-19 virus fueled additional waves of the pandemic. Robust policy support in advanced economies, availability of vaccines and relaxation of pandemic restrictions helped economies bounce back, collectively expanding world output by an estimated 6.1%¹.

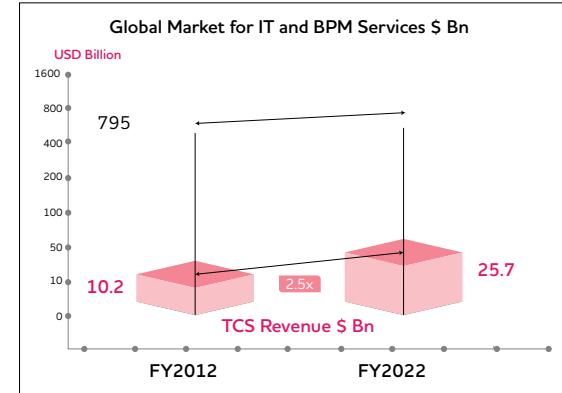
Global technology spending grew strongly in 2021 to \$1.7 trillion². The primary drivers were accelerated investments in digital transformation and cloud adoption in response to changed consumer behaviors and the need for greater operational resilience. Additionally, there was increased outsourcing by enterprises looking to free up financial as well as human resources to execute their transformation programs. A severe talent scarcity added to the outsourcing imperative. IT services grew 6.2% YoY, crossing \$899 billion while BPM grew nearly 5% to reach \$211 billion.

The global IT services industry continues to be a highly fragmented one, with even the largest provider having a mid-single digit market share. TCS is among the largest IT services providers

¹ World Economic Outlook, IMF, April 2022

² Nasscom Strategic Review Report 2022

globally, with a market share of 2.3%, and has outperformed the market, growing significantly higher than market growth over the last decade.



This may be attributed to market share gains resulting from TCS' customer-centric strategy and organization structure, a very stable management team, focused investments in building superior capabilities, better execution resulting greater customer satisfaction, and steadily expanding participation in customers' growth and transformation spends.

TCS' Business

An Overview

TCS is an IT services, consulting and business solutions organization partnering many of the world's largest businesses in their transformational journeys for the last 54 years. It has a global presence, deep domain expertise in multiple industry verticals and a complete portfolio of offerings – grouped under consulting and service integration, application services, digital transformation services, cloud services, engineering services, cognitive business operations, and products and platforms – targeting every C-suite stakeholder.

The company leverages all these and its deep contextual knowledge of its customers' businesses to craft unique, high quality, high impact solutions designed to deliver differentiated business outcomes. These solutions are delivered using its Secure Borderless Workspaces™ (SBWS™) operating model which enables a highly distributed, Location Independent Agile™ delivery.

TCS geographic footprint covers North America, Latin America, the United Kingdom, Continental Europe, Asia-Pacific, India, and Middle-East and Africa.

TCS considers industry verticals as its primary go-to-market business segments. The key vertical clusters are: Banking, Financial Services and Insurance (BFSI), Retail and Consumer Business,

Communications, Media and Technology (CMT), Manufacturing, Life Sciences and Healthcare and Others. The last category includes Energy, Resources and Utilities, Public Services and others.

Strategy for Sustainable Growth³

Customer-centricity is at the heart of TCS' strategy, organization structure and investment decisions. TCS' customer-centric worldview helps spot trends early, embrace business opportunities by making the right investments and mitigating risks while discharging its social and environmental responsibilities.

TCS has been broadening and deepening customer relationships by continually looking for new opportunities and newer areas in their businesses to add value, proactively investing in building newer capabilities, reskilling its workforce and launching newer services, solutions, products and platforms to address those opportunities.

In the last few years, the company has been using its investments in research and innovation, its intellectual property and deep contextual knowledge of the customer's business and technology landscape to proactively pitch ideas and solutions designed to improve the client's topline and help drive competitive differentiation.

These growth and transformation (G&T) engagements are higher value engagements catering

³ GRI 2-22

to the needs of a broader set of stakeholders in the client organization, and is helping drive a steady increase in the scope and scale of services consumed year after year, and expand TCS' share of wallet, as evidenced by the client metrics.

At an aggregate level, this strategy has resulted in deep and enduring customer relationships, a vibrant and engaged workforce, industry-leading profitability, a steady expansion of the addressable market, and a proven track record in delivering longer term stakeholder value.

Enabling Investments

TCS pioneered⁴ the use of the word 'digital' to describe the new family of technologies that emerged in the last decade. Quick to recognize the potential of cloud, the company made investments ahead of time in launching new platform-based business models as far back as in 2009⁵, reskilling the workforce, research and innovation, building collaborative workspaces and innovation centers, intellectual property, and alliances and partnerships. Those early investments have given TCS a head start in participating in its customers' G&T journeys.

Over the last 3 years, TCS has been investing in a network of Pace Ports, co-innovation hubs in all its major markets, to provide a physical space for

⁴ Ref AR FY 2012, MD&A, Pages 25, 29

⁵ Ref AR FY 2010, Letter from CEO, Page 7

TCS teams to engage with clients in ideation, rapid prototyping and agile development of innovative ideas. These hubs also house researchers and members of TCS' extended innovation ecosystem of start-ups and academia. Adding to the Pace Ports in Tokyo, New York, Pittsburgh and Toronto, the company inaugurated the Pace Port at Amsterdam in May 2021, and a Digital Garage in Sydney in February 2022.

TCS continued to invest in intellectual property, launching new variants within the ignio™ suite and building newer functionality and features in the TCS BaNCS™ suite, the Algo Retail suite, the TCS ADD suite, HOBS, TwinX, MasterCraft and Jile. Across each of the industry verticals, the relevant business units launched new service offerings and solutions, catering to the evolving needs of the market – such as the ESG Integration solution suite on all three hyperscaler platforms covering EU taxonomy, Sustainable IT, Green Mortgage, Carbon Bank and Cal-C (Carbon Calculator).

The company launched Cyber Defense Suite – a comprehensive suite of modular, quickly adoptable cyber security services on a single platform – to provide enterprises with a unified 360-degree visibility and predictive intelligence to proactively defend and respond against evolving risks.

TCS' dedicated practice units around AWS, Microsoft Azure and Google Cloud Platform,

launched in FY 2021, offer customers the full range of transformational and operational services on the respective hyperscaler stacks, spanning advisory services, migration, application and data modernization, including SaaS and enterprise productivity suites, infrastructure, cyber-security and edge.

These units have been steadily investing in training, certifications, credentials and in building solutions and intellectual property on their respective hyperscaler stacks. In FY 2022, TCS added TCS Omnistore, TCS MasterCraft, 5G Edge Suite, TwinX and its suite of sustainability solutions – namely TCS Clever Energy, TCS IP2 and TCS Envirozone – to the list of its software products and solutions available on the various hyperscaler platforms. TCS also launched Google Cloud Garages for co-innovation leveraging analytics and AI on the cloud, at its Pace Ports in Amsterdam, New York and Tokyo.

New Organization Structure

TCS rolled out a new, industry-first organization structure at the end of FY 2022 that further enhances the company's customer centricity. The new model recognizes that customers' needs vary and evolve over time as they progress in their relationship journey with TCS, and enables the delivery of a curated experience best suited for each customer's current stage in that journey. It does this by adding a fourth dimension – i.e. customer

relationship stage – to the existing three dimensions of TCS' organization structure: geography, industry vertical and service line.

Customer acquisition will continue to be done by local sales teams in the various markets. Existing customers in major markets will continue to be serviced by the same client partners, but the governance layer on top has been realigned. Instead of being governed as vertical-wise business groups, customers have now been segmented by relationship stage, and vested with three business groups:

- **Relationship Incubation Group** to manage new relationships which require a higher level of hand holding and a differentiated, high touch delivery;
- **Enterprise Growth Group** to manage relationships which are in the high growth phase;
- **Business Transformation Group** to manage large and mature relationships.

The company's primary reporting segments will continue to be industry verticals and geographic markets. Existing verticalized governance structures, the Industry Solution Units (ISUs) and sub-ISUs, will see their portfolios realigned and rationalized under these three business groups. Customers in emerging markets will continue to be serviced by local country-based organizations.

The sharper customer focus enabled by the new structure and the resultant curated customer experiences are expected to enhance customer intimacy, facilitate cross-selling and up-selling, expand share of wallet and prepare the company for the journey ahead.

Strategic Responses to Opportunities and Threats

Opportunity / Threat	TCS Approach	Outcomes
Greater interest in using technology to drive business growth	• Focused on developing contextual knowledge and applying that for inside-out transformations. • Continued investments in research and innovation, TCS Pace Ports, and intellectual property. • Dedicated practice with domain experts to bring together TCS' differentiated capabilities from across the organization to stitch together comprehensive solutions. • Proactive pitching of solutions to customers' most pressing business problems. • New brand tagline 'Building on Belief' to strengthen positioning as a growth and transformation partner.	• Expansion of addressable market. • Growing share of G&T business adding to growth. • Higher quality revenue, lending margin resilience. • More deeply embedded in the clients' business. • Engaging with a broader set of buyers in the client organization. • Higher visibility within C-Suites.
Accelerated adoption of public cloud	• Launched dedicated business units with end to end capabilities on each of the hyperscaler platforms. • Continued investment by each of these units in skills, certifications, credentials, IP and accelerators. • Articulated the multi-horizon cloud transformation framework. • Made available TCS products and solutions on public clouds.	• Strong growth in cloud transformation revenues. • Top tier partner to each of the hyperscalers. • Preferred partner to clients seeking to use cloud native capabilities to power their growth and transformation.

Opportunity / Threat	TCS Approach	Outcomes
Greater acceptance of as-a-Service platforms	- Strengthened alliances and launched new offerings around the popular and new SaaS products. - Helped ISV* clients upgrade their products to launch new SaaS versions. - Partnering with product manufacturers to help launch innovative as-a-Service offerings using TCS Bring Things to Life IoT framework. TCS IP: - Launched SaaS versions of in-house product portfolio; made available on hyperscaler platforms. - Used IP portfolio to launch new platforms that bundle IP and shared services on the cloud.	- Stronger win-win partnerships. - Expansion of addressable market. - Strong growth in SaaS sales. - Platforms drive stickier relationships, with long term revenue visibility.
Operations optimization to fund transformation	- Launched the Machine First™ Delivery Model, embedding automation deep within the enterprise to drive greater efficiencies. - Launched the TCS Cognix™ hyper-automation suite with pre-built solutions for business and IT operations transformation.	- Operations transformation order book of over \$1Bn from Cognix since its launch. - Reputation as a partner who helps structure self-funding business transformation programs.
Pandemic-forced remote working	- Launched the Secure Borderless Workspaces™ operating model. - Announced Vision 25x25, heralding a new hybrid working model for the longer term. - Implemented 'talent clouds', staffing projects using AI to match skills, regardless of location.	- Ensured business continuity on mission-critical activities. - Faster ramp-up of new projects. - More opportunities for employees, based on skills rather than their location. - More flexible working arrangement, that is more gender inclusive.

* Independent Software Vendor

Talent Management

TCS aims to attract, develop, motivate and retain diverse talent, that is critical for its continued success. The company's talent management strategy seeks to maximize the potential of every employee by creating a purpose-driven, inclusive, stimulating, and rewarding work environment, delivering outstanding employee experience, while fueling business growth.

In FY 2022, TCS made the highest ever net addition of 103,546 employees globally, taking the total employee base to 592,195, with 153 nationalities. The company crossed a key diversity milestone, with women in the workforce exceeding 200,000 during the year. Further, TCS was included in the 2022 Bloomberg Gender-Equality Index (GEI).

Industry-Leading Initiatives

- **SPEED Feedforward:** A pioneering initiative that takes TCS' continuous feedback performance appraisal system to the next level by providing real time, objective performance data consolidated from various systems in employee's goal sheets.
- **ReBegin:** An initiative for experienced women professionals to reinvent their career, received over 14,000 applications.

- **TCS Vaccination League:** A pioneering and one-of-a-kind initiative to vaccinate employees and their families across 160 locations in India, in metros as well as Tier 2/3 cities.

Employee Health and Wellbeing

Putting employee safety and wellbeing as a paramount objective, TCS provided pandemic assistance and outreach through an enhanced hospitalization policy, home health care support and access to covid care centers set up at TCS facilities in 13 cities. TCS also introduced Emergency Medical Assistance, an interest free loan to support hospitalization needs during COVID-19. Over 260,000 wellbeing calls were made to over 48,000 associates and dependents, and nearly 100,000 teleconsultations were provided to ensure proactive medical and emotional support.

The TCS Vaccination League benefited 1.2 million individuals and resulted in over 87% of employees in India getting fully vaccinated and 95% receiving at least one dose.

Talent Acquisition

TCS' talent acquisition strategy is to identify, engage and hire the best talent with the right competencies required by the business at the right time to promote

future business growth. Its technology-enabled, data-driven, 100% virtual hiring model has enabled quicker decision making, enhanced agility and scaled well globally, while retaining the local nuances required for building a diverse workforce.

The company remains the preferred employer at leading engineering campuses in India. Its college recruitment efforts in USA, Canada, Latin America, China and Hungary have been progressing well, with very encouraging outcomes. TCS was one of the largest job creators in IT services in several major markets, for both freshers and lateral hires. In the United States, TCS has hired nearly 32,000 employees over the last five years.

In India, over 789,000 students from over 4,200 institutes appeared for TCS' National Qualifier Tests from the safety of their homes. TCS was also among the biggest recruiters at top B-schools and national institutes.

Key Achievements:

- **TCS CareersNext** – TCS' interactive platform to enrich the lateral talent pipeline connected over 51,000 experienced professionals, enabling them to choose from a wide palette of career opportunities that matches their passion and skill set.

- Highly successful internal referral program accounted for 30% of total joiners in FY 2022.
- TCS CodeVita™ – Season 10 of TCS' flagship global coding contest saw 305K+ registrations across 85 countries.
- HackQuest - Sixth edition of TCS' ethical hacking contest saw over 5800 active participants.
- TCS Academic Interface Program – Engaged 196,474 students (20,687 outside India) from 1,618 institutes (554 outside India) through workshops and faculty development programs. 3,844 interns (414 outside India) on boarded in FY 2022.

Diversity, Equity and Inclusion

TCS is an equal opportunity employer and has a well-defined and progressive Diversity, Equity and Inclusion (DEI) policy embracing all diversity parameters which includes gender, marital status, religion, race/caste, colour, age, ancestry, nationality, language, ethnic origin, socio-economic status, physical appearance, disability, sexual orientation, gender identity and/or expression and any other category protected by applicable law.

TCS recognizes that a diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies. This year TCS reached a significant milestone to become one of the few organizations in the world employing more than 200,000 women. The company's focus has been to enable better representation of women through sustained interventions at every level. Key programs include:

- iExcel: TCS' flagship executive leadership development program for women after which participants receive project-based mentorship from senior leaders and emerging leaders from different businesses, generations, and cultures. So far, TCS has had 20 editions of this program, benefiting 1,290 women leaders.
- Project Synthesis: A large-scale initiative with a multiculturalistic approach to teams, clients, and strategy, to help managers build a deeper understanding of inner diversity and engage with the collective community. 8,682 managers across 37 nationalities have undergone this program.
- The Diversity Maturity Matrix: In-house diversity measurement tool aims at identifying gaps and, assesses an organization's maturity in DEI provides insights on strategic planning and action to increase DEI maturity.

- Allies of Diversity – A program where senior leadership from client organizations are invited to share diversity best practices. 24 chapters across 52 different client organizations engaging 58 senior leaders have been completed.
- The Workplace Coach: A 75-hour internal coach certification program enabling individuals to become coaches. This supports individuals within the organization towards ACC certification. So far, 2 cohorts have been completed, bringing together 212 internal coaches.
- Education and Sensitization: TCS has mandatory online DEI training designed to help associates understand the key concepts of DEI and belonging, that 481,000 employees have completed.

Talent Development

TCS is focused on building and developing enduring capabilities for a future-ready workforce.

Key initiatives include:

- TCS Elevate: TCS' pioneering program linking learning to career growth and reward covered over 322,000 employees. Over 13,000 employees were identified as high talent and received increased compensation.

- Contextual Masters (CMs): With a learning intensity 15% higher than average, CMs are groomed into potential G&T leaders. TCS now has over 50,000 CMs, up 169% over the year. The community has strong gender diversity, with 24% women.
- India Freshers Training: Over 100,000 trainees were onboarded during the year, the highest number ever. In addition to the Virtual Xplore foundational training program, fresher training was further intensified with 47 digital technology certifications, daily webinars, weekly online assessments, and gamified hackathons. Over 200 webinars and post-offer engagement sessions were conducted.

Key Metrics:

- TCSers invested 121 hours of learning on average during the year.
- 3.5 million digital competencies acquired; over 171,000 employees deep skilled.
- Every hour, TCS clocked 8,400 course completions; 3,000 competencies acquired.
- One hands-on learning exercise completed every 8 seconds.
- Over 160,000 G&T-ready and 20,000 G&T leaders groomed across all the segments to take up G&T opportunities.

Purpose-driven Workforce Policies

The company's progressive policies have been instrumental in creating a vibrant, equitable and inclusive workplace. In FY 2022, TCS introduced a Global Guideline on Remote Working to enable smooth transition into a hybrid work model aligned with Vision 25x25.

TCS was one of the earliest globally to have a documented policy on vaccination and a guideline for quarantine leave. Thirty new HR policies were created in the areas of health and safety, compensation and benefits, mobility, leave, performance management, working hours and workplace conduct in response to statutory amendments, business environment and changing workforce needs.

Other policies of interest like the TCS Global Policy – Whistle Blower and Statement on Modern Slavery Act were revisited, along with 118 other policies to ensure that TCS upholds the highest standards of transparency and accountability towards all stakeholders.

Talent Transformation

TCS has multiple initiatives to help employees grow in their careers:

Xcelerate – Integrated platform to capture associates' aspirations and map them to future opportunities. Over 60% of TCSers have shared their aspirations

and career goals in Xcelerate, and mechanisms are being developed to help them realize their ambitions.

iConnect – Collaborative tool designed to help employees reach out to senior mentors for guidance on career paths, and have face to face dialogues about their role and career.

Mentoring – TCS is promoting a culture of mentoring and coaching through systemic intervention programs, with over 37,000 mentors including over 1,500 Gold and Silver certified mentors. Over 10,000 leaders are part of the 360° inclusive feedback process.

Talent Review – TCS' program to create and sustain a healthy leadership pipeline. It enables leaders to share their career aspirations and preferences of mobility, followed by an assessment of their leadership attributes.

Exciting Opportunities – Internal platform to publish niche and critical requirements to the leadership and high potential communities, thereby facilitating talent mobility. This embodies the company's philosophy of giving the first right of refusal for all leadership positions to internal candidates, thereby enabling better leadership development and building strong organizational loyalty.

Competitive Compensation

TCS' business model depends on its ability to attract and retain talent in the highly competitive, global

market for software engineers with graduate or post-graduate degrees in engineering and with relevant technical skills.

Compensation levels are merit based, determined by qualification, experience levels, special skills if any, and individual performance. Compensation structures are driven by prevailing practices in each country that TCS operates in. The merit based, democratized, transparent talent framework – Elevate, is designed to establish a tighter linkage between learning, skill development, career and reward. The company regularly benchmarks its compensation plans and benefits with the market to ensure competitiveness.

At TCS, three months' notice is required from either side for termination⁶.

Engagement with Purpose

TCS' *Engagement with Purpose* model reimagines employee engagement with a focus on health and wellbeing, lifelong learning, career development, living TCS' values, social collaboration, and community service. A key engagement platform has been the virtual #OneTCS Channel which hosts educative and inspirational speakers to foster a sense of community.

⁶ GRI 402-1

Key Achievements:

- Radio Maitree: a unique, interactive radio program to enhance employee connect saw participation by over 23,000 employees globally.
- About 712,000 employee interactions enabled through focused interventions such as Living my Values, Build My Career and Lifelong Learning.
- Leadership Townhalls cumulatively resulted in nearly 590,000 employee interactions with business leaders on TCS values and organizational belonging.
- Over 22,000 1x1 mentoring sessions and over 15,000 1x1 HR career conversations.

TCS' various employee connect and collaboration platforms are as below:

- Knome, KnowMax, GEMS: Platforms for social collaboration within the organization, learning, sharing and for rewards and recognition.
- Safety First: Initiative focused on employee safety and security.
- Fit4life: Builds a fraternity of health and fitness conscious employees and creates a culture of fitness' around 42,000 active users contributed a total of 19 million kms on the portal.

- Purpose4life: Forum for volunteering for community projects in the areas of education, health and environment; over 22,000 volunteers contributed to 617,000 volunteering hours in community initiatives that supported over 353,000 beneficiaries.
- Maitree: Community of TCSers and their families who plan activities that help create a bond among employees and promote work-life balance.
- TCS Cares: Program aimed at creating robust avenues to build an emotionally strong and mentally resilient workforce.
- PULSE: TCS' annual employee engagement and satisfaction survey is the organization's formal listening forum. Our Annual Employee Satisfaction Survey recorded an enthusiastic participation from associates globally, with an ASI of 80.6 and AEI of 81.0 - the highest over the last 14 years.

Employee Retention

TCS has always had the best retention rate in the industry. Its values-driven culture, progressive HR policies, and philosophy of investing in people and empowering them have made it an industry benchmark in talent retention practices. In FY 2022, IT services attrition was 17.4% on an LTM basis, the lowest among its peers.

FINANCIAL PERFORMANCE OVERVIEW

The discussions in this section relate to the consolidated, Rupee-denominated financial results pertaining to the year that ended March 31, 2022. The financial statements of Tata Consultancy Services Limited and its subsidiaries (collectively referred to as 'TCS' or 'the Company') are prepared in accordance with the Indian Accounting Standards (referred to as 'Ind AS') prescribed under section 133 of the Companies Act, 2013, read with the Companies (Indian Accounting Standards) Rules, as amended from time to time. Significant accounting policies used in the preparation of the financial statements are disclosed in the notes to the consolidated financial statements.

The following table gives an overview of the consolidated financial results of the company:

(₹ crore)

	FY 2022			FY 2021 Adjusted*		FY 2021 Reported	
	Revenue	% of Revenue	% Growth	Revenue	% of Revenue	Revenue	% of Revenue
Revenue from operations	191,754	100.0	16.8	164,177	100.0	164,177	100.0
Earnings before interest, tax, depreciation and amortization (EBITDA) (before other income)	53,057	27.7	14.0*	46,546	28.4	45,328	27.6
Profit Before Tax (PBT)	51,687	27.0	14.9*	44,978	27.4	43,760	26.7
Profit after tax attributable to shareholders of the company	38,327	20.0	14.8*	33,388	20.3	32,430	19.8
Earnings per share (in ₹)	103.62		16.1*	89.27		86.71	

* Excludes provision towards legal claim

Analysis of revenue growth

On a reported basis, TCS' revenue grew 16.8% in FY 2022, compared to 4.6% in the prior year, due to accelerated spending on digital transformation initiatives, cloud adoption and increased outsourcing.

Average currency exchange rates during FY 2022 for the three major currencies are given below:

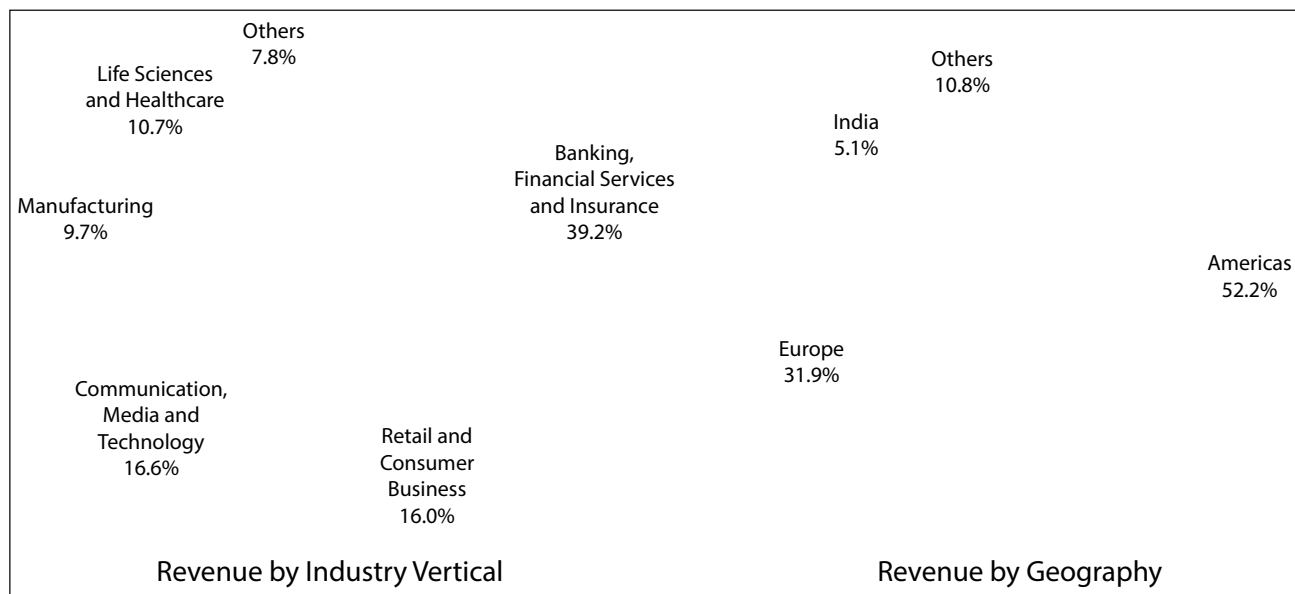
Currency	Weightage (%)	FY 2022 ₹	FY 2021 ₹	% Change YoY
USD	53.0	74.61	74.06	0.7
GBP	13.6	101.50	97.32	4.3
EUR	11.8	86.36	86.69	(0.4)

Movements in currency exchange rates through the year resulted in a positive impact of 1.4% on the reported revenue. The constant currency revenue growth for the year, which is the reported revenue growth stripped of the currency impact, was 15.4%.

Growth attributable to	FY 2022 (%)	FY 2021 (%)
Business growth	15.4	(0.8)
Impact of exchange rate	1.4	5.4
Total Growth	16.8	4.6

Segmental Performance

The revenue break-up by Industry Vertical and Geography is provided below:



Segment revenues, year on year growth, a brief commentary and segment margins are provided below:

Industry Vertical	Segment Revenue FY 2022 (FY 2021) ₹ crore	YoY Revenue Growth %	Key Spending Areas	Segment Margin FY 2022 (FY 2021) %
Banking, Financial Services and Insurance	75,126 (65,634)	14.5	- Customer journey transformation, ecosystem strategies for new products and services, fintech adoption. - Sustainability and climate change initiatives. - Regulatory: New credit risk and operational risk mandates, controls management, consent order management and strategic framework for risk and finance management. - Technology: Cloud adoption, cyber security, IT estate rationalization, core platform simplification, agile and DevOps adoption.	26.9 (28.5)
Communication, Media and Technology	31,874 (27,077)	17.7	5G and fiber rollout, network virtualization. - Data and analytics, cloud enablement, product and platform engineering. - M&A, divestitures, business simplification. - Operating model resilience, cost optimization.	29.9 (29.6)

Industry Vertical	Segment Revenue FY 2022 (FY 2021) ₹ crore	YoY Revenue Growth %	Key Spending Areas	Segment Margin FY 2022 (FY 2021) %
Retail and Consumer Business	30,715 (25,589)	20.0	- Seamless and Unified Customer experience across channels, hyper personalization, last-mile delivery, marketplace, payments. - Supply chain transformation for speed and visibility. - Employee experience, automation, application and data modernization, cloud migration, cost optimization.	27.8 (27.9)
Manufacturing	18,610 (15,950)	16.7	- IT infrastructure modernization, cloud enablement, cybersecurity. - Plant safety, remote asset management, energy efficiency and decarbonization. - Supply chain resilience, process resilience. - Utilities invested in connected ecosystems, smart grids and front-end digital investments to enhance customer experience.	30.1 (28.1)
Life Sciences and Healthcare	20,462 (16,968)	20.6	COVID-19 initiatives, connected labs, clinical trials, connected instruments, digital surgery and health.	30.0 (31.0)
Others	14,967 (12,959)	15.5	- Digital marketing and analytics, mergers, acquisitions and divestitures, digital workplace transformation, ERP modernization, cloud transformation, intelligent automation, data democratization, analytics and insights, cyber security. - IT operating model transformation, Agile & DevOps, vendor consolidation.	20.6 (22.9)

Business Outlook

Global growth is expected to moderate from 6.1% in 2021 to 3.6 percent in 2022⁷, driven by withdrawal of monetary accommodation in major economies, continued supply side shortages and economic damage from the war in Ukraine. While enterprise spending on technology is expected to go up, growth is expected to moderate year on year at an industry level, leaving space for outperformance through market share gains and strong deal wins. Key themes expected to drive client spending, and continued business momentum for the company in FY 2023, include:

• **G&T Themes:**

- **Customer Experience:** Continued focus on strengthening and deepening customer relationships through digital channels, reimagining of omnichannel journeys, immersive device-agnostic experiences using XR / Metaverse, and hyper-personalization.
- **Product Innovation:** Accelerated spending on servitization to provide a connected experience and enable new business models.

- **Sustainability:** New products and services aligned to the sustainability / SDG agenda, new systems to measure, track and reduce GHG emissions across the value chain towards Net Zero goals.
- **Others:** Employee experience; B2B2C / D2C; M&A; supply chain modernization for better visibility, agility and resilience; purpose-driven, collaborative ecosystems to launch new offerings and new business models; smart manufacturing with greater automation, digital twins and predictive maintenance; industry transformation.
- **Technology:** Cloud migration; digital workplace; data estate and application modernization; cyber security; ERP modernization; low-code, no-code adoption; 5G/Edge adoption.
- **Operations:** AI/ML-led transformation of IT / business operations for greater resilience and leaner operating models; managed services models.

Enterprise Risk Management

While the world and businesses are recovering from the impact of the COVID-19 pandemic of the last two years, new external and internal risks

continue to challenge businesses in every possible way amplifying existing risks. Not only are the nature of risks evolving, but the speed of risk is increasing with faster time to impact. Geo-political situations like the Russia Ukraine war have further forced global businesses to revisit their operations, delivery, supply chains and contractual aspects. Operating in an uncertain and ever-changing environment, TCS' global operations bring in considerable complexities and TCS' robust enterprise risk management framework aids in ensuring the strategic objectives are achieved. This framework enables risk identification, risk assessment, risk response planning and actions, risk monitoring and overall risk governance. Key Risk Indicators are used to identify and assess risks. The digital platform for integrated risk management provides an enterprise-wide view of risks covering strategic, operational, compliance, financial and catastrophic risks, providing a holistic approach towards informed decision making. Risks are assessed and managed at various levels with a top-down and bottom-up approach covering the enterprise, the business units, the geographies, the functions, the customer relationships and projects.

⁷ World Economic Outlook, IMF, April 2022

Listed below are some of the key risks, anticipated impact on the company and mitigation strategies.

Key Risks	Impact on the Company	Mitigation
Volatile global political and economic scenario	The company derives a material portion of its revenues from customers' discretionary spending which is linked to their business outlook. Geo-political disruptions such as the war in Ukraine and resultant volatility in the global economy, or trade wars may adversely affect that outlook resulting in reduced spending which could restrict revenue growth opportunities. This could also result in steep inflation globally which could impact client spending as well as increase TCS' cost of doing business. Additionally, there could be higher risk to service delivery, business continuity, cybersecurity, sanctions compliance and human rights risks in geo-politically sensitive zones.	• Broad-based business mix, well diversified across geographies and industry verticals. • Monitor changing geopolitical scenarios, the potential business implications and strengthen internal controls to further safeguard against secondary risks. • Offerings and value propositions targeting all stakeholders (in addition to the CIO) in the customer organization, covering discretionary as well as non-discretionary spends, and relevant at every point in the business cycle. • Participate in the customer's growth and transformation initiatives through services and offerings including advisory services, migration and modernization of applications and workplace transformation using location independent agile, deep contextual knowledge and data-driven analytics and dashboards. • Proactively investing in infrastructure and resourcing to satisfy anticipated customer demand for flexible products and platforms based solution offerings and subscription-based services to gain market share and new clients and markets. • More long-term contracting models. • Leverage business ecosystem through collaboration with partners, start-ups and alliances to participate in transformation initiatives of customers.

Key Risks	Impact on the Company	Mitigation
Disruption and uncertainty in business due to the COVID-19 pandemic	While presently the severity of the disease due to COVID-19 has reduced because of increased vaccination, as immunity may wane over a period of time, there is a risk of further waves and emergence of highly transmissible and more virulent variants. This may have an impact on the health and safety, emotional wellbeing and mobility of TCS' workforce, which in turn may impact service delivery and revenues. If large numbers of employees are affected, it could result in business disruption and necessitate higher spends for ensuring business resiliency. There could be hesitation to come back to office in the near future from employees who have been working remotely from their hometowns.	• Encourage new employees to get vaccinated as per the country level internal vaccination policies, government guidelines and including facilitating booster doses as available. • Employee well-being initiatives like 24*7 dedicated helpline for employees to address COVID-19 related help, queries for emotional support, interactive sessions, counseling services (TCS Cares), medical hotline to doctors, fitness sessions for employees and Covid Care Centres in TCS premises. • Enable employees to return to office while providing flexibility through the hybrid work model using Secure Borderless WorkSpaces (SBWS™) for remote working, while following safe protocols like masks and social distancing in offices. • Leverage emerging technology based tools to anticipate and be resilient for any upcoming COVID-19 waves / variants. • The COVID-19 Apex committee at Enterprise level continues to monitor the residual risks and coordinate global efforts required, based on frequent risk assessments. • Regular communication with customers about measures taken to maintain business services and reporting of their operations status. • Regular coordination with key suppliers for expeditious provisioning of assets critical for business services.

Key Risks	Impact on the Company	Mitigation
		- SOP for operating TCS Offices including implementing Safe Operating Zones for associates requiring to work from office, thermal screening, frequent sanitization of premises, social distancing layout etc. AI-based Workplace resilience tool implemented in Delivery Centres to aid in risk profiling and contact tracing. - Revised Business Continuity plans which are benchmarked against ISO 22301 in place, for hybrid mode of working and to address any future waves of the pandemic. - Remote working practices for managers and employees integrated into the Location Independent Agile delivery method, to ensure effectiveness and productivity. - Monitor changes in regulations related to the impact due to pandemic and align internal policies accordingly.
Talent risk due to huge demand for talent globally and attrition	The company's ability to attract, develop, motivate, and retain talent is critical to business success. Increase in attrition can impact TCS' ability to deliver existing business engagements and grow. Inability to attract experienced professionals with niche digital skills from the market, can also impact TCS' ability to grow.	- Commitment to organic talent development, best in class learning and development, linkage of career growth to learning, and preference to internal talent for new leadership positions, all incentivize planning of longer-term careers in TCS. - Focused tactical initiatives to retain talent using proactive as well as reactive initiatives; increased employee engagement. - Leveraging top employer brand and social networking sites and talent sourcing channels to tap into the passive pool. - Reducing talent acquisition cycle time to improve joining rates through innovative practices. - Upskill or cross-skill employees to improve competencies. - Engaging in various markets through investments in STEM/GoIT programs, building local talent, building reputation locally to attract talent, campus engagements, etc.

Key Risks	Impact on the Company	Mitigation
Restrictions on global mobility, location strategies	Distributed software development models require the free movement of people across countries and any restrictions in key markets pose a threat to the global mobility of skilled professionals. Restrictions on mobility due to the pandemic or geo-political developments, or due to legislations which limit the availability of work visas or which apply onerous eligibility criteria or costs leading to project delays and increased expenses.	• Ongoing monitoring of the global environment, working with advisors, partners and governments. • Material reduction in dependency on work visas through increased hiring of local talent including freshers, use of contractors, local mobility and training in all major markets. • Leveraging the SBWS™ model to source talent from anywhere and deliver from anywhere. Use of Location Independent Agile to promote systematic collaboration and reduce the need for co-location. • Active engagement in Science, Technology, Engineering and Math (STEM) initiatives designed to structurally increase the availability of engineering talent in major markets. • Greater brand visibility through event sponsorships, community outreach, showcasing of investments, innovation capabilities and employment generation. • Increased outreach to government stakeholders, trade bodies, think tanks and research institutes.
Business model challenges	Rapidly evolving technologies are changing technology consumption patterns, creating new classes of buyers within the enterprise, giving rise to entirely new business models and therefore new kinds of competitors.	• Investments in building scale and differentiated capabilities on emerging technologies through large scale reskilling, external hiring, research and innovation, solution development and IP asset creation leveraging deep contextual knowledge across customer specific domain, technologies and processes. • Establishment of focused business service units providing end-to-end transformational and operational solutions on leading cloud technology platforms spanning advisory, migration and modernization and support of applications.

Key Risks	Impact on the Company	Mitigation
	The COVID-19 pandemic has resulted in a major acceleration of technology investments by customers to make themselves future-proof and also to power the revival of their business. This is resulting in increased demands on the company's agility to keep pace with the rapidly changing customer expectations. Failure to cope may result in loss of market share and impact business growth. There is also increased focus on vendor consolidation and corporate restructuring and mergers and acquisitions in some customer industries.	• Staying relevant to customers by constantly launching new service practices and technology solutions including a new AI-Powered business command solution to help firms assess risk profiles and protect employees returning to offices and modernizing existing offerings and solutions. • Develop capabilities in organization divestiture and integration planning to cater to Merger and Acquisition induced demand for advisory and business consolidation related services. • Thought leadership by propagating the Business 4.0 framework leveraging the Machine First Delivery Model (MFDM™). Develop industry-specific best practices and Artificial Intelligence led products to enable customers derive greater business value and discover opportunities to transform and grow their businesses. • Implement Location Independent Agile methods to mitigate location constraints and pricing and margin pressures. • Constant scouring of the technology landscape through alliance partnerships, and strong connections in academia and the start-up ecosystem to spot new trends and technologies and launch offerings around them. • Enhancing ability to craft and win large deals. • Go to market solutions by working along with partners and alliances, to enable faster transformation turnaround times for clients.
Currency volatility	Volatility in currency exchange movements results in transaction and translation exposure. TCS' functional currency is the Indian Rupee. Appreciation of the Rupee against any major currency could impact the reported revenue in Rupee terms, the profitability and also result in collection losses.	• TCS follows a currency hedging policy that is aligned with market best practices, to limit impact of exchange volatility on receivables, forecasted revenue and other current assets and liabilities. • Hedging strategies are decided and monitored periodically by the Risk Management Committee of the Board convened on a regular basis.

Key Risks	Impact on the Company	Mitigation
Breach of data protection laws	The focus on data privacy and protection of personal data has increased significantly over the last few years. Legislations like GDPR in Europe carry severe consequences for non-compliance or breach. Many other countries have enacted or are enacting their Data Privacy regulations to ensure protection of personal data. Violation of data protection laws or security breaches can result in substantive liabilities, fines or penalties and reputational impact.	• Global privacy policy covering all geographies and areas of operations, which sets out the privacy principles and guidance for deployment. • Organization structure with the Global Privacy Office to strategise, monitor and guide deployment of data privacy framework across the enterprise. Data Protection Officers and other privacy officers have been appointed for TCS entities as required by local privacy regulations to monitor and drive implementation of data protection principles. Business Privacy Leaders are appointed to deploy compliance to the data privacy framework in all functions and business units. • Privacy Information Management Systems (ISO 27701:2019) adopted and certified. • Continuous monitoring and analysis of changes to regulatory and legal landscape and enhancing the data privacy framework. • Embedding privacy by design and privacy by default principles in development of new or changed internal processes or services or products. Robust and continued governance of personal data processing. • Data protection controls and robust risk response mechanisms in place to protect personal data in the TCS ecosystem and also in the customer engagements. • Industry standard data masking and encryption technologies to protect personal data. • Vendors and third parties contracted with privacy obligations and tracked for compliance based on risk assessment. • Mandatory trainings and workshops on data protection, Privacy by Design and global privacy regulations. Continuous awareness campaigns through blog posts, email broadcasts, gamification, roadshows and online events. • Implementing and maintaining data transfer agreements, where required for the transfer of data across jurisdictions. • Periodic reviews and audits by independent audit firm to verify compliance to obligations in addition to internal audits across the ecosystem.

Key Risks	Impact on the Company	Mitigation
Cyber attacks	Risks of cyber-attacks are forever a threat on account of the fast-evolving nature of the threat. There is also an increased risk due to various pandemic themed cyber threats and attacks due to geo-political drivers. In addition to impact on business operations, a security breach could result in reputational damage, penalties and legal and financial liabilities. Market Opportunity: Enterprises are increasing their investments in building cyber resilience to be able to detect and foil intrusion attempts, and limit the impact. This presents an opportunity to expand customer relationships and become the preferred cyber security partner.	- Advanced tools based on AI/ML aiding prevention and detection requirements with quarantine capabilities, including Perimeter security controls with advanced tools, enhanced internal vulnerability detection, data leak prevention tools, defined and tested incident management and recovery process in compliance with industry best practices. - Continued reinforcement of stringent security policies and procedures including enhanced security measures and awareness building to combat pandemic-themed threats like phishing, soliciting for fraudulent causes or charities, suspicious pleas and communication through social media, text or calls. - Close collaboration with Computer Emergency Response Team (CERT) and other private Cyber Intelligence agencies, and enhanced awareness of emerging cyber threats. - Enterprise-wide training and awareness programs on Information Security including the extensively used enterprise-wide communication and collaboration platforms accessed through mobile or desktop channels. - Strict access controls including non-persistent passwords (OTP) for secure access to enterprise applications/network. Special handling of privileged administrator accounts. Rigorous access management on all Cloud deployments. - Encryption of data, data back-up and recovery mechanisms for ensuring business continuity. - Ability to isolate TCS enterprise network from client network and defined escalation mechanisms to handle security incidents in client environment.

Key Risks	Impact on the Company	Mitigation
		- Periodic rigorous testing to validate effectiveness of controls through Vulnerability Assessment and Penetration Testing. - Internal and external audits, red teaming, breach and attack simulation. Market opportunity - Investments in building local threat management centers across the world, and the launch of new services and solutions including the Cyber Defense Suite, are helping TCS gain traction in this rapidly growing opportunity.
Non-compliance to complex and changing global regulations	As a global organization, the company has to comply with a complex regulatory landscape across multiple jurisdictions, covering areas such as Employment and Labour, Immigration, Taxation, Foreign Exchange and Export Control, Sanctions, Environment, Health and Safety, Anti-Bribery and Anti-Corruption, Data Privacy and so on. The laws and regulations are continuously evolving, increasing in number and complexity. This has resulted in greater compliance risk and cost of compliance for the company. The fast pace of changes in the regulatory environment requires quick understanding of their implications and adaptation in business operations. Failure to comply could result in penalties, reputational damage and criminal prosecution.	- Deployment of a comprehensive global compliance management framework that enables tracking of changes to applicable laws and regulations across various jurisdictions, including new countries of operations and functional areas. - Operationalizing regulatory requirements through business policies and processes. - Clear accountability for compliance obligations and digitized tracking of such activities with evidence and verification. - Periodic regulatory compliance certification, which is fully digitized enables self-governance and covers compliance across all the locations of the company. - Adequate and effective internal controls to comply with regulations and to keep a check on unlawful and fraudulent activities and internal audits to provide assurance. - Strong focus on fostering ethical and compliance culture; Awareness through web-based compliance training courses for all staff and regular notifications/alerts on regulatory changes communicated to stakeholders. - Strong governance at board, executive and management level through compliance committees and compliance working groups.

Key Risks	Impact on the Company	Mitigation
Intellectual Property (IP) infringement and leakage	Risk of infringement of third-party IPs by TCS may lead to potential liabilities, increased litigation and impact reputation. Inadequate protection of TCS' IP may lead to loss of IP leading to potential loss of ownership rights, revenue and value.	• TCS has established an industry leading IP management framework (IP 4.0) and accordingly has institutionalized frameworks, processes and procedures that address the risk of infringement of third-party IP while ensuring safeguarding of TCS' own IP assets. This strong focus on IP-led growth driven based on the 3P (Patents, Products and Platforms) strategy is contributing significantly towards thinning the competition for TCS. • TCS has established a centralized IP and Software Product Engineering group that strives to build an IP thinking culture and hence covering the IP related awareness aspects effectively. • There is a well-defined (software) asset lifecycle governance framework that incorporates policy guidance and risk mitigation guidelines on IP, Legal, software product engineering and business-related risks. • IP Governance program that ensures that there is right access and right use of TCS IP, customer IP, partner IP, and third-party IP in service and partner engagements. • Other key controls include employee confidentiality agreement, training and awareness for IP protection and prevention of IP contamination and infringement. Digitized system to enable strict controls around movement of people and information across TCS' product teams and customer account teams. • Technology inventions are celebrated in TCS by running special programs such as "Invent & Inspire" wherein top inventors and their invention stories are recognized for their success and impact on business.

Key Risks	Impact on the Company	Mitigation
Litigation risks	Given the scale and geographic spread of the company's operations, litigation risks can arise from commercial disputes, perceived violation of intellectual property rights and employment related matters. TCS' rising profile and scale also makes it a target to litigations without any legal merit. This risk is inherent to doing business across the various countries and commensurate with risk faced by other players similarly placed in the industry. In addition to incurring legal costs and distracting management, litigations garner negative media attention and pose reputation risk. Adverse rulings can result in substantive damages.	• Strengthening internal processes and controls to adequately ensure compliance with contractual obligations, information security and protection of intellectual property. • Improved governance and controls over immigration process /increasing localization and sensitization of business managers. • Potential disputes are promptly brought to the attention of management and dealt with appropriately. • Team of in-house counsels in all major geographies and a network of reputed global law firms in countries it operates in. • Robust mechanism to track and respond to notices as well as defend the company's position in all claims and litigation.
Sustainability Risks - Climate change and Environmental aspects ⁹	Growing scientific evidence indicates that extreme weather conditions like intense winter storms, rainfall, cyclones, droughts, are attributable to climate change. As a result of changing weather and seasonal patterns, there are also increasing cases of seasonal diseases, epidemics and pandemics besides threat to human safety and business disruption. With globally distributed operations, the company faces physical risks to life and property due to extreme weather events; transition risks resulting from disruptions in the market and emerging regulations; disruptions to operations due to water scarcity; risks of	• An environmentally sustainable approach is adopted by creating green policies, processes, frameworks and infrastructure. All TCS Centers globally continue to be certified under the ISO14001:2015 Environment Management Standard. • Delivery centers designed to withstand extreme weather events. Business Continuity plans tested periodically to ensure effectiveness. • Green buildings, efficient operations, green IT, the use of renewable energy to reduce carbon footprint; adoption of newer technologies and methods to manage waste in line with circular economy principles. • Operational and engineering controls to minimize freshwater consumption, upgradation of water infrastructure and more water efficient systems. • Water management through sewage treatment, recycling of treated water and rainwater harvesting.

⁹ GRI 201-2

Key Risks	Impact on the Company	Mitigation
	inadvertent non-compliance to emerging regulatory requirements around circular economy, e-waste and solid waste regulations, impacting health and safety in local communities, business disruption and reputational damage. Market dimension and opportunity: - There is also a commercial opportunity to participate in customers' climate change mitigation journey by leveraging TCS' core competencies. - As TCS moves towards its net-zero goal by 2030, being a socially responsible and purposeful organization brings opportunities to attract young talent.	- Supply Chain sustainability through responsible sourcing. - Year-round associate engagement on environmental awareness and sensitizing them towards nature and conservation of resources. - Initiatives like TCS Circle4Life™ and sustainathons to come up with technology-led innovations to safeguard environment. Market dimension and opportunity: - As enterprises look to reduce their own carbon footprint and cater to the growing demand more environmentally friendly products and services, it opens up new business opportunities for TCS to provide technology-led solutions to help them realize their green plans. - Key solution areas include designing sustainability strategy, sustainability innovation, sustainable consumer analytics and sustainable dashboards. - Additionally, TCS products and solutions such as TCS Clever Energy™, Envirozone™, ESG integration Solution, help customers accelerate their sustainability journeys.

Internal Financial Control Systems and their Adequacy

TCS has aligned its current systems of internal financial control with the requirement of Companies Act 2013, on the lines of the globally accepted risk-based framework issued by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. The Internal Control – Integrated Framework (the 2013 framework) is intended to increase transparency and accountability in an organization's process of designing and implementing a system of internal control. The framework requires a company to identify and analyze risks and manage appropriate responses. The company has successfully laid down the framework and ensured its effectiveness.

TCS' internal controls are commensurate with its size and the nature of its operations. These have been designed to provide reasonable assurance with regard to recording and providing reliable financial and operational information, complying with applicable statutes, safeguarding assets from unauthorized use, executing transactions with proper authorization and ensuring compliance with corporate policies. TCS has a well-defined delegation

of power with authority limits for approving contracts as well as expenditure. Processes for formulating and reviewing annual and long-term business plans have been laid down. TCS uses a state-of-the-art enterprise resource planning (ERP) system that connects all parts of the organization, to record data for accounting, consolidation and management information purposes. It has continued its efforts to align all its processes and controls with global best practices.

TCS management assessed the effectiveness of the company's internal control over financial reporting (as defined in Regulation 17 of SEBI LODR Regulations 2015) as of March 31, 2022.

B S R & Co. LLP, the statutory auditors of TCS have audited the financial statements included in this annual report and have issued an attestation report on the company's internal control over financial reporting (as defined in section 143 of Companies Act 2013).

TCS has appointed Ernst & Young LLP to oversee and carry out internal audit of its activities. The audit is based on an internal audit plan, which is reviewed each year in consultation with the statutory auditors and approved by the audit committee. In line with

international practice, the conduct of internal audit is oriented towards the review of internal controls and risks in the company's operations such as software delivery, accounting and finance, procurement, employee engagement, travel, insurance, IT processes, including most of the subsidiaries and foreign branches.

TCS also undergoes periodic audit by specialized third party consultants and professionals for business specific compliances such as quality management, service management, information security, etc. The audit committee reviews reports submitted by the management and audit reports submitted by internal auditors and statutory auditors. Suggestions for improvement are considered and the audit committee follows up on corrective action. The audit committee also meets TCS' statutory auditors to ascertain, inter alia, their views on the adequacy of internal control systems and keeps the board of directors informed of its major observations periodically.

Based on its evaluation (as defined in section 177 of Companies Act 2013 and Regulation 18 of SEBI LODR Regulations 2015), TCS' audit committee has concluded that, as of March 31, 2022, the company's internal financial controls were adequate and operating effectively.

Performance Trend – 10 years

Amounts in ₹ Crore

	Ind AS								Indian GAAP			
	FY 2022	FY 2021*	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015#	FY 2015	FY 2014	FY 2013
Revenue from operations												
Total revenue from operations	191,754	164,177	164,177	156,949	146,463	123,104	117,966	108,646	94,648	94,648	81,809	62,989
Revenue by geographic segments												
Americas	100,072	84,278	84,278	82,000	77,562	66,145	66,091	60,011	51,053	51,053	45,259	35,247
Europe	61,142	52,346	52,346	48,037	43,456	34,155	30,038	29,092	26,730	26,730	23,433	16,813
India	9,805	8,449	8,449	8,964	8,393	7,921	7,415	6,729	6,108	6,108	5,488	4,890
Others	20,735	19,104	19,104	17,948	17,052	14,883	14,422	12,814	10,757	10,757	7,629	6,039
Cost												
Employee cost	107,554	91,814	91,814	85,952	78,246	66,396	61,621	55,348	48,296	50,924	40,486	31,922
Other operating cost	31,143	25,817	27,035	28,888	28,711	24,192	24,034	22,621	19,242	19,242	16,170	13,027
Total cost (excluding interest & depreciation)	138,697	117,631	118,849	114,840	106,957	90,588	85,655	77,969	67,538	70,166	56,656	44,949
Profitability												
EBITDA (before other income)	53,057	46,546	45,328	42,109	39,506	32,516	32,311	30,677	27,110	24,482	25,153	18,040
Profit before tax	51,687	44,978	43,760	42,248	41,563	34,092	34,513	31,840	28,437	25,809	25,402	18,090
Profit after tax attributable to shareholders of the Company	38,327	33,388	32,430	32,340	31,472	25,826	26,289	24,270	21,912	19,852	19,164	13,917
Financial Position												
Equity share capital	366	370	370	375	375	191	197	197	196	196	196	196
Reserves and surplus	88,773	87,014	86,063	83,751	89,071	84,937	86,017	70,875	52,499	50,439	48,999	38,350
Gross block of property, plant and equipment	30,300	28,658	28,658	26,444	24,522	22,720	20,891	19,308	16,624	16,624	13,162	10,996
Total investments	30,485	29,373	29,373	26,356	29,330	36,008	41,980	22,822	1,662	1,662	3,434	1,897
Net current assets	65,959	66,076	65,125	63,177	70,047	63,396	65,804	47,644	30,726	28,495	27,227	19,734
Earnings per share in ₹												
EPS - as reported	103.62	89.27	86.71	86.19	83.05	134.19	133.41	123.18	111.87	101.35	97.67	70.99
EPS - adjusted for Bonus Issue	103.62	89.27	86.71	86.19	83.05	67.10	66.71	61.59	55.94	50.68	48.84	35.50
Headcount (number)												
Headcount (including subsidiaries) as on March 31 st	592,195	488,649	488,649	448,464	424,285	394,998	387,223	353,843	319,656	319,656	300,464	276,196

Note : The Company transitioned into Ind AS from April 1, 2015.

*Excluding provision towards legal claim.

Excluding the impact of one-time employee reward.

Overview of Funds Invested

Funds invested exclude earmarked balances with banks and equity shares measured at fair value through other comprehensive income.

(₹ crore)

	FY 2022	FY 2021	FY 2022	FY 2021	FY 2022	FY 2021
	Current		Non-current		Total funds invested	
Investments in mutual funds, Government securities and others	30,262	29,160	187	175	30,449	29,335
Deposits with banks	15,784	3,848	1,232	719	17,016	4,567
Inter-corporate deposits	6,074	11,229	303	27	6,377	11,256
Cash and bank balances	2,211	5,272	-	-	2,211	5,272
Total	54,331	49,509	1,722	921	56,053	50,430

Total invested funds include ₹1,722 crore and ₹1,306 crore for FY 2022 and FY 2021, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

Ratio Analysis – 10 years

Ratio Analysis	Unit	Ind AS								Indian GAAP			
		FY 2022	FY 2021*	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015#	FY 2015	FY 2014	FY 2013
Ratios - Financial Performance													
Employee Cost / Total Revenue	%	56.1	55.9	55.9	54.8	53.4	53.9	52.2	50.9	51.0	53.8	49.5	50.7
Other Operating Cost / Total Revenue	%	16.2	15.7	16.5	18.4	19.6	19.7	20.4	20.9	20.4	20.3	19.8	20.7
Total cost (excluding interest & depreciation) / Total Revenue	%	72.3	71.6	72.4	73.2	73.0	73.6	72.6	71.8	71.4	74.1	69.3	71.4
EBITDA (Before Other Income) / Total Revenue	%	27.7	28.4	27.6	26.8	27.0	26.4	27.4	28.2	28.6	25.9	30.7	28.6
Profit Before Tax / Total Revenue	%	27.0	27.4	26.7	26.9	28.4	27.7	29.3	29.3	30.0	27.3	31.1	28.7
Tax / Total Revenue	%	6.9	7.0	6.8	6.2	6.8	6.7	6.9	6.9	7.2	6.6	7.4	6.4
Effective Tax Rate - Tax / PBT	%	25.6	25.5	25.6	23.2	24.1	24.1	23.6	23.6	23.5	23.7	23.9	22.2
Profit After Tax / Total Revenue	%	20.0	20.3	19.8	20.6	21.5	21.0	22.3	22.3	23.2	21.0	23.4	22.1
Ratios - Growth													
Total Revenue	%	16.8	4.6	4.6	7.2	19.0	4.4	8.6	14.8	15.7	15.7	29.9	28.8
EBITDA (Before Other Income)	%	14.0	10.5	7.6	6.6	21.5	0.6	5.3	25.3	7.8	(2.7)	39.4	25.0
Profit After Tax	%	14.8	3.2	0.3	2.8	21.9	(1.8)	8.3	22.3	14.3	3.6	37.7	33.6
Ratios - Balance Sheet													
Debt (excluding lease liabilities) - Equity Ratio	Times	-	-	-	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Current Ratio	Times	2.6	3.0	2.9	3.3	4.2	4.6	5.5	4.1	3.9	2.4	2.7	2.7
Days Sales Outstanding (DSO) in ₹ terms	Days	65	67	67	71	68	74	70	81	79	79	81	82
Days Sales Outstanding (DSO) in \$ terms	Days	64	68	68	67	69	74	73	80	78	78	82	82

Note : The Company transitioned into Ind AS from April 1, 2015.

*Excluding provision towards legal claim.

#Excluding the impact of one-time employee reward.

Ratio Analysis		Ind AS								Indian GAAP			
	Unit	FY 2022	FY 2021*	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015#	FY 2015	FY 2014	FY 2013
Invested Funds / Capital Employed	%	57.4	52.6	53.1	47.7	55.2	55.6	55.8	45.8	42.3	43.9	44.0	37.2
Capital Expenditure / Total Revenue	%	1.5	1.9	1.9	2.0	1.5	1.5	1.7	1.8	3.1	3.1	3.8	4.2
Operating Cash Flows / Total Revenue	%	20.8	23.6	23.6	20.6	19.5	20.4	21.4	17.6	20.5	20.5	18.0	18.4
Free Cash Flow / Operating Cash Flow Ratio	%	92.6	91.9	91.9	90.5	92.5	92.8	92.3	89.7	84.8	84.8	78.9	77.3
Depreciation of Property, Plant and Equipment (PPE) / Average Gross Block of PPE	%	9.1	8.7	8.7	8.6	8.5	9.1	9.5	10.0	11.7	11.7	10.6	10.2
Ratios - Per Share													
EPS - adjusted for Bonus	₹	103.62	89.27	86.71	86.19	83.05	67.10	66.71	61.59	55.94	50.68	48.84	35.50
Price Earning Ratio, end of year	Times	36.1	35.6	36.6	21.2	24.1	21.2	18.2	20.4	22.8	25.1	21.8	22.1
Dividend Per Share	₹	43.00	38.00	38.00	73.00	30.00	50.00	47.00	43.50	79.00	79.00	32.00	22.00
Dividend Per Share - adjusted for Bonus	₹	43.00	38.00	38.00	73.00	30.00	25.00	23.50	21.75	39.50	39.50	16.00	11.00
Market Capitalisation / Total Revenue	Times	7.1	7.2	7.2	4.4	5.1	4.4	4.1	4.6	5.3	5.3	5.1	4.9

Note : The Company transitioned into Ind AS from April 1, 2015.

*Excluding provision towards legal claim.

#Excluding the impact of one-time employee reward.

Corporate Governance Report



I. Company's Philosophy on Corporate Governance

Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. The Company's philosophy on corporate governance oversees business strategies and ensures fiscal accountability, ethical corporate behaviour and fairness to all stakeholders comprising regulators, employees, customers, vendors, investors and the society at large.

Strong leadership and effective corporate governance practices have been the Company's hallmark inherited from the Tata culture and ethos.

The Company follows the Tata Group philosophy of building sustainable businesses that are rooted in the community and demonstrate care for the environment. Being a part of the Tata Group, which epitomizes sustainability, TCS has inherited a strong legacy of fair and transparent ethical governance, as embodied in the Tata Code of Conduct (TCoC).

The Company has adopted a Code of Conduct for its employees including the Managing Director and the Executive Directors.

In addition, the Company has adopted a Code of Conduct for its non-executive directors which includes Code of Conduct for Independent Directors that suitably incorporates the duties of independent directors as laid down in the Companies Act, 2013 ("the Act").

The Company's corporate governance philosophy has been further strengthened through the Tata Business Excellence Model, the TCS Code of Conduct for Prevention of Insider Trading and the Code of Corporate Disclosure Practices ("Insider Trading Code"). The Company has in place an Information Security Policy that ensures proper utilization of IT resources.

The Company is in compliance with the requirements stipulated under Regulation 17 to 27 read with Schedule V and clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), as applicable, with regard to corporate governance.

The details of TCS' board structure and the various committees that constitute the governance structure¹ of the organization are covered in detail in this report.

¹ GRI 2-9

The various material aspects of corporate governance and TCS' approach to them are discussed in the table below:

Material Topic	TCS' Approach
Board effectiveness, independence and protection of minority shareholders' interests	Board effectiveness is enhanced by setting a high bar in selecting the right mix of individuals to serve on the Board, with the right qualifications, expertise and experience, who can collectively serve the best interests of all stakeholders, maintain board and management accountability and drive corporate ethics, values and sustainability. Profiles of Board members are available at https://www.tcs.com/ir-corporate-governance For greater diversity of opinions and perspectives within the Board, the Nomination and Remuneration Committee² has fostered diversity in terms of backgrounds, areas of expertise and: • Gender: 2 of the 9 (22.2 percent) members are women. • Nationality: 3 nationalities represented – Indian, American and Danish. • Industry: Technology, Banking, Energy, Transportation and Academia. TCS' policy on Appointment of Directors and Board Diversity can be found at https://on.tcs.com/appointment-BoD. Board independence is ensured by having an independent majority, with 5 independent directors out of 9 i.e., 55.6 percent. None of the independent directors is related to each other, or to the non-independent directors. Average tenure of independent directors is 5 years.

Material Topic	TCS' Approach
	Board effectiveness is further improved by ensuring that none of the directors holds directorships in more than seven listed entities, and none of the executive directors serve as an independent director on the Boards of more than three listed entities. TCS' governance philosophy around minority shareholders' interests is guided by the TCoC which emphasizes fairness and transparency to all stakeholders. Further a qualified, diverse and independent Board ensures that minority shareholders' interests are protected. TCS strives to reduce information asymmetry through transparency, extensive disclosures and detailed commentary of the demand environment and the state of the business, and material developments. The Company provides a variety of channels including a structured global investor outreach program, through which minority shareholders can interact with the management or the Board. Shareholders can communicate concerns and grievances to the Company Secretary's office through a well-publicized channel, where complaints are tracked to closure. The Stakeholders' Relationship Committee oversees the redressal of these complaints.

² GRI 2-10

Material Topic	TCS' Approach
Avoidance of conflict of interest ³	Chairmanship⁴ of the Board is a non-executive position, and separate from that of the Chief Executive Officer and Managing Director (CEO and MD). TCoC⁵ for non-executive directors, and for independent directors, carries explicit clauses covering avoidance of conflict of interest. Likewise, it explicitly prohibits any employee – including the Managing Director and executive directors – from accepting any position of responsibility, with or without remuneration, with any other organization without TCS' prior written approval. For executive directors and the Managing Director, such approval must be obtained from the Board.
Values, Ethics and compliance ⁶	Over the last five decades, TCS has consistently demonstrated very principled conduct and has earned its reputation for trust and integrity while building a highly successful global business. The Company's core values are: Leading Change, Integrity, Respect for the Individual, Excellence, and Learning and Sharing. The TCoC serves as a moral guide and a governing framework for responsible corporate citizenship. It sets out guidelines on various topics including respect for human rights, prohibition of bribery and corruption, recognition of employees' freedom of association, and avoidance of conflicts of interest. Every employee is required to sign the TCoC at the time of joining the Company. Annual refresher courses are mandated to ensure continued awareness of the Code. Further, frequent communications from the leadership reiterate the importance of the company values and the TCoC.

³ GRI 2-15

⁴ GRI 2-11

⁵ <https://www.tcs.com/tata-code-of-conduct>

⁶ GRI 2-12

Material Topic	TCS' Approach
	Customers are made aware of the TCoC principles in contract discussions, and through inclusion of specific clauses in proposals and contracts. Employees can raise ethics concerns on Ultimatrix – the intranet portal of the Company, which are investigated and tracked to closure by the HR department. Employees and other stakeholders can also report any non-compliance to the TCoC or to the laws of the land by senior executives directly to the Chairman of the Audit Committee under the Whistle blower Policy without fear of retaliation. Information about these channels is communicated to employees as part of the mandatory training modules. Compliance to laws of the countries in which we operate, as well as global legislation such as Foreign Corrupt Practices Act, Bribery Act, 2010 is monitored through formal compliance procedures led by the corporate compliance office. Changes to legislation are closely monitored, risks are evaluated and effectively managed across our operations. Governance, Risk and Compliance are overseen by the Chief Compliance Officer, Chief Risk Officer and the Chief HR Officer who report to the Chief Operating Officer and Executive Director (COO and ED), and CEO and MD respectively. At the apex level, the Audit Committee headed by an Independent Director oversees compliance to the TCoC, Anti-Bribery and Anti-Corruption Policy and Gift and Hospitality Policy. and to external regulations.

Material Topic	TCS' Approach
Tax Strategy ⁷	TCS is committed to comply with the applicable laws and regulations, and believes in reporting to the respective tax authority, relevant information that is complete and accurate, in a timely manner. TCS does not engage in aggressive and contrived tax planning or tax structuring for the purpose of gaining tax advantages. TCS's tax policy is to optimize the tax cost, avail tax incentives where available, while achieving 100 percent compliance with the spirit as well as the letter of the tax laws and regulations in all countries in which it operates. Compliance is achieved through a robust compliance reporting and monitoring process, with a strong governance on minimizing the tax risk. TCS has zero tolerance towards tax evasion, or the facilitation of tax evasion, by itself or by its employees or vendors. TCS maintains open and collaborative relationships with governments and tax authorities worldwide. Where appropriate, TCS seeks advance clearance from tax authorities on the proposed tax treatment of transactions, helping pre-empt future disputes.

⁷ GRI 207-1

⁸ GRI 2-12, GRI 2-14

Material Topic	TCS' Approach												
Board Oversight of Sustainability Matters ⁸	TCS' approach to sustainable growth is built on the belief that it can expand its business by creating longer term value for all its stakeholders, including employees, customers, suppliers and local communities, while also valuing the environment. The various sustainability topics material to TCS are overseen by the relevant Board committees, as outlined below: <table> <tr> <th>Material Sustainability Topics</th><th>Board Committee</th></tr> <tr> <td>Financial reporting, robustness of internal controls, auditor remuneration, compliance to policies around insider trading, whistle blower, ethics and Tata Code of Conduct</td><td>Audit Committee</td></tr> <tr> <td>Risk management policy and plan, management of foreign exchange risks, cyber security risks, data privacy risks and intellectual property infringements risks</td><td>Risk Management Committee</td></tr> <tr> <td>Recommend composition of Board and its committees, appointment/re-appointment of directors and KMP, evaluation of the performance of the Board, Committees and Directors</td><td>Nomination and Remuneration Committee</td></tr> <tr> <td>Health and safety at the workplace, shareholder grievances and other sustainability initiatives</td><td>Stakeholders' Relationship Committee</td></tr> <tr> <td>Community initiatives and Corporate Social Responsibility compliance</td><td>Corporate Social Responsibility Committee</td></tr> </table>	Material Sustainability Topics	Board Committee	Financial reporting, robustness of internal controls, auditor remuneration, compliance to policies around insider trading, whistle blower, ethics and Tata Code of Conduct	Audit Committee	Risk management policy and plan, management of foreign exchange risks, cyber security risks, data privacy risks and intellectual property infringements risks	Risk Management Committee	Recommend composition of Board and its committees, appointment/re-appointment of directors and KMP, evaluation of the performance of the Board, Committees and Directors	Nomination and Remuneration Committee	Health and safety at the workplace, shareholder grievances and other sustainability initiatives	Stakeholders' Relationship Committee	Community initiatives and Corporate Social Responsibility compliance	Corporate Social Responsibility Committee
Material Sustainability Topics	Board Committee												
Financial reporting, robustness of internal controls, auditor remuneration, compliance to policies around insider trading, whistle blower, ethics and Tata Code of Conduct	Audit Committee												
Risk management policy and plan, management of foreign exchange risks, cyber security risks, data privacy risks and intellectual property infringements risks	Risk Management Committee												
Recommend composition of Board and its committees, appointment/re-appointment of directors and KMP, evaluation of the performance of the Board, Committees and Directors	Nomination and Remuneration Committee												
Health and safety at the workplace, shareholder grievances and other sustainability initiatives	Stakeholders' Relationship Committee												
Community initiatives and Corporate Social Responsibility compliance	Corporate Social Responsibility Committee												

Material Topic	TCS' Approach
Succession planning	TCS' philosophy of empowering employees, its industry-leading talent retention, and a decentralized organization structure that devolves executive decision-making across over 150 business units have resulted in a large and deep bench of leadership talent that enables robust succession planning and continuity and consistency in strategy. Succession planning for the top two leadership positions in each business unit is reviewed by senior management. Additionally, heads of business units carry out succession planning for key functions within their units. Succession planning at senior management levels is reviewed by the Board. Business or unit heads are invited to present on specific topics at Board meetings from time to time, offering an opportunity to the directors to assess their values, competencies, and capabilities.

II. Board of Directors

- i. As on March 31, 2022, the Company has nine Directors. Of the nine Directors, seven (i.e. 77.8 percent) are Non-Executive Directors out of which five (i.e. 55.6 percent) are Independent Directors including women directors. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 and 152 of the Act.
- ii. None of the Directors on the Board:
 - holds directorships in more than ten public companies;
 - serves as Director or as independent directors in more than seven listed entities; and

- who are the Executive Directors serves as independent directors in more than three listed entities.

Necessary disclosures regarding Committee positions in other public companies as on March 31, 2022 have been made by the Directors. None of the Directors is related to each other except N Ganapathy Subramaniam and N Chandrasekaran.

- iii. Independent Directors are non-executive directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations and Section 149(6) of the Act along with rules framed thereunder. In terms of Regulation 25(8) of SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Based on the declarations received from the Independent Directors, the Board of Directors has confirmed that they meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management. Further, the Independent Directors have included their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014.
- iv. Five Board Meetings were held during the year under review and the gap between two meetings did not exceed one hundred and twenty days. The said meetings were held on:

April 12, 2021; July 8, 2021; October 8, 2021; January 12, 2022 and March 10, 2022. The necessary quorum was present for all the meetings.

- v. The names and categories of the directors on the Board, their attendance at Board Meetings held during the year under review and at the last Annual General Meeting ("AGM"), name of other listed entities in which the Director is a director and the number of Directorships and Committee Chairmanships/Memberships held by them in other public limited companies as on March 31, 2022 are given herein below. Other directorships do not include directorships of private limited companies, foreign companies and companies registered under Section 8 of the Act. Further, none of them is a member of more than ten committees or chairman of more than five committees across all the public limited companies in which he/she is a director. For the purpose of determination of limit of the Board Committees, chairpersonship and membership of the Audit Committee and Stakeholders' Relationship Committee has been considered as per Regulation 26(1)(b) of SEBI Listing Regulations.

Name of the Director and DIN	Category	Number of Board Meetings attended during the FY 2022	Whether attended last AGM held on June 10, 2021	Number of Directorships in other Public Companies		Number of Committee positions held in other Public Companies		Directorship in other listed entity (Category of Directorship)
				Chairman	Member	Chairman	Member	
N Chandrasekaran (Chairman) DIN 00121863	Non-Independent, Non-Executive	5	Yes	7	-	-	-	1. Tata Steel Limited @ 2. Tata Motors Limited@ 3. Tata Consumer Products Limited (Formerly known as Tata Global Beverages Limited) @ 4. The Tata Power Company Limited @ 5. The Indian Hotels Company Limited @ 6. Tata Chemicals Limited @
Rajesh Gopinathan (Chief Executive Officer and Managing Director) DIN 06365813	Non-Independent, Executive	5	Yes	-	-	-	-	-
N Ganapathy Subramaniam (Chief Operating Officer and Executive Director) DIN 07006215	Non-Independent, Executive	5	Yes	1	2	-	-	1. Tata Elxsi Limited @ 2. Tata Communications Limited @ 3. Tejas Networks Limited @

Name of the Director and DIN	Category	Number of Board Meetings attended during the FY 2022	Whether attended last AGM held on June 10, 2021	Number of Directorships in other Public Companies		Number of Committee positions held in other Public Companies		Directorship in other listed entity (Category of Directorship)
				Chairman	Member	Chairman	Member	
O P Bhatt DIN 00548091	Independent, Non-Executive	5	Yes	-	4	2	5	1. Hindustan Unilever Limited # 2. Tata Steel Limited # 3. Tata Motors Limited # 4. Aadhar Housing Finance Limited (Debt Listed) #
Aarthi Subramanian DIN 07121802	Non-Independent, Non-Executive	5	Yes	2	5	1	3	Tata Capital Limited (Debt Listed) @
Dr Pradeep Kumar Khosla DIN 03611983	Independent, Non-Executive	5	Yes	-	-	-	-	-
Hanne Sorensen DIN 08035439	Independent, Non-Executive	5	Yes	-	1	-	2	Tata Motors Limited #
Keki Mistry DIN 00008886	Independent, Non-Executive	5	Yes	1	4	1	5	1. Housing Development Finance Corporation Limited \$ 2. Torrent Power Limited # 3. HDFC Life Insurance Company Limited ^ 4. HDFC Asset Management Company Limited@
Don Callahan DIN 08326836	Independent, Non-Executive	5	Yes	-	-	-	-	-

Category of directorship held:

@Non-Independent, Non-Executive

Independent, Non-Executive

\$ Executive Director

^ Nominee, Non-Executive

Due to the exceptional circumstances caused by the COVID-19 pandemic and consequent relaxations granted by MCA and SEBI, all Board meetings in FY 2022 were held through video conferencing.

- vi. During FY 2022, information as mentioned in Part A of Schedule II of the SEBI Listing Regulations, has been placed before the Board for its consideration.
- vii. During FY 2022, one meeting of the Independent Directors was held on April 8, 2021. The Independent Directors, *inter-alia*, reviewed the performance of Non-Independent Directors, Board as a whole and Chairman of the Company, taking into account the views of Executive Directors and Non-Executive Directors.
- viii. The Board periodically reviews the compliance reports of all laws applicable to the Company.
- ix. Details of equity shares of the Company held by the Directors as on March 31, 2022 are given below:

Name	Category	Number of equity shares
N Chandrasekaran	Non-Independent, Non-Executive	1,77,056
Aarthi Subramanian	Non-Independent, Non-Executive	5,600
Rajesh Gopinathan	Non-Independent, Executive	2,760
N Ganapathy Subramaniam	Non-Independent, Executive	1,97,760
Keki Mistry*	Independent, Non-Executive	4,150

*includes shares held jointly with relative

The Company has not issued any convertible instruments.

- x. The Board has identified the following skills/expertise/competencies fundamental for the effective functioning of the Company which are currently available with the Board:

Global Business	Understanding, of global business dynamics, across various geographical markets, industry verticals and regulatory jurisdictions.
Strategy and Planning	Appreciation of long-term trends, strategic choices and experience in guiding and leading management teams to make decisions in uncertain environments.
Governance	Experience in developing governance practices, serving the best interests of all stakeholders, maintaining board and management accountability, building long-term effective stakeholder engagements and driving corporate ethics and values.

The eligibility of a person to be appointed as a Director of the Company is dependent on whether the person possesses the requisite skill sets identified by the Board as above and whether the person is a proven leader in running a business that is relevant to the Company's business or is a proven academician in the field relevant to the Company's business. Being an IT service provider, the Company's business runs across different industry verticals, geographical markets and is global in nature. The Directors so appointed are drawn from diverse backgrounds and possess special skills with regard to the industries/fields from where they come.

III. Committees of the Board

i. There are six Board Committees as on March 31, 2022, details of which are as follows:

Name of the Committee	Extract of terms of reference	Category and composition		Other details
		Name	Category	
Audit Committee	Committee is constituted in line with the provisions of Regulation 18 of SEBI Listing Regulations and Section 177 of the Act. - Oversight of financial reporting process. - Reviewing with the management, the annual financial statements and auditors' report thereon before submission to the Board for approval. - Evaluation of internal financial controls and risk management systems. - Recommendation for appointment, remuneration and terms of appointment of auditors of the Company. - Approve policies in relation to the implementation of the Insider Trading Code and to supervise implementation of the same. - To consider matters with respect to the TCoC, Anti-Bribery and Anti-Corruption Policy and Gift and Hospitality Policy.	Keki Mistry (Chairman)	Independent, Non-Executive	- Four meetings of the Audit Committee were held during the year under review and the gap between two meetings did not exceed one hundred and twenty days. - Committee invites such of the executives as it considers appropriate, representatives of the statutory auditors and internal auditors, to be present at its meetings. - The Company Secretary acts as the Secretary to the Audit Committee. - Pradeep Manohar Gaitonde, Company Secretary is the Compliance Officer to ensure compliance and effective implementation of the Insider Trading Code. - Quarterly Reports are sent to the members of the Committee on matters relating to the Insider Trading Code. - The previous AGM of the Company was held on June 10, 2021 and was attended by Keki Mistry, Chairman of the Audit Committee.
		O P Bhatt	Independent, Non-Executive	
		Aarthi Subramanian	Non-Independent, Non- Executive	
		Dr Pradeep Kumar Khosla	Independent, Non-Executive	
		Hanne Sorensen	Independent, Non-Executive	
		Don Callahan	Independent, Non-Executive	

Name of the Committee	Extract of terms of reference	Category and composition		Other details
Nomination and Remuneration Committee ("NRC")	Committee is constituted in line with the provisions of Regulation 19 of SEBI Listing Regulations and Section 178 of the Act. - Recommend to the Board the setup and composition of the Board and its Committees. - Recommend to the Board the appointment/ re-appointment of Directors and Key Managerial Personnel. - Support the Board and Independent Directors in evaluation of the performance of the Board, its Committees and individual Directors. - Recommend to the Board the Remuneration Policy for Directors, executive team or Key Managerial Personnel as well as the rest of employees. - Oversee familiarization programs for Directors.	Name	Category	- Two NRC meetings were held during the year under review. - The Company does not have any Employee Stock Option Scheme. - Details of Performance Evaluation Criteria and Remuneration Policy are provided at serial no. III (iii) below. - The previous AGM of the Company was held on June 10, 2021 and was attended by O P Bhatt, Chairman of the NRC.
		O P Bhatt (Chairman)	Independent, Non-Executive	
		N Chandrasekaran	Non-Independent, Non-Executive	
		Hanne Sorensen	Independent, Non-Executive	
		Aarthi Subramanian*	Non-Independent, Non-Executive	
		*Ceased to be a member of the Committee w.e.f. October 8, 2021.		
Stakeholders' Relationship Committee ("SRC")	Committee is constituted in line with the provisions of Regulation 20 of SEBI Listing Regulations and Section 178 of the Act. - Consider and resolve the grievances of security holders. - Consider and approve issue of share certificates, transfer and transmission of securities, etc. - Review activities with regard to the Health Safety and Sustainability initiatives of the Company.	Name	Category	- Two meetings of the SRC were held during the year under review. - Details of Investor complaints and Compliance Officer are provided at serial no. III (ii) below. - The previous AGM of the Company was held on June 10, 2021 and was attended by Dr Pradeep Kumar Khosla, Chairman of the SRC.
		Dr Pradeep Kumar Khosla (Chairman)	Independent, Non-Executive	
		Rajesh Gopinathan	Non-Independent, Executive	
		Keki Mistry	Independent, Non-Executive	

Name of the Committee	Extract of terms of reference	Category and composition		Other details
Corporate Social Responsibility (“CSR”) Committee	Committee is constituted in line with the provisions of Section 135 of the Act. - Formulate and recommend to the Board, a CSR Policy indicating the activities to be undertaken by the Company as specified in Schedule VII to the Act. - Recommend the amount of expenditure to be incurred on the activities mentioned in the CSR Policy. - Monitor the CSR Policy.	Name	Category	- Three meetings of the CSR Committee were held during the year under review. - Three Board meetings of TCS Foundation, a Section 8 company which was incorporated with sole objective of carrying on CSR activities of the Company were held during the year.
		N Chandrasekaran (Chairman)	Non-Independent, Non-Executive	
		O P Bhatt	Independent, Non-Executive	
		N Ganapathy Subramaniam	Non-Independent, Executive	
Risk Management Committee (“RMC”)	Committee is constituted in line with the provisions of Regulation 21 of SEBI Listing Regulations. - Formulate, monitor and review risk management policy and plan, <i>inter-alia</i>, covering investment of surplus funds, management of foreign exchange risks, cyber security risks, data privacy risks and intellectual property infringements risks. - Approve addition/deletion of banks from time to time for carrying out Treasury transactions and delegate the said power to such person as may deem fit.	Name	Category	- Five meetings of the RMC were held during the year under review. - Fortnightly reports on management of foreign exchange risks are made available to the members of the RMC.
Keki Mistry (Chairman)		Independent, Non-Executive		
Don Callahan		Independent, Non-Executive		
Rajesh Gopinathan		Non-Independent, Executive		
N Ganapathy Subramaniam		Non-Independent, Executive		
V Ramakrishnan*		Chief Financial Officer		
Samir Seksaria**		Chief Financial Officer		
*Ceased to be a member of the Committee consequent to his retirement w.e.f. April 30, 2021. **Appointed as a member of this Committee w.e.f. May 1, 2021.				

Name of the Committee	Extract of terms of reference	Category and composition		Other details
Executive Committee	Detailed review of the following matters which form part of terms of Executive Committee, were presented to the Board: - Business and strategy review; - Long-term financial projections and cash flows; - Capital and revenue budgets and capital expenditure programmes; - Acquisitions, divestments and business restructuring proposals; - Senior management succession planning; - Any other item as may be decided by the Board.	Name	Category	The said matters were discussed in various Board meetings held during the year under review in the presence of the Executive Committee Members with the intent to avail expertise of all Board members.
		N Chandrasekaran (Chairman)	Non-Independent, Non-Executive	
		Rajesh Gopinathan	Non-Independent, Executive	
The terms of reference of these committees are available on the website (https://www.tcs.com/ir-corporate-governance)				

ii. Stakeholders' Relationship Committee-other details

- Name, designation and address of Compliance Officer:
Pradeep Manohar Gaitonde, Company Secretary
Tata Consultancy Services Limited, 9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021, India.
Telephone: +91 22 6778 9595
- Details of investor complaints received and redressed during FY 2022 are as follows:

Opening balance	Received during the year	Resolved during the year	Closing balance
-	87	87	-

iii. Nomination and Remuneration Committee-other details

Performance Evaluation Criteria for Independent Directors:

The performance evaluation criteria for independent directors is determined by the Nomination and Remuneration Committee. An indicative list of factors on which evaluation was carried out includes participation and contribution by a director, commitment, effective deployment of knowledge and expertise, integrity and maintenance of confidentiality and independence of behaviour and judgement.

Remuneration Policy⁹:

Remuneration policy of the Company is designed to create a high-performance culture. It enables the Company to attract, retain and motivate employees to achieve results. Our business model promotes customer centricity and requires employee mobility to address project needs.

The remuneration policy supports such mobility through pay models that are compliant to local regulations. In each country where the Company operates, the remuneration structure is tailored to the regulations, practices and benchmarks prevalent in the IT industry.

The Company pays remuneration by way of salary, benefits, perquisites and allowances (fixed component) and commission (variable component) to its Managing Director and the Executive Directors. Annual increments are recommended by the Nomination and Remuneration Committee within the salary scale approved by the Board and Members and are effective April 1, each year.

The Board of Directors, on the recommendation of the Nomination and Remuneration Committee, decides the commission payable to the Managing Director and the Executive Directors out of the profits for the financial year and within the ceilings prescribed under

the Act, based on the Board evaluation process considering the criteria such as the performance of the Company as well as that of the Managing Director and each Executive Director.

The Company pays sitting fees of ₹ 30,000 per meeting to its Non-Executive Directors for attending meetings of the Board and meetings of committees of the Board. The Company also pays commission to the Non-Executive Directors within the ceiling of 1 percent of the net profits of the Company as computed under the applicable provisions of the Act, with the approval of the Members. The said commission is decided each year by the Board of Directors, on the recommendation of the Nomination and Remuneration Committee and distributed amongst the Non-Executive Directors based on the Board evaluation process, considering criteria such as their attendance and contribution at the Board and Committee meetings, as well as the time spent

⁹ GRI 2-19

on operational matters other than at meetings. The Company also reimburses the out-of-pocket expenses incurred by the Directors for attending the meetings. The Remuneration policy is available on <https://on.tcs.com/remuneration-policy>.

iv. Details of the Remuneration for the year ended March 31, 2022:

a) Non-Executive Directors:

(₹ lakh)

Name	Commission	Sitting Fees
N Chandrasekaran, Chairman@	-	3.0
O P Bhatt	250.0	4.5
Aarthi Subramanian@@	-	3.3
Dr Pradeep Kumar Khosla	225.0	3.6
Hanne Sorensen	225.0	3.6
Keki Mistry	250.0	5.1
Don Callahan	225.0	4.5
Total	1,175.0	27.6

@ As a policy, N Chandrasekaran, Chairman, has abstained from receiving commission from the Company.

@@ In line with the internal guidelines of the Company, no payment is made towards commission to the Non-Executive Directors of the Company, who are in full time employment with any other Tata Company.

b) Managing Director and Executive Director

(₹ lakh)

Name of Director	Salary	Benefits, Perquisites and Allowances	Commission	ESPS*
Rajesh Gopinathan Chief Executive Officer and Managing Director (appointed for a period of 5 years w.e.f. February 21, 2017 to February 20, 2022 and re-appointed for a further period of five years w.e.f. February 21, 2022 to February 20, 2027)	151.5	225.1	2,200.0	-
N Ganapathy Subramaniam Chief Operating Officer and Executive Director (appointed for a period of 5 years w.e.f. February 21, 2017 to February 20, 2022 and re-appointed for a further period from February 21, 2022 to May 19, 2024)	144.3	224.6	1,700.0	-

*Employee Stock Purchase Scheme

The above figures do not include provisions for encashable leave, gratuity and premium paid for group health insurance, as separate actuarial valuation/premium paid are not available.

Services of the Managing Director and Executive Director may be terminated by either party, giving the other party six months' notice or the Company paying six months' salary in lieu thereof. There is no separate provision for payment of severance pay.

v. Number of committee meetings held and attendance records

Name of the Committee →	Audit Committee	Nomination and Remuneration Committee	Stakeholders' Relationship Committee	Corporate Social Responsibility Committee	Risk Management Committee
No. of meetings held →	4	2	2	3	5
Date of meetings →	April 12, 2021; July 8, 2021; October 8, 2021 and January 12, 2022	April 12, 2021 and October 8, 2021	July 22, 2021 and January 28, 2022	April 9, 2021; August 19, 2021 and October 21, 2021@	April 6, 2021; July 2, 2021; October 6, 2021; January 3, 2022 and March 25, 2022
No. of Meetings Attended					
Name of Member					
N Chandrasekaran	-	2	-	3	-
Rajesh Gopinathan	-	-	2	-	5
O P Bhatt	4	2	-	3	-
N Ganapathy Subramaniam	-	-	-	3	5
Aarthi Subramanian*	4	2	-	-	-
Dr Pradeep Kumar Khosla	4	-	2	-	-
Hanne Sorensen	4	2	-	-	-
Keki Mistry	4	-	2	-	5
Don Callahan	4	-	-	-	5
V Ramakrishnan**	-	-	-	-	1
Samir Seksaria***	-	-	-	-	4
Whether quorum was present for all the meetings	The necessary quorum was present for all the above committee meetings				

@ TCS Foundation, a Section 8 company incorporated in 2015 with sole objective of carrying on CSR activities of the Company, has held three meetings during the FY 2022

* Aarthi Subramanian ceased to be a member of the NRC w.e.f. October 8, 2021

** V Ramakrishnan ceased to be a member of the RMC w.e.f. April 30, 2021

*** Samir Seksaria was appointed as member of the RMC w.e.f. May 1, 2021

Due to the exceptional circumstances caused by the COVID-19 pandemic all committee meetings in FY 2022 were held through video conferencing.

IV. General Body Meetings

i. General Meeting

a. Annual General Meeting (“AGM”):

Financial Year	Date	Time	Venue
2019	June 13, 2019	3.30 p.m.	Birla Matushri Sabhagar 19, Sir Vithaldas Thackersey Marg, New Marine Lines, Mumbai – 400 020
2020	June 11, 2020		Meeting conducted through Video Conferencing (“VC”)/ Other Audio Video Means (“OAVM”) pursuant to the MCA Circular
2021	June 10, 2021		

b. Extraordinary General Meeting:

No extraordinary general meeting of the members was held during FY 2022.

c. Special resolution:

Special resolution for re-appointment of O P Bhatt as an Independent Director was passed at the AGM held in 2019 and no special resolution was passed in the previous AGMs held in 2020 and 2021.

ii. Details of special resolution passed through postal ballot, the persons who conducted the postal ballot exercise, details of the voting pattern and procedure of postal ballot:

The Company had sought the approval of the shareholders by way of a Special Resolution through notice of postal ballot dated January 12, 2022 for buyback of its equity shares, which was duly passed and the results of which were announced on February 12, 2022. P N Parikh (Membership No. FCS 327) of Parikh & Associates, Practising Company Secretaries, was appointed as the Scrutinizer to scrutinize the postal ballot process by voting through electronic means only (remote e-voting) in a fair and transparent manner.

Description of the Resolution	Votes in favour of the resolution			Votes against the resolution			Invalid votes	
	Number of members voted	Number of valid votes cast (Shares)	Percentage of total number of valid votes cast	Number of members voted	Number of valid votes cast (Shares)	Percentage of total number of valid votes cast	Total number of members whose votes were declared invalid	Total number of invalid votes cast (Shares)
Approval for Buyback of Equity Shares	13,474	3,42,48,03,887	99.67	823	1,12,58,517	0.33	0	0

Procedure for postal ballot: The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and read with the General Circular nos. 14/2020, 17/2020, 02/2021 and 21/2021 dated April 8, 2020, April 13, 2020, January 13, 2021 and December 14, 2021 respectively issued by the Ministry of Corporate Affairs.

iii. Details of special resolution proposed to be conducted through postal ballot:

None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

V. A certificate has been received from Parikh & Associates, Practising Company Secretaries, that none of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such statutory authority.

VI. B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W-100022) has been appointed as the

Statutory Auditors of the Company. The particulars of payment of Statutory Auditors' fees, on consolidated basis for FY 2022 is given below:

(₹ lakh)

Particulars	Amount
Services as statutory auditors (including quarterly audits)	910.1
Tax audit	66.9
Services for tax matters	21.5
Other matters	371.0
Reimbursement of out-of-pocket expenses	70.8
Total	1,440.3

VII. Other Disclosures

Particulars	Statutes	Details	Website link for details/policy
Related party transactions	Regulation 23 of SEBI Listing Regulations and as defined under the Act	There are no material related party transactions during the year under review that have conflict with the interest of the Company. Transactions entered into with related parties during FY 2022 were in the ordinary course of business and at arms' length basis and were approved by the members of Audit Committee including Independent Directors. The Board's approved policy for related party transactions is uploaded on the website of the Company.	https://on.tcs.com/RPT
Details of non-compliance by the Company, penalty, strictures imposed on the Company by the stock exchange, or Securities and Exchange Board of India or any statutory authority on any matter related to capital markets during the last three financial years.	Schedule V (C) 10(b) to the SEBI Listing Regulations	NIL	
Whistle Blower Policy and Vigil Mechanism	Regulation 22 of SEBI Listing Regulations	The Company has this Policy and has established the necessary vigil mechanism for directors and employees to report concerns about unethical behaviour. No person has been denied access to the Chairman of the Audit Committee. The said policy has been uploaded on the website of the Company.	https://on.tcs.com/WhistleBP
Discretionary requirements	Schedule II Part E of the SEBI Listing Regulations	- A message from the Chief Executive Officer and Managing Director on the half-yearly financial performance of the Company including a summary of the significant events in the six month period ended September 30, 2021 was sent to every member. - The auditors' report on financial statements of the Company are unmodified. - Internal auditors of the Company make quarterly presentations to the Audit Committee on their reports.	

Particulars	Statutes	Details	Website link for details/policy
Subsidiary Companies	Regulation 24 of the SEBI Listing Regulations	The Audit Committee reviews the consolidated financial statements of the Company and the investments made by its unlisted subsidiary companies. The minutes of the Board meetings along with a report on significant developments of the unlisted subsidiary companies are periodically placed before the Board of Directors of the Company. The Company does not have any material unlisted subsidiary company. The Company has a policy for determining 'material subsidiaries' which is disclosed on its website.	https://on.tcs.com/Subsidiary
Policy on Determination of Materiality for Disclosures	Regulation 30 of SEBI Listing Regulations	The Company has adopted this policy.	https://on.tcs.com/Material
Policy on Archival and Preservation of Documents	Regulation 9 of SEBI Listing Regulations	The Company has adopted this policy.	https://on.tcs.com/Archival
Reconciliation of Share Capital Audit Report	Regulation 76 of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 and SEBI Circular No. D&CC/FITTC/Cir-16/2002 dated December 31, 2002.	A practising Company Secretary carried out a share capital audit to reconcile the total admitted equity share capital with the National Securities Depository Limited ("NSDL") and the Central Depository Services (India) Limited ("CDSL") and the total issued and listed equity share capital. The audit report confirms that the total issued/paid-up capital is in agreement with the total number of shares in physical form and the total number of dematerialized shares held with NSDL and CDSL.	https://www.tcs.com/ir-corporate-governance
Code of Conduct	Regulation 17 of the SEBI Listing Regulations	The members of the Board and Senior Management Personnel have affirmed compliance with the Code of Conduct applicable to them during the year ended March 31, 2022. A certificate by the Chief Executive Officer and Managing Director, on the compliance declarations received from the members of the Board and Senior Management forms part of this report.	https://www.tcs.com/tata-code-of-conduct

Particulars	Statutes	Details	Website link for details/policy
Dividend Distribution Policy	Regulation 43A of the SEBI Listing Regulations	A regular annual dividend generally consists of three interim dividends after each of the first three quarters of the fiscal year, topped up with a final dividend after the fourth quarter. In addition, every second or third year, the accumulated surplus cash has been returned to shareholders through a special dividend.	https://on.tcs.com/Dividend
Terms of Appointment of Independent Directors	Regulation 46 of SEBI Listing Regulations and Section 149 read with Schedule IV to the Act	Terms and conditions of appointment/re-appointment of Independent Directors are available on the Company's website.	https://on.tcs.com/ApptlD
Familiarization Program	Regulations 25(7) and 46 of SEBI Listing Regulations	Details of familiarization program imparted to Independent Directors are available on the Company's website.	https://on.tcs.com/familiarization-programme
Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2018	Section 134 of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts) Rules, 2014	The details have been disclosed in the Business Responsibility and Sustainability Report forming part of the Integrated Annual Report.	

VIII. Means of Communication

The quarterly, half-yearly and annual financial results of the Company are published in leading newspapers in India which include The Indian Express, Financial Express, LokSatta, Business Standard, The Hindu Business Line, Hindustan Times and Sandesh. The results are also displayed on the Company's website www.tcs.com.

Statutory notices are published in The Free Press Journal, Business Standard and Navshakti. The Company also issues press releases from time to time. Financial Results, Statutory Notices, Press Releases and Presentations made to the institutional investors/analysts after the declaration of the quarterly, half-yearly and annual results are submitted to the National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) as well as uploaded on the Company's website. Frequently Asked Questions (FAQs) giving details about the Company and its shares is uploaded on the Company's website <https://www.tcs.com/investor-relations>. The Management Discussion and Analysis Report is a part of the Integrated Annual Report.

IX. General shareholder information

i. Annual General Meeting for FY 2022

Date : June 9, 2022

Time : 3.30 p.m. (IST)

Venue : Meeting is being conducted through VC/OAVM pursuant to the MCA Circular dated May 5, 2020 read with general circulars dated April 8, 2020, April 13, 2020, January 13, 2021 and December 14, 2021 as such there is no requirement to have a venue for the AGM.

For details, please refer to the Notice of this AGM.

As required under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard 2 on General Meetings, particulars of Directors seeking re-appointment at this AGM are given in the Annexure to the Notice of this AGM.

ii. Financial Calendar

Year ending : March 31

AGM in : June

iii. Dividend Payment

: The final dividend, if approved, shall be paid/credited on Monday, June 13, 2022

iv. Date of Book Closure/ Record Date

: As mentioned in the Notice of this AGM

v. Listing on Stock Exchanges

: National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (East),
Mumbai 400 051

BSE Limited

P. J. Towers, Dalal Street, Mumbai 400 001

vi. Stock Codes/Symbol

NSE : TCS

BSE : 532540

Listing Fees as applicable have been paid.

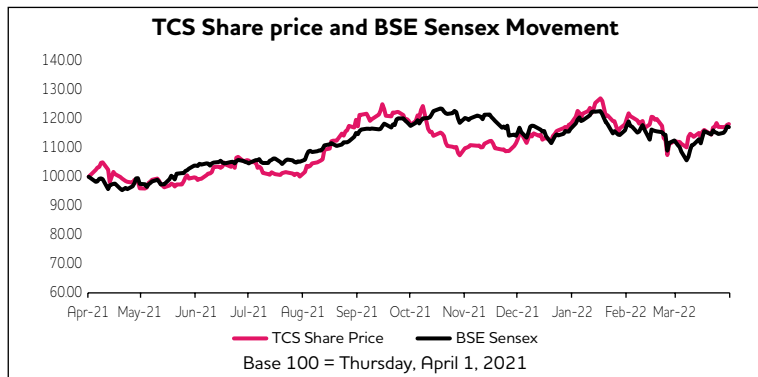
vii. Corporate Identity Number (CIN) : L22210MH1995PLC084781 of the Company

viii. Market Price Data:

High, Low (based on daily closing prices) and number of equity shares traded during each month in FY 2022 on NSE and BSE:

Month	NSE			BSE		
	High (₹)	Low (₹)	Total number of equity shares traded	High (₹)	Low (₹)	Total number of equity shares traded
Apr-2021	3,322.25	3,035.65	6,13,28,558	3,322.20	3,038.40	33,77,869
May-2021	3,180.00	3,037.00	4,35,38,924	3,180.20	3,037.00	14,87,104
Jun-2021	3,380.80	3,129.45	4,50,79,239	3,380.70	3,129.30	41,47,717
Jul-2021	3,341.50	3,167.45	4,43,49,890	3,341.00	3,167.50	28,94,265
Aug-2021	3,786.45	3,219.40	5,66,78,047	3,786.55	3,217.90	23,77,544
Sep-2021	3,954.55	3,714.95	5,05,65,601	3,954.80	3,714.05	26,14,393
Oct-2021	3,935.65	3,397.75	7,12,51,894	3,935.30	3,398.80	46,97,020
Nov-2021	3,556.40	3,443.30	4,32,67,875	3,555.15	3,443.55	17,32,795
Dec-2021	3,738.35	3,536.40	4,47,24,473	3,736.85	3,534.35	20,13,929
Jan-2022	4,019.15	3,649.25	6,63,32,036	4,019.10	3,650.10	40,59,762
Feb-2022	3,856.20	3,401.65	6,69,67,591	3,857.00	3,402.25	41,93,160
Mar-2022	3,749.85	3,484.90	5,05,59,459	3,750.00	3,485.30	22,34,459

ix. Performance of the share price of the Company in comparison to the BSE Sensex:



x. Registrar and Transfer Agents

Name and Address : TSR Consultants Private Limited (TCPL)
(formerly known as TSR Darashaw Consultants Private Limited)
C-101, 1st Floor, 247 Park,
Lal Bahadur Shastri Marg,
Vikhroli West, Mumbai 400 083
Telephone: +91 22 6656 8484
Extn: 411/412/413
Fax: +91 22 6656 8494
E-mail: csq-unit@tcplindia.co.in
Website: <https://www.tcplindia.co.in>

xi. Places for acceptance of documents:

Documents will be accepted at the above address between 10.00 a.m. and 3.30 p.m. (Monday to Friday except bank holidays).

For the convenience of the shareholders, documents will also be accepted at the following branches of TCPL:

Branches of TCPL:

Place	Name and Address	Phone/Fax/Email
Mumbai	TSR Consultants Private Limited Building 17/19, Office no. 415 Rex Chambers, Ballard Estate, Walchand Hirachand Marg, Fort, Mumbai-400 001.	Tel: +91 7304874606
Bengaluru	TSR Consultants Private Limited C/o. D. Nagendra Rao "Vaghdevi" 543/A, 7 th Main 3 rd Cross, Hanumanthnagar Bengaluru-560 019	Tel: +91 80 26509004 Email: tcplbang@tcplindia.co.in
Kolkata	TSR Consultants Private Limited C/o Link Intime India Private Limited Vaishno Chamber, Flat No. 502 and 503 5 th Floor, 6, Brabourne Road Kolkata-700 001	Tel: +91 33 40081986 Email: tcplcal@tcplindia.co.in

Place	Name and Address	Phone/Fax/Email
New Delhi	TSR Consultants Private Limited C/o Link Intime India Private Limited Noble Heights, 1 st Floor Plot No NH-2, C-1 Block, LSC Near Savitri Market, Janakpuri New Delhi – 110 058	Tel: +91 11 49411030 Email: tcpldel@tcplindia.co.in
Jamshedpur	TSR Consultants Private Limited Bungalow No. 1, 'E' Road, Northern Town Bistupur, Jamshedpur-831 001	Tel: +91 657 2426937 Email: tcpljsr@tcplindia.co.in
Ahmedabad	TSR Consultants Private Limited C/o Link Intime India Private Limited Amarnath Business Centre-1 (ABC-1) Beside Gala Business Centre Nr. St. Xavier's College Corner Off. C.G. Road, Ellisbridge Ahmedabad-380 006	Tel: +91 79 26465179 Email: csg-unit@tcplindia.co.in

xii. Share Transfer System:

In terms of Regulation 40(1) of SEBI Listing Regulations, as amended from time to time, securities can be transferred only in dematerialized form with effect from April 1, 2019, except in case of request received for transmission or transposition of securities. Further, SEBI had fixed March 31, 2021 as the cut-off date for re-lodgement of transfer deeds and the shares that are re-lodged for transfer shall be issued only in dematerialised mode. The requests for effecting transfer/transmission/transposition of securities shall not be processed unless the securities are held in the dematerialised form. Transfers of equity shares in electronic

form are effected through the depositories with no involvement of the Company. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form. The Directors and certain Company officials (including Chief Financial Officer and Company Secretary) are authorized by the Board severally to approve transfers, which are noted at subsequent Board.

xiii. Shareholding as on March 31, 2022:

a) Distribution of equity shareholding as on March 31, 2022:

Number of shares	Holding	Percentage to capital	Number of accounts	Percentage to total accounts
1-100	4,94,29,417	1.4	22,98,580	88.9
101-500	4,90,43,599	1.3	2,41,970	9.4
501-1000	1,80,30,724	0.5	25,233	1.0
1001-5000	3,25,02,667	0.9	16,826	0.7
5001-10000	1,08,79,779	0.3	1,540	0.0
10001-20000	1,08,42,206	0.3	767	0.0
20001-30000	78,07,860	0.2	317	0.0
30001-40000	59,50,035	0.2	171	0.0
40001- 50000	61,22,962	0.2	135	0.0
50001 -100000	2,66,88,649	0.7	370	0.0
100001-above	344,17,53,475	94.0	853	0.0
TOTAL	365,90,51,373	100.0	25,86,762	100.0

b) Categories of equity shareholding as on March 31, 2022:

Category	Number of equity shares held	Percentage of holding
Promoter	264,43,17,117	72.3
Other Entities of the Promoter Group	10,68,956	0.0
Mutual Funds and UTI	11,79,36,971	3.2
Banks, Financial Institutions, State and Central Government	29,22,193	0.1
Insurance Companies	16,38,02,109	4.5
Foreign Institutional Investors and Foreign Portfolio Investors	51,77,29,951	14.1
NRI's, OCB's, Foreign Nationals	70,93,699	0.2
Corporate Bodies, Trusts	2,85,33,267	0.8
Indian Public and Others	17,24,88,089	4.7
Alternate Investment Fund	26,02,619	0.1
IEPF account	5,56,402	0.0
TOTAL	365,90,51,373	100.0

c) Top ten equity shareholders of the Company as on March 31, 2022:

Sr. No.	Name of the shareholders*	Number of equity shares held	Percentage of holding
1	Tata Sons Private Limited	264,43,17,117	72.3
2	Life Insurance Corporation of India	13,51,44,680	3.7
3	SBI Mutual Fund	3,11,90,218	0.9
4	Invesco Developing Markets Fund	3,10,72,921	0.9
5	Axis Mutual Fund	2,35,05,274	0.6
6	NPS Trust	1,44,43,818	0.4
7	Vanguard Emerging Markets Stock Index Fund, A Series of Vanguard International Equity Index Funds	1,41,43,562	0.4
8	Government of Singapore	1,36,41,333	0.4
9	Vanguard Total International Stock Index Fund	1,30,13,618	0.4
10	UTI Mutual Fund	1,16,88,173	0.3

*Shareholding is consolidated based on Permanent Account Number (PAN) of the shareholder.

xiv. Dematerialization of shares and liquidity:

The Company's shares are compulsorily traded in dematerialized form on NSE and BSE. Equity shares of the Company representing 99.97 percent of the Company's equity share capital are dematerialized as on March 31, 2022. Under the Depository System, the International Securities Identification Number (ISIN) allotted to the Company's shares is INE467B01029.

xv. Outstanding GDRs/ADRs/Warrants or any convertible instruments, conversion date and likely impact on equity:

The Company does not have any outstanding GDRs/ADRs/Warrants or any convertible instruments as on March 31, 2022, as such instruments have not been issued in the past.

xvi. Commodity price risk or foreign exchange risk and hedging activities:

The Company does not deal in commodities and hence the disclosure pursuant to SEBI Circular dated November 15, 2018 is not required to be given. For a detailed discussion on foreign exchange risk and hedging activities, please refer to Management Discussion and Analysis Report.

xvii. Equity shares in the suspense account:

In accordance with the requirement of Regulation 34(3) and Part F of Schedule V to the SEBI Listing Regulations, details of equity shares in the suspense account are as follows:

Particulars	Number of shareholders	Number of equity shares
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on April 1, 2021	26	1,640
Shareholders who approached the Company for transfer of shares from suspense account during the year	-	-
Shareholders to whom shares were transferred from the suspense account during the year	-	-
Shareholders whose shares are transferred to the demat account of the IEPF Authority as per Section 124 of the Act	-	-
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on March 31, 2022	26	1,640

The voting rights on the shares outstanding in the suspense account as on March 31, 2022 shall remain frozen till the rightful owner of such shares claims the shares.

xviii. Transfer of unclaimed/unpaid amounts to the Investor Education and Protection Fund (IEPF):

Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), dividend, if not claimed for a period of seven years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to IEPF.

Further, all the shares in respect of which dividend has remained unclaimed for seven consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF Authority. The said requirement does not apply to shares in respect of which there is a specific order of Court, Tribunal or Statutory Authority, restraining any transfer of the shares.

In the interest of the shareholders, the Company sends periodical reminders to the shareholders to claim their dividends in order to avoid transfer of dividends/shares to IEPF Authority. Notices in this regard are also published in the newspapers and the details of unclaimed dividends and shareholders whose shares are liable to be transferred to the IEPF Authority, are uploaded on the Company's website <https://on.tcs.com/unclaimed-dividend>.

In light of the aforesaid provisions, the Company has during the year, transferred to IEPF the unclaimed dividends, outstanding for seven years, of the Company, erstwhile CMC Limited (since amalgamated with the Company). Further, shares of the Company,

in respect of which dividend has not been claimed for seven consecutive years or more from the date of transfer to unpaid dividend account, have also been transferred to the demat account of IEPF Authority.

The details of unclaimed dividends and shares transferred to IEPF during FY 2022 are as follows:

Financial year	Amount of unclaimed dividend transferred (₹ lakh)	Number of shares transferred
2013-14	183.46*	9,080
2014-15	444.92	16,481
TOTAL	628.38	25,561

*Includes final dividend of erstwhile CMC Limited

The Members who have a claim on above dividends and shares may claim the same from IEPF Authority by submitting an online application in web Form No. IEPF-5 available on the website www.iepf.gov.in and sending a physical copy of the same, duly signed to the Company, along with requisite documents enumerated in the web Form No. IEPF-5. No claims shall lie against the Company in respect of the dividend/shares so transferred.

The following tables give information relating to various outstanding dividends and the dates by which they can be claimed by the shareholders from the Company's Registrar and Transfer Agent:

a. For shareholders of TCS:

Financial Year	Date of declaration	Last date for claiming unpaid dividend
2014-15	June 30, 2015	July 30, 2022
2015-16	July 9, 2015	August 9, 2022
	October 13, 2015	November 12, 2022
	January 12, 2016	February 11, 2023
	June 17, 2016	July 17, 2023
2016-17	July 14, 2016	August 15, 2023
	October 13, 2016	November 16, 2023
	January 12, 2017	February 12, 2024
	June 16, 2017	July 16, 2024
2017-18	July 13, 2017	August 13, 2024
	October 12, 2017	November 12, 2024
	January 11, 2018	February 10, 2025
	June 15, 2018	July 15, 2025
2018-19	July 10, 2018	August 9, 2025
	October 11, 2018	November 10, 2025
	January 10, 2019	February 9, 2026
	June 13, 2019	July 13, 2026

Financial Year	Date of declaration	Last date for claiming unpaid dividend
2019-20	July 9, 2019	August 8, 2026
	October 10, 2019	November 9, 2026
	January 17, 2020	February 16, 2027
	March 10, 2020	April 9, 2027
	June 11, 2020	July 11, 2027
2020-21	July 9, 2020	August 8, 2027
	October 7, 2020	November 6, 2027
	January 8, 2021	February 7, 2028
	June 10, 2021	July 10, 2028
2021-22	July 8, 2021	August 7, 2028
	October 8, 2021	November 7, 2028
	January 12, 2022	February 11, 2029

b. For shareholders of erstwhile CMC Limited which has since amalgamated with the Company:

Financial Year	Date of declaration	Last date for claiming unpaid dividend
2014-15	June 11, 2015	July 10, 2022
2015-16	July 16, 2015	August 18, 2022

xix. Plant locations:

In view of the nature of the Company's business viz. Information Technology (IT) Services and IT Enabled Services, the Company operates from various offices in India and abroad. The Company has a manufacturing facility at 17-B, Tivim Industrial Estate, Karaswada, Mapusa– Bardez, Goa.

xx. Address for correspondence:

Tata Consultancy Services Limited

9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021, India
Telephone: +91 22 6778 9595

Designated e-mail address for Investor Services: investor.relations@tcs.com

For queries on IEPF related matters: iepf.assist@tcs.com

Website: www.tcs.com

DECLARATION REGARDING COMPLIANCE BY BOARD MEMBERS AND SENIOR MANAGEMENT PERSONNEL WITH THE COMPANY'S CODE OF CONDUCT

This is to confirm that the Company has adopted a Code of Conduct for its employees including the Managing Director and Executive Directors.

In addition, the Company has adopted a Code of Conduct for its Non-Executive Directors and Independent Directors. These Codes are available on the Company's website.

I confirm that the Company has in respect of the year ended March 31, 2022, received from the Senior Management Team of the Company and the Members of the Board a declaration of compliance with the Code of Conduct as applicable to them.

For the purpose of this declaration, Senior Management Team means the Chief Financial Officer, Global Head-HR, Global Business Unit Heads, Global Head-Legal and the Company Secretary as on March 31, 2022.

Rajesh Gopinathan
Chief Executive Officer and
Managing Director
DIN: 06365813

Mumbai, April 11, 2022

PRACTISING COMPANY SECRETARIES' CERTIFICATE ON CORPORATE GOVERNANCE

To the Members of Tata Consultancy Services Limited

We have examined the compliance of the conditions of Corporate Governance by Tata Consultancy Services Limited ('the Company') for the year ended on March 31, 2022, as stipulated under Regulations 17 to 27, clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 and para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations").

The compliance of the conditions of Corporate Governance is the responsibility of the management of the Company. Our examination was limited to the review of procedures and implementation thereof, as adopted by the Company for ensuring compliance with conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, and the representations made by the Directors and the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India warranted due to the

spread of the COVID-19 pandemic, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the SEBI Listing Regulations for the year ended on March 31, 2022.

We further state that such compliance is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Practising Company Secretaries

P. N. Parikh
Partner

FCS No: 327 CP No: 1228
UDIN: F000327D000063214
PR No.: 1129/2021

Mumbai, April 11, 2022

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members
Tata Consultancy Services Limited
9th Floor, Nirmal Building,
Nariman Point, Mumbai 400 021

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Tata Consultancy Services Limited** having **CIN L22210MH1995PLC084781** and having registered office at 9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021 (hereinafter referred to as 'the Company'), produced before me/us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2022 have

been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Name of Director	DIN	Date of Appointment in Company *
1.	N Chandrasekaran	00121863	September 6, 2007
2.	Rajesh Gopinathan	06365813	February 21, 2017
3.	N Ganapathy Subramaniam	07006215	February 21, 2017
4.	O P Bhatt	00548091	April 2, 2012
5.	Aarthi Subramanian	07121802	March 12, 2015
6.	Dr. Pradeep Kumar Khosla	03611983	January 11, 2018
7.	Hanne Sorensen	08035439	December 18, 2018
8.	Keki Mistry	00008886	December 18, 2018
9.	Don Callahan	08326836	January 10, 2019

*the date of appointment is as per the MCA Portal.

Ensuring the eligibility for the appointment/continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Practising Company Secretaries

P. N. Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327D000063379
PR No.: 1129/2021

Mumbai, April 11, 2022

AWARDS AND ACCOLADES



Intellectual Capital

- Recognized for **Best Patents Portfolio** in the Large Enterprise category at the **Confederation of Indian Industry Industrial Intellectual Property Awards 2021**.
- Won the **2021 ASSOCHAM IP Excellence Award** for pioneering efforts in facilitating innovations and creating a healthy intellectual property (IP) ecosystem.
- TCS **CodeVita** awarded a **Guinness World Records™ title** as the world's largest computer programming competition with 136,054 participants from 34 countries.
- Awarded **Best Technical Implementation for AI** at the 5th Global Annual Achievement Awards for Artificial Intelligence for re-imagining pharmacovigilance by applying machine vision, artificial intelligence, smart analytics and IoT to automate the intake, processing and analysis of safety cases.
- TCS Optumera™ won the **Best Self Aware Strategic Planning Product** at the **2021 AI Excellence Awards** for continuously monitoring thousands of customer-, market-, and vendor-behaviors; model scenarios and customer behavior to enable businesses in making AI-enabled integrated decisions.
- Won the **Artificial Intelligence Breakthrough Award** in the category **Best AI-based Solution – Retail** for TCS Optunique™ for its ability to deliver unified and contextualized experiences across the omnichannel journey by evaluating customer intent in real time.
- TCS Optunique™, awarded the **Best Theory of Mind Machine Learning Product** at the 2021 AI Excellence Awards for its ability to drive unified personalized experiences across the omnichannel journey.
- TCS' Data Marketplace Solution for COVID-19 awarded at the **19th Asian IT Leadership Awards 2021** under the **Best Use of IT in Healthcare** category.
- Recognized as an 'Innovator' at **NASSCOM AI Gamechangers 2021** in the Use of AI for Public Services Category for its innovative AI-based Sanitation Inspection system.
- Won **4 Stevie awards** for innovation and IP at the International Business Awards 2021:
 - Gold Stevie for '**Most Innovative Tech Company**' in the 'more than 2500 employees' category.
 - Gold Stevie for TCS TwinX™ in the **Business Technology Solution category – AI/ML solution**.

- o Silver Stevie for TCS Omnistore™ in the **Business Technology Solution category – Emerging Technology**.
- o Bronze Stevie for TCS' Data Exchange Platform in the **Most Valuable Technical Innovation – COVID-19 Response** category.
- Awarded the **Enterprise Blockchain Award 2021** by the Blockchain Research Institute.
- Won two awards at the **IoT Global Awards 2021**: for **TCS DigiFleet™** in the Automotive, Transport and Travel category and for **TCS Smart Store** in the Retail, Marketing and Hospitality category.
- TCS ADD Regulatory platform won the **India Pharma Awards 2021** in the category of **Excellence in Ancillary Pharma Services**.
- Two TCS-built solutions featured in the **2021 ISG Digital Digital Case Study Awards**: TCS' **Digital Twin Platform for Saipem** won the Energy and Utilities Standout Award as well as the Southern Europe regional standout award; the TCS' **digital transformation work for Shell** won the ANZ regional standout award.
- **TCS TwinX** won the **2022 AI Excellence Award** under the Product category.

- TCS' PredictCX won '**Most Innovative Best Practice**' Award under the customer experience category at the **CII DX Awards 2021**.
- TCS' Risk Analytics Solution won **Best Data Science Solution Award** at the A-Team Group's **Data Management Insight Awards 2021**.
- TCS' **Digital Platform for Next-Generation Agriculture Services (DNA)** won the award for **Excellence in IT Services** for Large Enterprise at the IMC Digital Technology Awards, 2020 for seamlessly bringing together knowledge, actionable insights, farm-input sources, and commerce centers to bridge demand-supply and holistically address problems in the agricultural supply-chain ecosystem.
- Won **6 Stevies®** – 5 gold and 1 silver – at the **2021 Asia-Pacific Stevie Awards** for driving innovation in finance, human resources, and technology, igniting organization-wide transformation, and quickly addressing the requirements of operating during COVID-19.

Human Capital

- Won the award for '**Role Model in HR Excellence**' at the **12th CII National HR Excellence Awards**.
- Ranked **#1** in the **LinkedIn Top Companies** list of the best workplaces for career growth in

India. TCS topped the list in measures of ability to advance, skills growth, company stability, external opportunity, company affinity, gender diversity and spread of educational backgrounds.

- Recognized as **2022 Global Top Employer** for the seventh year in a row by the **Top Employers Institute**.
- Won 3 awards at the **2021 LinkedIn Talent Awards India** in the categories: **Best Employer Brand on LinkedIn**, **Best Culture of Learning**, and **Diversity Champion**.
- Recognized at the **Wequity Awards 2022** in "**The Equalizer**" category for empowering women technologists, creating a gender-neutral workplace and persistently driving diversity, equity, and inclusion initiatives.
- Won the **National HRD Network's Gold Award** for **Excellence in Performance Management Process and Technology**.
- Xcelerate won Gold in the **HR Excellence Awards** for best HR Technology Strategy.
- Listed among the top **25 Best Big Companies to Work For** in the UK and among the **Best Companies** in the consultancy sector by the Best Companies organization for prioritizing

the health and wellness of its employees and investments in organic talent development.

- Won the **ATD Best of Best Award for HR and Talent Development Ecosystem and Innovations**.
- Won a **Gold Stevie** for **Best use of People Analytics** and **Talent Management and Transformation**.
- Ranked **#3** in BT-Taggd survey of the **Best Companies to Work For** in India.
- Won **5 awards** at the **Economic Times Human Capital Awards**, in the categories: Excellence in Communication Strategy, Excellence in Creating a Culture of Continuous Learning and Upskilling, Excellence in Fostering Innovation and Design Thinking, Excellence in HR Digital Transformation and Excellence in Recruitment of Professionals.
- Won **14 Gold Medals, 3 Silvers** and **3 Bronzes** at the **2021 Brandon Hall Group Excellence in Learning Awards**, across Leadership Development (4 Golds), Learning & Development (3 Golds, 2 Silvers), Diversity, Equity and Inclusion (3 Golds, 1 Silver), Talent Acquisition (2 Golds, 1 Bronze), Talent Management (1 Gold, 1 Bronze), Workforce Planning & Management (1 Gold) and Sales Training (1 Bronze).

Relationship Capital

BRAND BUILDING

- Recognized by **Brand Finance** as the **second most valuable brand** in IT services globally, moving up one place in 2021. TCS' new brand articulation 'Building on Belief' has resonated strongly with customers and helped the company expand its participation in their growth and transformation initiatives.
- Named a **UK Superbrand** for the seventh consecutive year in recognition of TCS' exceptional business growth, its position as the top strategic IT player by revenue in the UK, its number one ranking in customer satisfaction, and its community initiatives.
- Recognized as a **Superbrand** in Singapore for its strong market reputation, digital initiatives and business growth.
- Awarded two Diamond awards at the **2021 ITSMA Marketing Excellence Awards** in the categories – **Embedding ABM Programs** and **Orchestrating Executive Engagement**.
- Won 3 gold and 2 bronze **Eventex Awards** for its ThisRun campaign and the Virgin Money London Marathon Event App, as well as for excellence across marketing and customer engagement.

- Won the **2021 Economic Times Best Brand of UAE** award for brand reputation in the Middle East region.

CUSTOMER

- Ranked **#1 in customer satisfaction** across Europe, for the **ninth consecutive year**, in the largest independent survey of 1,800 CxOs from top IT spending organizations in Europe by Whitelane Research. TCS was ranked **#1** in UK, France, Netherlands, BeLux, Switzerland, Sweden, Norway and Finland.
- Won **3** awards in partnership with clients at the **DevOps Excellence Awards 2022** in UK for **Best Automation Project** (with Aviva), **Best Use of Compliance as Code** (with Nationwide Building Society) and **Best Use of Microservices/Containers** (with Lloyds Banking Group).

INVESTOR RELATIONS

- Ranked **#2 Most Honored Company in Asia** (ex-China) for bagging several top rankings in the Technology / IT Services & Software sector in **Institutional Investor's 2021 All-Asia (ex-Japan) Executive Team** rankings based on a survey of 4,084 investment professionals at 1,285 financial services firms across Asia. Top rankings included **Best IR Professional (#1)**, **Best IR Program (#2)**, and **Best ESG (#2)**.

- Recognized by **Institute of Chartered Accountants of India** with a **Gold Shield Award** for **Excellence in Integrated Reporting in Service Sector** at the **ICAI Sustainability Reporting Awards 2020-21**.

INDUSTRY ANALYST

- Ranked the **#1 Engineering Services PEAK Matrix Provider of the Year 2022** by **Everest Group** for the highest consolidated score across five engineering services PEAK Matrix evaluations published in 2021, in each of which TCS was ranked a Leader.
- TCS was ranked a Leader in **92 competitive assessments published by leading research firms in FY 2022** (86 in FY 2021):

Firm	Report type	Title
Q4		
Everest Group	PEAK Matrix	Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Energy Transition Services Top 10 Snapshot, 2022
ISG	Lens	ISG Provider Lens™ Salesforce Ecosystem Partners
IDC	MarketScape	IDC MarketScape: European Professional Services for Data-Driven Transportation 2022 Vendor Assessment
NelsonHall	NEAT	P&C Operations Transformation 2022
Everest Group	PEAK Matrix	Intelligent Process Automation (IPA) – Solution Provider Landscape with PEAK Matrix® Assessment 2022
IDC	MarketScape	IDC MarketScape: Worldwide Life Science Sales and Marketing IT Outsourcing Services 2022 Vendor Assessment

Firm	Report type	Title
Everest Group	PEAK Matrix	Digital Product Engineering Services PEAK Matrix® Assessment 2022: Breaking the Chasm between the Physical and Digital Worlds
Everest Group	PEAK Matrix	Artificial Intelligence (AI) Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Top 10: Insurance Services, 2022
Everest Group	PEAK Matrix	Oracle Cloud Applications (OCA) Services PEAK Matrix® Assessment 2022 – Global
NelsonHall	NEAT	Quality Engineering 2022
Everest Group	PEAK Matrix	Digital Interactive Experience (IX) Services PEAK Matrix® Assessment 2022
Gartner	Magic Quadrant	Magic Quadrant for Outsourced Digital Workplace Services
Gartner	Magic Quadrant	Magic Quadrant for Global Retail Core Banking
NelsonHall	NEAT	Digital Banking 2022
Gartner	Magic Quadrant	Magic Quadrant for Data and Analytics Service Providers
Everest Group	PEAK Matrix	Mortgage Operations PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Top 10: Retail and CPG Services, 2022
ISG	Lens	ISG Provider Lens™ Life Sciences Digital Services
ISG	Lens	ISG Provider Lens™ Healthcare Digital Services
ISG	Lens	ISG Provider Lens™ AWS – Ecosystem Partners
HFS	Top 10	HFS OneOffice™ Services Top 10: Digital transformation in action
HFS	Top 10	Utilities Services Top 10, 2022

Firm	Report type	Title
Q3		
Everest Group	PEAK Matrix	Enterprise Blockchain Services PEAK Matrix® Assessment 2022
Everest Group	PEAK Matrix	Cloud Services PEAK Matrix® Assessment 2022 – Europe
Everest Group	PEAK Matrix	Cloud Services PEAK Matrix® Assessment 2022 – North America
Everest Group	PEAK Matrix	Digital Workplace Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Top 10: Enterprise Blockchain Services, 2021
Everest Group	PEAK Matrix	Advanced Analytics and Insights (AA&I) Services PEAK Matrix® Assessment 2022
Everest Group	PEAK Matrix	Supply Chain Management (SCM) BPS – Service Provider Landscape with PEAK Matrix® Assessment 2022
HFS	Top 10	HFS OneOffice Services Top 10: People and Process Change
Everest Group	PEAK Matrix	Life and Pensions (L&P) Insurance BPS/TPA – Service Provider Landscape with PEAK Matrix® Assessment 2022
NelsonHall	NEAT	Advanced Digital Workplace Services 2021 - NEAT
HFS	Top 10	HFS Top 10: Life Sciences service providers, 2021
HFS	Top 10	HFS Top 10: Internet of Things (IoT) Service Providers 2021
Everest Group	PEAK Matrix	Internet of Things (IoT) Supply Chain Solutions PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Energy Services Top 10, 2021
Zinnov	Zones	Zinnov Zones 2021 - Engineering R&D Services (Overall)

Firm	Report type	Title
Zinnov	Zones	Zinnov Zones 2021 - IoT - Internet of Things Technology Services (Overall)
Everest Group	PEAK Matrix	Mainframe Services PEAK Matrix® Assessment 2022
Everest Group	PEAK Matrix	Healthcare Analytics Services PEAK Matrix® Assessment 2022
NelsonHall	NEAT	Life, Annuities & Pension: Operational Transformation 2021
HFS	Top 10	HFS Pega Service Providers Top 10 2021
HFS	Top 10	HFS OneOffice™ Services Top 10: Data and Decisions
IDC	MarketScope	IDC MarketScope: Worldwide Oil and Gas Upstream Asset Management Digital Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	Enterprise Quality Assurance (QA) Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS OneOffice Services Top 10: Native Automation
Everest Group	PEAK Matrix	Banking Operations – Services PEAK Matrix® Assessment 2022
IDC	MarketScope	IDC MarketScope: Worldwide Managed Multicloud Services 2021 Vendor Assessment
NelsonHall	NEAT	Digital Manufacturing Services 2021
Everest Group	PEAK Matrix	Software-Defined Wide Area Network (SD-WAN) Services PEAK Matrix® Assessment 2021
Q2		
Everest Group	PEAK Matrix	Envisioning the Connected Future: 5G Engineering Services PEAK Matrix® Assessment 2021
IDC	MarketScope	IDC MarketScope: Worldwide B2B Commerce Services for Industrial Manufacturing 2021 Vendor Assessment

Firm	Report type	Title
ISG	Lens	ISG Provider Lens™ Utilities Industry – Services and Solutions –
NelsonHall	NEAT	Wealth & Asset Management Services 2021
Everest Group	PEAK Matrix	Finance and Accounting Outsourcing (FAO) – Service Provider Landscape with PEAK Matrix® Assessment 2021
IDC	MarketScape	IDC MarketScape: Worldwide Life Science R&D ITO Services 2021 Vendor Assessment
IDC	MarketScape	IDC MarketScape: Worldwide Life Science R&D Strategic Consulting Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	Procurement Outsourcing (PO) – Service Provider Landscape with Services PEAK Matrix® Assessment 2021
Everest Group	PEAK Matrix	Exploring the Future of Mobility: Autonomous, Connected, Electric, and Shared (ACES) Mobility Automotive Engineering Services PEAK Matrix® Assessment 2021
IDC	MarketScape	IDC MarketScape: Worldwide Life Science R&D BPO Services 2021 Vendor Assessment
Avasant	RADAR	Avasant Higher Education Digital Services 2021 – 2022 RADARVIEW™
IDC	MarketScape	IDC MarketScape: Worldwide Artificial Intelligence IT Services 2021 Vendor Assessment
IDC	MarketScape	IDC MarketScape: Asia/Pacific (Excluding Japan) Managed Cloud Services 2021 Vendor Assessment
Gartner	Magic Quadrant	Magic Quadrant for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Global

Firm	Report type	Title
NelsonHall	NEAT	Procurement Transformation 2021
Everest Group	PEAK Matrix	Network Transformation and Managed Services PEAK Matrix® Assessment 2021
Forrester	Wave	The Forrester Wave™: Application Modernization And Migration Services, Q3 2021
Forrester	Wave	The Forrester Wave™: Continuous Automation And Testing Services, Q3 2021
Everest Group	PEAK Matrix	Capital Markets Operations – Services PEAK Matrix® Assessment 2021
Everest Group	PEAK Matrix	Data and Analytics (D&A) Services PEAK Matrix® Assessment 2021
IDC	MarketScape	IDC MarketScape: European Smart Manufacturing Service Providers 2021 Vendor Assessment
HFS	Top 10	Banking and Financial Services – The Best of the Best Service Providers 2021
Q1		
Everest Group	PEAK Matrix	Application and Digital Services in Banking PEAK Matrix® Assessment 2021: Global and Europe Focus
Everest Group	PEAK Matrix	Application Transformation Services PEAK Matrix® Assessment 2021
Everest Group	PEAK Matrix	Life Sciences Operations – Services PEAK Matrix® Assessment 2021
HFS	Top 10	HFS Top 10 Supply Chain Service Providers
Gartner	Magic Quadrant	Magic Quadrant for SAP S/4HANA Application Services, Worldwide
IDC	MarketScape	IDC MarketScape: Asia/Pacific Cloud Security Services 2021 Vendor Assessment Study

Firm	Report type	Title
IDC	MarketScape	IDC MarketScape: Worldwide Artificial Intelligence Business Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	IT Managed Security Services PEAK Matrix® Assessment 2021
NelsonHall	NEAT	CX Services in BFSI 2021
IDC	MarketScape	IDC MarketScape: Worldwide Smart Manufacturing Service Providers 2021 Vendor Assessment
Chartis	Market Quadrants	GRC Solutions: RiskTech Quadrant® for conduct and control solutions, 2021
Chartis	Market Quadrants	GRC Solutions: RiskTech Quadrant® for GRC analytics, 2021
Chartis	Market Quadrants	GRC Solutions: RiskTech Quadrant® for MRM solutions, 2021
IDC	MarketScape	IDC MarketScape: Worldwide Artificial Intelligence Services 2021 Vendor Assessment
IDC	MarketScape	IDC MarketScape: Asia/Pacific Intelligent Automation Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	S/4HANA Services PEAK Matrix® Assessment 2021
NelsonHall	NEAT	Cognitive & Self-Healing IT Infrastructure Management Services 2021
HFS	Top 10	HFS TMT (Telecom, Media, and Technology) Service Providers Top 10 2021

PARTNER

- Won over **30** awards from technology alliance partners:
 - 2020 **Google Cloud Breakthrough Partner of the Year** for demonstrating innovative thinking, outstanding customer service, and best-in-class use of Google Cloud products and solutions.

- Two 2021 **Microsoft Partner of the Year** Awards – Azure Intelligent Cloud in France and Dynamics 365 Field Service in the US, for demonstrating excellence in innovation and providing outstanding solutions and services based on Microsoft technology.
- Named to the **Microsoft Business Applications 2021/2022 Inner Circle**, for the high standard of excellence in building innovative solutions that help customers achieve their growth and transformation objectives.
- **Application Transformation and Migration Partner of the Year** at the **AWS Partner Awards** in Australia and New Zealand.
- **Consulting Winner** along with customer Stellantis (formerly Fiat Chrysler Automobiles) for Marketing Cloud at **Salesforce Partner Innovation Awards 2021**.
- Solutions implemented by TCS for SAIL and Trent won the **SAP ACE Awards 2021** in the **Manufacturing Transformation** and **Game Changer** categories respectively.
- Won **SAP EMEA North Award** for **Service Partner Excellence 2022** for **Integrated Delivery Experience**.
- **Automation 360 Cloud Partner** from Automation Anywhere in India, Middle East & Africa.
- Won **Automation Anywhere Partner of the Year 2022** awards in the categories **Migration Partner - India**, **Knowledge Partner - India and Americas** and **AARI Solutions Partner - EMEA** at the company's annual Virtual Partner Summit.
- **LATAM 2021 Partner of the Year** in the Product Sales Leadership category from **Automation Anywhere**.

- o Recognized as the **2022 Americas Premier Partner of the Year** by **MuleSoft**.
- o **Top Performing - GSI Partner** and **Game Changer - Enterprise Business category** in India and South Asia at the Red Hat Partner Awards.
- o **Global Partner of the Year 2020** for Integration and API from **Software AG**.
- o **Intel Partner of the Year 2021**.
- o **HPE GreenLake Ecosystem Partner of the Year 2021**.
- o **Creatio Partner of the Year FY2021 Award of Excellence**.
- o **Zscaler's Global Solutions Integrator Partner of the Year 2021**.
- o **MongoDB Global System Integrator Partner of the Year** Award for its bold, innovative solutions that accelerate the growth and transformation journeys for businesses across industries.
- o **Cohesity GSI Innovation Partner of the Year FY21**, for accelerating innovation and increasing the ease of doing business.

- o **Celonis BPO Partner of the Year** at the Celonis Ecosystem Summit 2021.
- o **IFS Solutions Partner of the Year** and **IFS Services Partner of the Year (Enterprise Category)** at the 2021 IFS Partner of the Year Awards.
- o **BMC Partner of the Year Award – Cognitive Automation** at the BMC Service Provider eXchange (SPeX).
- o **2021 Partner of The Year Award** by **Smart Message**.
- o **Strong Growth – Identity and Access Management Partner of the Year 2021** by **CyberRes**, a Micro Focus line of business.
- o Named the **Ivalua APAC Partner of the Year 2021**.
- o Named **International Partner of the Year 2021** by **Ping Identity**.
- o Recognized as **GSI Partner of the Year 2021** by **GoTo Partner Network**.
- o Named **Qlik's North America System Integrator of the Year**.
- o **System Integrator Partner Innovation award** from Qlik.

Social Capital

- Won the **World Leadership Congress Award** for world-class operations at the All-Women Business Process Services and IT Center in Riyadh, Saudi Arabia.
- Won the **Best Indian Investment Award** from the **Indo-French Chamber of Commerce & Industry** for TCS' commitment to the French economy through sustained long-term investments in talent development, innovation, and regional growth.
- TCS' Assisto, an innovative solution developed by TCS Rapid Labs, was awarded **Social Impact Solution of the Year** at the NASSCOM Engineering R&D Awards, 2021 for the use of the cognitive speech algorithms that generate speech output in the tone, mother tongue and near-real sound of the child using it.
- Named in Points of Light's **Civic 50** List for the Fifth Consecutive Year for TCS' commitment to drive social impact of its community engagement programs.
- TCS Bringing Life to Things™ IoT Lab awarded **CMO Corporate Social Responsibility Award** at CMO Vision and Innovation Awards 2021.

Corporate Social Responsibility



Overview

TCS' vision is to empower people and communities to build self-reliance through technology while promoting the values of fairness, equity and respect for human rights. Its mission is to connect people to opportunities in the digital economy while building equitable, inclusive pathways for all – especially women, youth, and marginalized groups.

TCS has been a signatory to the UN Global Compact (UNGC) since 2006 and is aligned with its ten principles. The Company supports the principles contained in the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights. These principles guide TCS' community initiatives.

The company continues to invest in addressing the most pressing needs of the community, focusing on education, skilling, employability, and digital entrepreneurship with a focus on bridging the opportunity gap for people and communities. It invests in health and wellness, water sanitation and hygiene, conservation, and disaster relief efforts to support the basic needs of communities.

Through its unique engagement model, TCS leverages its intellectual capability, technology expertise, large employee base volunteering their time and skills and of course financial capacity to invest in programs that deliver longer term social impact across the globe.

Its programs are holistic and comprehensive, and designed to be flexible and adaptable, meeting the specific needs of communities and regions around the world. To build capacity of grassroots organizations working in local communities, TCS also invests in strategic partnerships, research, and insights by providing pro-bono technology consulting. This model of engagement allows TCS to empower communities, create generational improvements and build greater futures.

In FY 2022, TCS estimates that its global community initiatives reached more than **1.7 million** beneficiaries, made possible by over **58,900** employees contributing over **700,000** hours of their volunteering time to support local community initiatives.

Mapping of TCS' CSR Programs with SDG Goals



Adult Literacy Program - Creating access to literacy on a path to livelihoods

Despite years of investments, illiteracy continues to be a core impediment stopping individuals from realizing their potential. TCS' Adult Literacy Program, through its digital literacy solution has been addressing this over the past 2 decades in India and West Africa. Women have been a key target group, with the program offering them a path to financial independence and an opportunity to be role models for their children, especially girls, in their families. Till date, over **1.08 million** learners, over **80%** of them women, have benefited from this program. The program runs in over 162 districts across 20 states and union territories across India, and also in Burkina Faso, West Africa.

TCS has further expanded the scope of this program in response to India's new National Education Policy, which emphasizes the need for digital literacy, financial, legal, and electoral literacy, disaster management and environmental literacy in addition to functional literacy, to empower communities. New modules on the platform include financial literacy skills (8-10 hours), digital literacy skills (5-7 hours), citizen entitlement awareness (3-4 hours) and disaster risk reduction awareness (8-10 hours).

In FY 2022, over **7,400** learners gained basic literacy skills.

The impact of this program has been transformational and transgenerational. It is promoting social inclusion, financial stability and economic growth, empowering neo-literates with better access to the financial system, government benefit programs and a greater say in family and community decision-making.

Program outcomes include:

- **81%** of the learners have encouraged their own children especially girls to go to school.
- **75%** learners expressed that their self-esteem has increased because of this program.
- **67%** learners feel that they have started participating more in the decision-making process in their family.

Ignite My Future (IMF) - empowering educators and creating skills of the future

As technology change accelerates, the workforce of tomorrow requires new age skills and capabilities to be productive. Computational thinking is one such futuristic skill that not only provides learners with a problem-solving mindset, but also enables access to high skilled jobs, enabling communities to benefit from the adoption of new technologies. However, there has been limited integration of this skill within classrooms across the globe. Educators that play a key role in creating access are themselves



'Sampa' stands out for her perseverance and dedication, and for showing that self-will and determination triumphs against all odds. When she first approached one of

TCS' partner organizations working with individuals with developmental disabilities, she was in her mid-twenties, illiterate and suffering from disorganized thoughts, preoccupation, aggressive behavior and a shattered sense of self.

Introduced to TCS's digital literacy solution ALP, she gradually started taking interest in learning, drawn by the colourful and attractive content. She was seen observing the letters and numbers on her own, and slowly started comprehending them. She took everyone by surprise when the National Institute of Open Schooling results were announced, and she got an A grade.

It took 5 long years to bring her back to a life of self-dignity. Sampa now works in a café run by the partner organization, and is able to handle the finances of the café business and contribute meaningfully.

not empowered to embed this within the learning curriculum.

TCS' IMF, implemented in **North America, UK, India, Latin America** and **APAC**, has created global access for educators and students to hone this skill set. Equity and inclusion are integrated in the program design, to specifically enable access for underserved students from marginalized communities.

Scenario-based lesson plans, teacher training and resources, immersive and interactive engagements for families as well as a year-round network of support for educators through the Learning Leaders Program ensures that the program addresses the critical needs of every stakeholder in the learning journey - creating long-term integration of a highly valued skill set. To meet virtual and hybrid

learning demands, all aspects of the program were restructured for online delivery, remaining inclusive of communities with varying digital access and tools.

IMF launched its largest Global Innovations Teacher Project to-date with 24 teachers from 5 countries reaching over 500 students. Over 100 TCS employee volunteers supported the 6-week project.

In FY 2022, the program empowered nearly **435,000** students and educators.

Program outcomes include:

- **81% educators** were ready to use resources in their classroom post-training.
- **90% educators** reported they have returned to in-person instruction.

- **\$10K+ average** savings to each district and educator from free training.

goIT (go Innovate Together) – Digital Innovation Program for Students

The jobs of tomorrow are changing rapidly. Economies around the world are dealing with the disparity between the needs of employers and the skills that youth possess. According to the National Science Foundation, it is predicted that 80% of the jobs created in the next decade will require some form of math and science skills. The lack of sufficient numbers of students pursuing these streams, and insufficient focus on innovation, problem-solving and creativity in school curricula, are seen as big challenges to the digital economy.



Anne LeBlanc is a middle school teacher at Halifax Regional in Nova Scotia, Canada. Anne uses Ignite My Future resources to make computational thinking come to life for her students, in all core subjects. She and her students have participated in two IMF Global Collaborations through which she has had the opportunity to collaborate with teachers from around the world.

Through this project, that relies on students' using computational thinking to solve a global problem, Anne has found that her classroom gets bigger and the world gets smaller for her students. This project has also been beneficial to one of her French speaking students as he is able to translate his videos and other students' videos allowing collaboration to happen even across language barriers.

"My students have found that through connecting with other students outside of their community they are more alike, than they are different." Anne supports and collaborates with like-minded educators through IMF global network of Learning Leaders.

TCS' flagship digital innovation and career readiness program, **goIT** (go Innovate Together), prepares students with the skills and mindsets to pursue careers of the future. Through engaging design workshops and custom mentorship experiences, goIT benefits students by challenging stereotypes and inspiring future leaders to pursue the careers of tomorrow, most of which will involve STEM and the computer sciences.

goIT uses a four-pronged model of (1) volunteer driven engagements, in-person or virtually, (2) seamless year-round connects via goIT Online, (3) SDG-focused monthly challenges and (4) Custom mentorship experiences designed to introduce student local experts and opportunities. Each prong, layered with partnerships with school districts and mentoring by industry professionals from TCS, makes goIT a unique program that helps students develop core skills that enable them to be productive in the jobs of tomorrow.

After over a decade of success and a footprint of 40 countries, goIT has now benefited over **100,000** students who have designed more than **26,000** tech-for-good digital innovation prototypes.

In FY 2022, more than **30,000** students and educators benefited from this program.

Program outcomes include:

- **87%** students felt they could be computer scientists after their goIT experience.



Four learners from Sinenjongo High School in Cape Town, celebrated their win in the goIT Tech-savvy Challenge, hosted by TCS in partnership with Steam education specialist Sakhikamva Foundation.

The event saw more than 455 participants from nine high schools across the Western and Eastern Cape battle it out with their ideas for a winning app that could change their local communities. Eventually, learners from Sinenjongo High and Goodwood College took the top three positions.

The founder of Sakhikamva Foundation, Fatima Jakoet said the foundation was impressed by all the participants of the competition but inspired by learners from Cape Town who worked hard to win the tech challenge.

"What we have seen in this year's South African goIT Challenge is young people expressing their ability to be problem-solvers who can contribute to a better world," said Jaconet.

Speaking about her team's app idea, WO-MEN, Sinenjongo High School learner Lilitha Masizana said: *"We are so happy and excited to have won, and as a team we stand by what our app was designed to do – to promote gender equality and the acceptance of gender diversity, which includes a conversation platform to highlight the impacts of gender inequality."*

- **96%** students reported that they gained positive insights from their TCS volunteer mentor.
- **80%** showed an increased interest in STEM and Computer Science.
- **88%** students demonstrated an understanding of how technology can be used to improve their community.

Youth Employment Program - connecting India's rural youth to careers in digital economy

TCS' Youth Employment Program (YEP) focuses on one of the biggest challenges in India, which is unemployment, underemployment, and lack of access to high paying jobs among youth. It is estimated that 7 million people are annually added to the workforce, but the education and skills profile of the existing workforce is very poor - especially in rural and semi-urban locations. The pandemic has created an even bigger need to integrate digital and technology related skills within the learning experience to ensure that youth can avail of the jobs that are available in the market.

YEP connects India's youth to careers in the digital economy through the development of competencies in numerical ability, logical reasoning, communication, programming and domain skills. The program also provides career guidance and interview skills to help youth navigate through opportunities available in the market. Over the last two years, the program has gone virtual. The program has:

- Enhanced employability of rural underprivileged youth from socially, economically and geographically disadvantaged communities.
- Provided youth, especially those from historically marginalized and low-income families, with industry-specific experiential learning that improves exposure to the kind of

skills and competencies required to make them a highly viable industry resource.

- Ensured continuous availability of highly skilled and cross-functional talent pool for the industry.
- Increased diversity and gender parity within the workforce while creating inclusion and access for marginalized groups across the country.
- Promoted sustained and inclusive economic growth, full and productive employment and decent work.

In FY 2022, more than **19,700** students were trained in India and LATAM, of whom more than **7,400** students gained employment in sectors such as IT and ITeS, Retail, Banking and others. Today, the program runs in 35 States & Union territories across India.



Biki Minj is a young woman who had never seen her father's face. She was brought up by her widowed mother, a tea garden labourer in Darjeeling and a worker in the children's hostel.

Biki began picking up English at the age of two, when she and her mother moved into the children's hostel. At Biki's own school, only the local language was used during instruction.

Biki had dreams of attending college after she graduated from high school, but the family could not afford it. Instead, she took up a hospitality management course and joined an airline as ground staff in Kolkata. Unfortunately, the airline went out of business, forcing Biki to look for other work. She ended up in a small town in the Uttar Dinajpur district of West Bengal teaching English in a school for four years.

During that period, she continued her BA studies in IGNOU through distance learning and became a Graduate in English. On a trip to Siliguri, Biki learned about TCS' Youth Employment Program that was about to be launched in the city. She enrolled herself for the training and travelled 30 km every day from her grandmother's house to reach the training centre. Biki worked tirelessly, learning as much as she could during the program and earning recognition from her instructors. Her efforts paid off when she was offered a full-time position at TCS during a recruitment drive in Siliguri.

Since she joined TCS, Biki has been able to experience a freedom she never thought possible. Earning a regular salary allowed her to begin saving money to build a house for herself and her mother, a house that will one day be testimony to a life of independence and self-respect.

Program outcomes include:

- **4X** enhancement in income for individuals from marginalized communities in comparison to elementary occupations.
- **80%** indicated that better jobs led to a change of role as earning member.
- **74%** indicated an enhancement of status in the family and community.

Entrepreneurship and Self-Employment

India has **30% youth unemployment** (15-29 years) compared to a 15% global average, and 325 million Indians are from historically disadvantaged and marginalized communities. Lack of proper technology infrastructure, knowledge and resources in villages have prevented communities from accessing opportunities presented by the digital economy.

Since 2014, the TCS' **BridgeIT** program has addressed social inequalities by empowering marginalized youth to become rural entrepreneurs and civic leaders in their villages. Partnering with local NGOs, TCS engages the cohort through a 5-year period, offering them skills, mentoring, technology, tools and resources. These digital entrepreneurs become serve as the last-mile-

connect for people in the villages, delivering essential digital services in the areas of education, adult literacy, unemployment, social discrimination. This facilitates a 'bridging' of access and opportunities between youth in rural, underserved areas and those

in urban towns. Through this strategic approach, the program has:

- Upskilled young men and women from marginalized communities to be successful digital entrepreneurs.



Twenty-seven-year-old entrepreneur Bapi Raita is a member of the Saura tribe which has some of the most severe problems with obtaining adequate nutrition in India. Starvation deaths are common among the Saura. Despite earning a diploma in Civil Engineering, Bapi was forced to do odd jobs to make ends meet for his family.

Bapi married, moving to Bangalore with his wife and working in a garment factory for nearly a year. When his wife fell ill, Bapi was had no choice but to return to his village to help manage her care. Still needing to earn money to support his family, Bapi learned about BridgeIT from a local NGO in Odisha and registered for the training. Over the course of the program, Bapi learned how to do business in the digital space with the training and mentoring provided by the BridgeIT facilitators, an opportunity which would have never been possible.

On completion of BridgeIT, and with equipment donated by TCS, Bapi was able to start his own online business. As his business began growing, so did his earnings. Bapi is now earning nearly ₹ 1.30 lakhs from just ₹ 4,000 before completing BridgeIT.

Bapi also wears BridgeIT Cluster Lead's hat for the area where he operates in. With this comes the responsibility to mentor seven other digital entrepreneurs from nearby villages. He gets a great sense of fulfilment when he carries out his role as a Leader.

Bapi proudly says, "BridgeIT has changed my life and has brought hope of a good future for me and my family. It has brought brightness to our lives and our community."

- Empowered them with digital technologies
– facilitating a platform for essential online services within rural areas.
- Enabled them to educate students in Government schools and support literacy for adults through digital tools and resources.

Currently running in 30 districts across India, TCS' vision is to expand this program to all of India's aspirational districts. In FY 2022, BridgeIT has enabled **321** entrepreneurs across 20 districts in 9 States.

Program outcomes include:

- **1.5X** earnings compared to other self-employed individuals in rural areas.
- **95%** indicated increased income and improved standard of living.
- **92%** women indicated higher self-esteem at home.

Digital Impact Square (DISQ), a TCS Foundation Initiative, is an open social innovation platform designed to enhance the lives of citizens. The platform encourages innovation using digital technologies, to address the needs of citizens by inviting individuals or teams who want to bring in a change and create an impact in society through digital innovations.

DISQ has nurtured over **55** changemakers from around 590 innovators since 2016.

The program has received high appreciation from stakeholders in the government and social organization such as Social Alpha, Tata Trusts and Unltd India. There has been immense interest from various parts of the country in replicating the DISQ model. DISQ collaborated partners to identify potential opportunities for students.

Ekatvam Innovations Program outcomes the 'Most Promising Solution' globally by a panel of water experts from Ramboll, Grundfos and the International Water Association in a global competition. They were awarded scholarships to participate in the International Water Congress 2022 in Copenhagen.

Overall, the program has supported 12 solutions in reaching self-sufficiency.

Thought Leadership, Research and Insights

Digital Empowers

Digital Empowers, TCS' global thought leadership program in CSR, explores the intersection of technology and social impact, spotlighting the crucial role technology plays in finding solutions for intractable social issues. The purpose of the program is to raise awareness of digital technologies and social issues, explore the art of what's possible, and foster cross sector partnerships.

The program focuses on convening experts from technology, business, non-profit, public policy, and academia to ideate, collaborate, and create digitally driven solutions to social impact challenges. Since the inception of the program in 2018, Digital Empowers has engaged with over 6,000 experts across India, South Africa, the UK, and Mexico to expand collective knowledge and collaborate to come up with new solutions to the most pressing community issues, with the potential to scale and be applicable throughout the world.



TCS runs the Pitch for Purpose, a competition for start-up social entrepreneurs, to showcase mission-driven founders across the world whose fledgling businesses are solving issues by deploying emerging technology and cutting-edge innovation. The competition grew in 2021, with over 200 entrepreneurs applying, and eight finalists pitching to a live panel of expert judges. Elliot Roth, Founder of Spira Inc., won the first-place prize with his innovative solution that creates carbon negative materials from genetically engineered algae.

In August 2021, Digital Empowers, in partnership with the U.S. Chamber of Commerce Foundation, published a culminating report, Technology as a Catalyst for Empowering Communities. With nine different topics examined, the report captured the unique insights, best practices, and key learnings from dozens of experts across sectors and industries that are actively driving social change using digital tools and technologies.



<https://www.tcs.com/corporate-social-responsibility/digital-empowers/catalyst-report>

Health and Wellness

Healthy communities can drive better economic development and a feeling of wellbeing. TCS recognizes the importance of health and wellness, and promotes it among its employees as well as in local communities across the world. Its CSR initiatives seek to create new, systemic solutions that address society's biggest health challenges.

TCS has provided an integrated Hospital Management System and IT infrastructure, which includes a comprehensive and fully integrated, web-based solution, to **The Cancer Institute (CI), Chennai** and **Tata Medical Center (TMC), Kolkata**. As a result of laboratory equipment integration, a larger number of patients have benefited, with the solution providing 100% coverage of patients via virtual engagements, including those that did not show up or were not reachable. Patient care services implemented this year improved patient satisfaction and reduced anxiety.

A 15-bed COVID-19 care facility was setup and made operational at the Cancer Institute during the second COVID wave to facilitate care for COVID-affected patients. Patient Care Coordinators (PCCs) at TMC Kolkata continued to support patients by managing virtual-consultation processes, pediatric OPD appointments, patient crowd management and new patient management. Patients Investigation Reports were made available on the TMC website for

online viewing directly by patients, without the need for physically visiting the hospital to collect reports.

Water Sanitation and Hygiene

Jal Jeevan Mission, a project by the Ministry of Jal Shakti, Government of India, has been supported by the Tata Group, with TCS providing key expertise in applying a 'Bridgital model' for monitoring rural water service delivery as well as enhanced stakeholder engagement via digitally enabled workflows.

To address several issues in rural water supply, TCS created an IoT-based smart water management solution for remote monitoring and control. This innovative solution is end-to-end, from source to tap, feature rich, uses advanced analytics and has high fidelity with over 99.9% uptime and accuracy. It can work in poor cellular network coverage areas (particularly in remote and rural villages) and is powered by solar power, best suited for off-grid environments.

This solution has so far helped provide regular, adequate, and clean drinking water to nearly **75,000** beneficiaries across 14 villages spread across 8 states and union territories in India.

It has helped identify distribution issues – such as outages, leakages or low pressure, and led to timely resolutions. It recently alerted both officials and the

local community of fast depleting groundwater levels, that led the villagers to build a source strengthening structure to recharge their borewell.

With TCS' IoT-based smart water management solutions, communities are able to:

- Ensure equitable and adequate water quantity, quality and periodicity.
- Reduce water borne diseases through water quality monitoring.
- Improve lives of rural households, especially women and girls.

Pro-Bono Technology Support to Social Organisations

As part of TCS' pro-bono technology support interventions or Tech4Good Programme, TCS continues to help community-based organizations and non-profits seeking to create social and environmental impact across the globe. TCS has been leveraging its abundant technology and Intellectual capital to create exponential impact across the globe by delivering pro-bono digital services to social organizations. The company's engagement strategy utilizes its contextual knowledge and the knowledge from a diverse network of experts to develop innovative solutions to unique problems within the community.

- The Resume Builder, an application created by TCS' Social Innovation Lab in close collaboration with TCS Research and Innovation group, helps participants of the Youth Employment Program generate standardized resumes, setting them up for success in the job market. The application has been piloted with over 3,000 YEP participants and slated to be expanded further in the future.
- In Australia, TCS provided pro bono technology empowerment to Meals on Wheels NSW, Food Ladder, Charitable Recycling Australia, The Indigenous Marathon Foundation and Briometrix so they could continue to support people who depended on their services even during the pandemic.

"Since TCS helped us develop the calculator, we have been able to reach greater audiences both through our website and networks and also through our members," said Omer Soker, CEO, Charitable Recycling Australia.
- In Italy during the peak of the pandemic, TCS supported San Martino, a social enterprise focused in helping non-nationals living in Italy start their careers to create a fair ground for employment. TCS designed, developed and implemented a digital solution so they can continue to help people from all

backgrounds across Italy kickstart their careers.

"Thanks to the great support of TCS experts, San Martino was able to design and implement a Career Guidance section on their website specifically designed for international students," explained Mario Porcelli, Managing Director for San Martino Servizi.

- In North America, TCS continues to build pro-bono digital solutions for organizations like The Council for Responsible Sport, International Medical Corps and so on. The Council for Responsible Sport helps sporting organizers assess the Environmental, Social, and Governance impact of events and has been helping organizers of i.e., the Bank of America Chicago Marathon to track their resource usage and impact for years.
- TCS' 2,000-hour pro bono commitment to the 'Re-Score project' helped envision the Council's drive to create a digital solution, leveraging cloud-based technology that would serve as a first-of-its-kind in the field. Re-Score makes credible guidance and performance tracking accessible to all organizations that host sporting events.
- For International Medical Corps, a global, non-profit, humanitarian aid organization spread across 30 countries in Africa, Asia and

Middle East with a focus on providing health services support, clean water and hygiene education, women's and children's health and emergency response and preparedness, TCS helped reimagine their vendor prequalification system and digitized the processes for improved efficiency and operational resilience.

Employee Engagement

TCS' skill-based CSR initiatives offer volunteering opportunities to employees, helping them give back to the communities, imbuing them with a higher sense of purpose. Our people-centric investments go beyond the boundaries of our organization, into communities across the world, where we support initiatives to bridge the digital divide, and address some of the most pressing issues in countries where we live and work.

TCS' Employee Volunteer Program (EVP) offers opportunities to employees for contributing their time and effort towards societal well-being, while sensitizing them to the issues that are plaguing the world. Volunteering fosters a sense of fraternity, bringing employees together and engaging them in ways beyond work.

During the devastating second wave of COVID-19 in India, EVP team has worked with various internal TCS teams such as Safety First, Cares to create the content for several community support initiatives. The content was then used to create awareness



Praveen Kumar a TD faculty from MBU, started volunteering for goIT program with training workshops for around 400 students from a nearby school in Kanchipuram. During sessions on problem-solving and design thinking, he interacted with students and was amused by how they related to the concepts in their own unique ways. He says seeing students view the process of learning as a game transported him back to his school days. He also believes that being around students can help one forget about their sorrows, anxieties, and stresses, hence boosting one's energy and spreading positivity. His journey continues to shape many more subsequent generation's students, preparing them for 21st-century skills. He has also been an active faculty member for weekly YEP workshops, conducted several business communication sessions for YEP colleges in Tamil Nadu. He urges other volunteers to deliver the courses with enthusiasm, provide examples and share real-world references to enable students to relate to concepts and apply their learnings in everyday activities.



Chai Eng Law an HR Specialist has been an active YEP volunteer for over six years. Once her session was scheduled over a weekend, yet the students seemed incredibly happy to be at the college. As she watched their faces filled with enthusiasm, she knew volunteering for this program would be worth her time and effort, which later turned out to be 100% true. She says, *"I strongly believe that in learning, you will teach, and in teaching, you will learn. YEP, gives me the opportunity to practice this belief of mine."* Her weekends would pass by in a blink of an eye, and the benefits from this program far outweighed the inconveniences she faced. She felt overwhelmed when she saw her students gradually overcome their hesitation to converse in English and eventually became more confident in spoken English. She recalls, one day as she was about to enter the lift in her office building, she spotted a young associate stepping out of the lift. Her joy knew no bounds when she recognized this person as a YEP trainee who had appeared at a mock interview conducted by her.

on the importance of vaccination to curb vaccine hesitancy, facilitating mental health awareness sessions for beneficiaries of the CSR initiatives and the community at large. EVP team has owned and managed this entire process by liaising with internal CSR teams and external TCS functions.

More than **58,900** TCS associates volunteered nearly **700,000** hours towards various programs in FY 2022 aligned to Sustainable Development Goals 3, 4, 5, 8, 10, and 13.

Program outcomes include:

- Through Pro Engage, TCSers from 13 countries and 8 regions supported 204 pro bono projects, contributing 14,000+ hours to NGOs in India, NA, and LATAM.
- IMF kicked off a Global Teacher Collaboration with 29 teachers from 5 countries, engaging 100+ volunteers from NA and LATAM over 6 weeks.
- Celebrated the 7th annual Sadhana Month, through which over 16,000+ volunteers from India, NA, and LATAM donated 215,000 hours of service in their local communities.
- Leaders with Purpose, a civic leadership program designed to nurture and prepare TCS leaders with the skill to lead societal change, which was successfully running in North America for the

last 3 years, was launched in India, UK&I and LATAM. The program harnesses the leadership, communication, and project management skills needed to create a sustained commitment to social impact within our industry and communities.

Empowering Communities in the Fight Against COVID 19

Initiatives to help communities deal with the pandemic, launched in the prior year along with TATA Group companies continued in FY 2022. With the support of TCSers across the globe, the company continued to help those that needed it the most. Key highlights:

- TCS donated 1,170 oxygen concentrators and 252 ventilators across 15 states in India and mobilized thousands of employees, customers and partners to support our COVID response
- Dependents of those who lost their lives to the pandemic were enrolled in TCS' Youth Employment Program, where they were trained and groomed to improve their employability. New livelihood avenues were made available for 1,600 COVID-affected families.
- TCS' BridgeIT entrepreneurs supported their local communities, helping out with vaccine registration, accessing online COVID reports and online government initiatives.

- TCS volunteers helped cascade awareness materials around infection prevention and vaccination in remote communities, sourced from authentic sources such as the Government of India, MoHFW and WHO.
- The TCS Cares program organized sessions to provide mental health support.
- Basic provisions such as rice, cooking oil, sugar, canned food were provided to underprivileged, poor and disabled families.
- With all schooling going virtual, TCS donated laptops and mobile broadband connections to students from low-income families, and volunteers held conducted sessions on internet literacy.

Business Responsibility & Sustainability Report



SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity¹

1. **Corporate Identity Number (CIN) of the Listed Entity:** L22210MH1995PLC084781
2. **Name of the Listed Entity:** Tata Consultancy Services Limited
3. **Year of incorporation:** 1995
4. **Registered office address:** 9th Floor, Nirmal Building, Nariman Point, Mumbai - 400 021, India
5. **Corporate address:** TCS House, Raveline Street, Fort, Mumbai 400 001, India.
6. **E-mail:** corporate.sustainability@tcs.com
7. **Telephone:** +91 22 6778 9595
8. **Website:** www.tcs.com
9. **Financial year for which reporting is being done:** Financial year 2021-22 (April 1, 2021 to March 31, 2022)
10. **Name of the Stock Exchange(s) where shares are listed:** NSE (National Stock Exchange of India Limited) and BSE (formerly Bombay Stock Exchange)
11. **Paid-up Capital:** ₹ 366 crores
12. **Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report:**

Name: Milind Lakkad

Designation: Chief Human Resources Officer

Telephone number: +91 22 6778 9999

E-mail id: corporate.sustainability@tcs.com

¹ GRI 2-1, GRI 2-3

13. **Reporting boundary – Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).²**

Data	Basis	Exclusions
Financial	TCS' consolidated global operations	None
Human Resources	TCS' global operations, including wholly owned subsidiaries.	< 0.2% of the consolidated headcount.
	Disclosures pertaining to employee benefits, performance appraisals and statutory topics are specific to the workforce based in India.	Workforce outside India
Environmental	TCS' Global operations (using operational control approach).	Other TCS' operations accounting for < 4% headcount

The data measurement techniques used, and the basis of calculations and estimates have been mentioned in the relevant areas of this report. TCS does not believe there is any substantial divergence from the GRI Indicator Protocols. The scope, boundaries, and methodology for data analysis in this document remain the same as in the prior year and are mentioned above. There has been no restatement³ of information or changes in the material topics or boundaries since the prior year. The data is sourced from Ultimatix, TCS' core enterprise platform. Other supporting data is reviewed by relevant third-party assurers as part of

² GRI 2-2

³ GRI 2-4

ISO and financial audit.

GRI Assurance⁴: Ernst & Young has assured the data presented under GRI Standards disclosures as specified in their Assurance Statement. The scope and basis of assurance have been described in their assurance letter. The Board was not involved in seeking this assurance.

II. Products/services⁵

14. **Details of business activities (accounting for 90% of the turnover):**

TCS provides IT services, consulting and business solutions to many of the world's largest businesses in their transformational journeys. Further details are provided in the Management Discussion and Analysis section of this Integrated Annual Report.

15. **Products/Services sold by the entity (accounting for 90% of the entity's Turnover):**

Application Development and Maintenance, Consulting and Service Integration, Digital Transformation Services, Cognitive Business Operations and Products and Platforms.

Some of the services broadly map to NIC classes 6201, 6202, 6209 and 6311.

⁴ GRI 2-5

⁵ GRI 2-6

III. Operations⁶

16. **Number of locations where plants and/or operations/offices of the entity are situated:**

Location	Number of plants	Number of offices (Delivery offices)	Total
National	NA	Delivery centers – 113, Offices - 9	122
International	NA	Delivery centers – 71, Offices - 107	178

17. **Markets served by the entity:**

- a. **Number of locations**

Locations	Number
National (No. of States)	28 States and 8 Union Territories
International (No. of Countries)	54

- b. **What is the contribution of exports as a percentage of the total turnover of the entity?**

The contribution of exports as a percentage of total turnover of TCS Standalone is 94.0%.

- c. **A brief on types of customers**

TCS works with leading corporations across the world - typically Fortune 1000 or Global 2000 corporations and the public sector. In India, TCS works with departments of the Government of India, various state governments, systemically important entities and the private sector.

⁶ GRI 2-6

IV. Employees

18. **Details as at the end of Financial Year: FY 2021-22**

- a. **Employees (including differently abled)⁷:**

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
1.	Permanent (D)	590,662	379,942	64.3	210,720	35.7
2.	Other than Permanent (E)	17,609	9,924	56.4	7,685	43.6
3.	Total employees (D + E)	608,271	389,866	64.1	218,405	35.9

Note:

- TCS' global headcount excludes employees of non-wholly owned subsidiaries.
- All of TCS' workforce is categorized as 'Employees' and none as 'Workers'. Hence in all the sections, details sought of the 'Workers' category are Not Applicable to TCS.
- Other than Permanent category includes contractors and interns.

- b. **Differently abled Employees:**

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	921	706	76.7	215	23.3
2.	Other than Permanent (E)	11	8	72.7	3	27.3
3.	Total differently abled employees (D + E)	932	714	76.6	218	23.4

Note:

- Differently abled type includes Hearing, Visual, Locomotor, Orthopedic and Others

⁷ GRI 2-7

19. Participation/Inclusion/Representation of women⁸

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	9	2	22.2
Key Management Personnel	4	0	0.0
Senior Management	29,966	3,980	13.3

Note:

- Key Management Personnel (KMP) are Chief Executive Officer and Managing Director (CEO&MD), Chief Operating Officer and Executive Director (COO), Chief Financial Officer (CFO) and Company Secretary (CS).
- Senior Management excludes Directors and KMP.

20. Turnover rate for permanent employees⁹

	FY 2021-22			FY 2020-21			FY 2019-20		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	17.3%	17.8%	17.5%	7.5%	7.5%	7.5%	12.8%	14.2%	13.3%

Note:

- Turnover rates mentioned above are for TCS' global headcount (including IT and business services), excluding non-wholly owned subsidiaries.

⁸ GRI 405-1

⁹ GRI 401-1

V. Holding, Subsidiary and Associate Companies (including joint ventures)

21. (a) Names of holding / subsidiary¹⁰

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	Tata Sons Private Limited	Holding	72.3	Yes
2.	APTOnline Limited	Subsidiary	89	Yes
3.	C-Edge Technologies Limited	Subsidiary	51	Yes
4.	MP Online Limited	Subsidiary	89	Yes
5.	TCS e-Serve International Limited	Subsidiary	100	No
6.	MahaOnline Limited	Subsidiary	74	Yes
7.	TCS Foundation	Subsidiary	100	Yes
8.	Diligenta Limited	Subsidiary	100	Yes
9.	Tata Consultancy Services Canada Inc.	Subsidiary	100	Yes
10.	Tata America International Corporation	Subsidiary	100	Yes
11.	Tata Consultancy Services Asia Pacific Pte Ltd.	Subsidiary	100	Yes

¹⁰ GRI 2-2

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
12.	Tata Consultancy Services (China) Co., Ltd.	Subsidiary	93.2	Yes
13.	Tata Consultancy Services Japan, Ltd.	Subsidiary	66	No
14.	Tata Consultancy Services Malaysia Sdn Bhd	Subsidiary	100	Yes
15.	PT Tata Consultancy Services Indonesia	Subsidiary	100	No
16.	Tata Consultancy Services (Philippines) Inc.	Subsidiary	100	Yes
17.	Tata Consultancy Services (Thailand) Limited	Subsidiary	100	No
18.	Tata Consultancy Services Belgium	Subsidiary	100	Yes
19.	Tata Consultancy Services Deutschland GmbH	Subsidiary	100	Yes
20.	Tata Consultancy Services Sverige AB	Subsidiary	100	Yes
21.	Tata Consultancy Services Netherlands BV	Subsidiary	100	Yes
22.	Tata Consultancy Services Italia s.r.l.	Subsidiary	100	Yes

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
23.	Tata Consultancy Services Luxembourg S.A.	Subsidiary	100	Yes
24.	Tata Consultancy Services Switzerland Ltd.	Subsidiary	100	Yes
25.	Tata Consultancy Services Osterreich GmbH	Subsidiary	100	No
26.	Tata Consultancy Services Danmark ApS	Subsidiary	100	Yes
27.	Tata Consultancy Services De Espana S.A.	Subsidiary	100	Yes
28.	Tata Consultancy Services (Portugal) Unipessoal, Limitada	Subsidiary	100	Yes
29.	Tata Consultancy Services France	Subsidiary	100	Yes
30.	Tata Consultancy Services Saudi Arabia	Subsidiary	100	Yes
31.	Tata Consultancy Services (Africa) (PTY) Ltd.	Subsidiary	100	Yes
32.	Tata Consultancy Services (South Africa) (PTY) Ltd.	Subsidiary	100	No
33.	TCS FNS Pty Limited	Subsidiary	100	Yes

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
34.	TCS Financial Solutions Beijing Co., Ltd.	Subsidiary	100	Yes
35.	TCS Financial Solutions Australia Pty Limited	Subsidiary	100	Yes
36.	TCS Iberoamerica SA	Subsidiary	100	Yes
37.	TCS Solution Center S.A.	Subsidiary	100	Yes
38.	Tata Consultancy Services Argentina S.A.	Subsidiary	100	Yes
39.	Tata Consultancy Services Do Brasil Ltda	Subsidiary	100	Yes
40.	Tata Consultancy Services De Mexico S.A., De C.V.	Subsidiary	100	Yes
41.	Tata Consultancy Services Chile S.A.	Subsidiary	100	Yes
42.	TCS Inversiones Chile Limitada	Subsidiary	100	Yes
43.	TATASOLUTION CENTER S.A.	Subsidiary	100	Yes
44.	TCS Uruguay S.A.	Subsidiary	100	Yes
45.	MGDC S.C.	Subsidiary	100	Yes
46.	Tata Consultancy Services Qatar L.L.C.	Subsidiary	100	No

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
47.	Tata Consultancy Services UK Limited (formerly W12 Studios Limited)	Subsidiary	100	Yes
48.	TCS Business Services GmbH	Subsidiary	100	Yes
49.	Tata Consultancy Services Ireland Limited	Subsidiary	100	Yes
50.	TCS Technology Solutions AG (formerly Postbank Systems AG)	Subsidiary	100	No
51.	Saudi Desert Rose Holding B.V.	Subsidiary	100	Yes
52.	Tata Consultancy Services Bulgaria EOOD	Subsidiary	100	Yes
53.	Tata Consultancy Services Guatemala, S.A.	Subsidiary	100	No

VI. CSR Details

22. (i) **Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No)** Yes
- (ii) **Turnover (in ₹)** ₹ 191,754 crore
- (iii) **Net worth (in ₹)** ₹ 89,139 crore

VII. Transparency and Disclosures Compliances

23. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)	FY 2021-22			FY 2020-21		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes https://on.tcs.com/Global-CSR-Policy	0	0	-	0	0	-
Investors (other than shareholders)	NA	NA	NA	NA	NA	NA	NA
Shareholders	Yes As per SEBI Listing Regulations.	87	-	-	86	-	-
Employees	Yes	190	14		287	33	
Customers	Yes. Escalation mechanisms are defined in individual client contracts and addressed as per TCS Quality Policy.	65	9		59	4	-
Value Chain Partners	https://on.tcs.com/WhistleBP	0	0	-	0	0	-

¹¹ GRI 2-25

24. Overview of the entity's material responsible business conduct issues¹²

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate ¹³	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Talent management: The company's ability to attract, develop, motivate, and retain talent is critical to business success.	Risk	Risk of failure in any of the elements of talent management can impact the Company's ability to fulfill demand and grow its revenues.	Kindly refer the Enterprise Risk Management section in Management Discussion and Analysis	Negative
2	Social responsibility: Health and Wellness of TCS employees and associates	Risk	Has a direct impact on the health of TCS employees besides productivity impact.	Kindly refer to the Employee Health and Wellbeing section of Management Discussion and Analysis	Negative
3	Environmental Footprint: Climate change	Risk	Extreme weather events due to climate change pose a physical risk of disruption to the company's operations, and the safety and wellbeing of its employees. Additionally, economic disruptions due to transition risks can impact the company's growth and profitability.	Kindly refer to the Enterprise Risk Management section in Management Discussion and Analysis.	Negative
		Opportunity	As TCS' customers respond to climate change actions, the company is seeing opportunities to provide technology-led solutions to help them achieve their sustainability goals.	Kindly refer the Enterprise Risk Management section in Management Discussion and Analysis	Positive

¹² GRI 3-2

¹³ GRI 3-3

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
4	Environmental Footprint -Water management	Risk	Water scarcity can impair the company's operations and disrupt business.	Employee education around saving water, more efficient use of water in campuses, Rain water harvesting, recycling of waste water.	Negative
5	Environmental Footprint -Waste management	Risk	Inadvertent non-compliance to existing and emerging regulations around recycling and the circular economy can result in economic penalties and reputation damage.	Reduction in waste generation, maximization of recycling and reuse.	Negative
6	Social Responsibility – Alignment with Local Communities	Risk	The business must be rooted in community and be aligned with the community's larger interests. Any adversarial relationship can hurt the company's ability to create longer term value.	Fostering local communities, job creation, skill development, supporting local relief efforts where required in times of crisis and paying taxes	Negative
		Opportunity	Structural interventions around generating greater interest in STEM education and STEM careers in the younger generation, can address talent scarcity issues in the future and help build TCS' brand reputation for alignment with local communities.		Positive
7	Corporate Governance – Board oversight, Conflict of Interest, Ethics, Risk and Compliance, Succession Planning	Risk	Strong corporate governance is core to achieving the organization's mission and any risks can undermine stakeholder trust, damage reputation and disrupt business.	Kindly refer to "Material aspects and TCS' approach to them" in Corporate Governance Report	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGs) released by the Ministry of Corporate Affairs has adopted nine areas of Business Responsibility. These briefly are as follows:

P1 Business should conduct and govern themselves with Ethics, Transparency and Accountability

P2 Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

P3 Businesses should promote the wellbeing of all employees

P4 Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized

P5 Businesses should respect and promote human rights

P6 Business should respect, protect, and make efforts to restore the environment

P7 Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner

P8 Businesses should support inclusive growth and equitable development

P9 Businesses should engage with and provide value to their customers and consumers in a responsible manner

Disclosure Questions		P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes										
1.	a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)¹⁴	Y	Y	Y	Y	Y	Y	Y	Y	Y
	b. Has the policy been approved by the Board? (Yes/No)¹⁴	Y	Y	Y	Y	Y	Y	Y	Y	Y
	c. Web Link of the Policies, if available¹⁴	P1 to P9: Tata Code of Conduct ¹⁵ (TCoC) P1: Whistleblower Policy ¹⁶ P2 – Sustainable Supply chain Policy ¹⁷ – P3 and P5 – Employees related Policies ¹⁸ P4 and P8: CSR Policy ¹⁹ P6 – HSE Policy and ESG Policy ²⁰								
2.	Whether the entity has translated the policy into procedures. (Yes / No)²¹	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.	Do the enlisted policies extend to your value chain partners? (Yes/ No)²²	Y	Y	Y	Y	Y	Y	Y	Y	Y

¹⁴ GRI 2-23

¹⁵ <https://on.tcs.com/Tata-Code-Of-Conduct>

¹⁶ <https://on.tcs.com/WhistleBP>

¹⁷ <https://www.tcs.com/sustainability-strategy>

¹⁸ HR policies available to employees on Ultimatrix, TCS Intranet

¹⁹ <https://on.tcs.com/Global-CSR-Policy>

²⁰ <https://on.tcs.com/Environmental-Policy>

²¹ GRI 2-24

²² GRI 2-23

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
4. Name of the national and international codes/certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	Y ²³	Y ²⁴	Y ²⁵	NA	Y ²⁶	Y ²⁷	NA	NA	NA
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.²⁸	N	N	N	N	N	Y ²⁹	N	N	N
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.³⁰	NA	NA	NA	NA	NA	Y ³⁰	NA	NA	NA

²³ TATA Code of Conduct

²⁴ iQMSTM, TCS' Integrated Quality Management System, comprehensively integrates the requirements and best practices of the latest industry models, frameworks and standards such as ISO 9001:2015, ISO 20000:2018, ISO 27001:2013, ISO 22301:2019, ISO 27701:2019, ISO 20017:2015, ISO 27018:2019, CMMI® DEV v 2.0 and CMMI® SVC v2.0; Health Safety and Environment Standards ISO 14001, ISO 45001; as well as industry domain specific standards such as AS9100 (Aerospace), TL9000 (Telecom) and ISO 13485 (Medical Devices).

²⁵ ISO 45001:2018

²⁶ TCS is aligned with international laws, principles, and norms, including those contained in the Universal Declaration of Human Rights, ILO Declaration on Fundamental Principles and Rights at Work, United Nations Guiding Principles on Business and Human Rights and are a signatory to the UN Global Compact (UNGC) since 2006.

²⁷ ISO 14001:2015, ISO 50001:2018

²⁸ GRI 3-3

²⁹ 70% Reduction in absolute Scope 1 + Scope 2 emissions (vs base year 2016), Net zero by 2030

³⁰ 25% Reduction in absolute carbon emissions Y-o-Y; Renewable energy use at 37.2%

Disclosure Questions
Governance, leadership and oversight
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)³¹ TCS has set forth its new carbon reduction goal to reduce its absolute greenhouse gas emissions across Scope 1 and Scope 2 by 70% by 2025 (over 2016 base year), and to achieve net zero emissions by 2030. The new goal is after having achieved the previous target of reducing its specific carbon footprint by half by 2020 (versus baseline year FY 2008), ahead of schedule. N G Subramaniam, COO & Executive Director, TCS³²: "Our net zero goal underlines our renewed commitment to environmental stewardship. To curb emissions and limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels, all organizations will have to reimagine existing business models and aim for sustainable growth. We are in a unique position to combine our purpose-driven world view with digital innovation to not only drive our own sustainability, but also partner with customers, civil society and governments to lead and shape solutions for a sustainable future," At the core of TCS' strategy to reduce its carbon footprint is improved energy efficiency through the addition of more green buildings to the company's real estate portfolio, reduction of IT system power usage, and the use of TCS Clever Energy™, which leverages IoT, machine learning and AI to optimize energy consumption across campuses. TCS' Vision 25x25 is a strategic lever that delinks TCS' business growth from campus expansion, and brings down emissions related to employee commutes and business travel. Other elements of the company's net zero aspiration include greater use of renewable sources of energy and carbon removal offsets. Environmental targets and achievements are part of Natural Capital section, which is on Page 31 of Integrated Annual Report.

³¹ GRI 2-22

³² <https://www.tcs.com/tcs-targets-net-zero-emissions-by-2030>

Disclosure Questions				
8.	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies). ³³	Name: Milind Lakkad Designation: Chief Human Resources Officer Telephone number: 022 67789999 E-mail id: corporate.sustainability@tcs.com		
9.	Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details. ³⁴	The Stakeholders' Relationship Committee (SRC) of the Board of Directors is responsible for decision making on sustainability related issues.		
		DIN	Name	Designation
		03611983	Dr. Pradeep Kumar Khosla	Chairman
		00008886	Keki Mistry	Member
		06365813	Rajesh Gopinathan	Member

10. Details of Review of NGRBCs by the Company:																			
Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency:Annually (A) / Half yearly (H) / Quarterly (Q) / Any other – please specify									
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9	
Performance against above policies and follow up action	Y	Y	Y	Y	Y	Y	Y	Y	Y	Q	H	Q	Q	Q	H	H	Q	Q	
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Statutory Compliance Certificate on applicable laws is provided by the CEO to the Board of Directors.									Quarterly									
	P1	P2	P3	P4	P5	P6	P7	P8	P9										
11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency. ³⁵	N	Y	Y	N	N	Y	N	N	N	Annual where applicable									

12. If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated: Not Applicable

³³ GRI 2-13

³⁴ GRI 2-9

³⁵ GRI 2-5

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as “Essential” and “Leadership”. While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

PRINCIPLE 1 Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. **Percentage coverage by training and awareness programmes on any of the Principles during the financial year³⁶:**

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	10	All	100.0%
Key Managerial Personnel	10	All	100.0%
Employees other than BoD and KMPs	17,969	All	98.5%

Note:

- All the principles laid down in BRSR are covered by TCS mandatory trainings and Tata Code of Conduct (TCoC), which is adhered to by all employees.

³⁶ GRI 2-17

- Awareness programs covering the applicable principles were held and attended by all respective committee members of the Board and/or the Board of Directors.
2. **Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity’s website³⁷:**

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	NIL	NIL	NIL	NA	NA
Settlement	NIL	NIL	NIL	NA	NA
Compounding fee	NIL	NIL	NIL	NA	NA

Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	NIL	NIL	NA	NA
Punishment	NIL	NIL	NA	NA

³⁷ GRI 2-27

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

Case Details	Name of the regulatory / enforcement agencies / judicial institutions
NA	NA

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy³⁸**

Yes. The TCoC contains guidelines on anti-bribery and anti-corruption. TCS is committed to upholding the highest moral and ethical standards, and does not tolerate bribery or corruption in any form. The policy is available on the company website at: <https://on.tcs.com/Tata-Code-Of-Conduct>

5. **Number of Directors/KMPs/employees against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption³⁹:**

	FY 2021-22	FY 2020-21
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	3 (Under fraud)	2 (under Fraud)

Note:

- Data specific to India. Cases pertain to employees in continued employment, where investigation by law enforcement agencies is underway, pending conclusion.

³⁸ GRI 2-23

³⁹ GRI 205-3

6. **Details of complaints with regard to conflict of interest:**

	FY 2021-22		FY 2020-21	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	NIL	NIL	NIL	NIL
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	NIL	NIL	NIL	NIL

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

Not Applicable

PRINCIPLE 2 Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

Amount in ₹ crore	FY 2021-22	FY 2020-21	Details of improvements in environmental and social impacts
R&D	2,242	1,917	TCS' investments in research and innovation have resulted in solutions like Envirozone™, Clever Energy and IP2™. TCS has been using Clever Energy for the last few years to reduce its energy consumption, and is now commercially selling it and the other two solutions to clients to help them achieve their sustainability goals. Additionally, TCS has been investing in building green campuses (IGBC certified). All of this, along with greater use of renewable energy has helped TCS bring down its carbon footprint by 66% versus base year 2016. ⁴⁰
Capex	2,964	3,139	

2. a. **Does the entity have procedures in place for sustainable sourcing⁴¹? (Yes/No)**

Yes. TCS' Sustainable Supply Chain policy and Green Procurement policy outline its commitment to making its supply chain more responsible and sustainable. The policies are available on our website:

TCS Policy	Web link
Sustainable Supply Chain policy	https://on.tcs.com/SSCP
Green Procurement policy	https://on.tcs.com/GPP

- b. **If yes, what percentage of inputs were sourced sustainably?**

100% of TCS' suppliers are covered in the responsible sourcing program.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste⁴².**

TCS is an IT Consulting Services and Business Solutions company and does not manufacture any products hence this question is not applicable to the company's operations. TCS has defined processes in place for reuse, recycle and safe end-of-life disposal for the products used in its operations. TCS conducts audit on waste recycling vendors for the safe disposal of e-waste, used lube oil, battery waste and other hazardous waste.

⁴⁰ TCS Energy Management Solution – TCS AR FY 2016-17

⁴¹ GRI 308-1

⁴² GRI 306-2