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Facts and Figures:

Total staff	214,770 worldwide (UK 5,090)
Locations	Operations are spread across 55 countries. Tata has 16 offices across the UK & Ireland
Sector	IT services, business solutions and outsourcing
Annual turnover	£5.3 billion (US\$8.2 billion) in 2011

Scoring from the Research:

 Primary Benefits	★★★★★
Monetary benefits including pay, pension, and share options	
 Secondary Benefits and Working Conditions	★★★★★
Non-monetary benefits like leave allowance, and flexible working conditions	
 Training and Development	★★★★★
The availability of function-related development initiatives and programmes	
 Career Development	★★★★★
Includes long-term career path development, talent management, succession planning, and performance management	
 Company Culture	★★★★★
Culture management – the policies and procedures that a company has in place to establish and nurture a healthy culture, e.g. diversity, CSR and social/networking activities	

Outstanding for:

- Investing in its people and their career development
- An ethical approach to work, its customers, employees and the external community
- Engendering a "make it happen" culture
- Excellence in service delivery
- Creating stakeholder value



Tata Consultancy Services (TCS) is part of Tata Group, one of India's largest industrial conglomerates and most respected brands. TCS provides IT-led business and outsourcing solutions to global businesses, with an enviable heritage and culture few firms can match. With more than 214,770 IT consultants in 55 countries, TCS offers an integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model. It reported revenues of US\$8.2 billion (£5.3 billion).

About the Organisation

Having been established in the UK since 1975, TCS today is well-placed among the world's top 10 IT consultancy firms, offering technology consulting, IT services and business process outsourcing. Across its network of 16 offices in the UK & Ireland, 5,090 consultants work with more than 159 enterprises in the commercial and public sectors. A noteworthy measure of the company's success is that its global customer base includes seven of the Fortune Top 10 companies.

On a consolidated basis, TCS has reported revenue growth of 24.3% year-on-year and most recently has surpassed US\$8 billion. Significant investments are being put in place through global competency centres, and it is focusing on key accounts, expanding UK centres of excellence, making use of partnerships and local skills, and offering end-to-end solutions to clients. TCS's global network delivery model (GNDM) is independently recognised as the benchmark of excellence in software development. "Across TCS locations worldwide, we believe in one standard and a one standard model," says Shankar Narayanan, country head, UK and Ireland. "Whether we work out of India, Poland or the UK, we believe in excellence in these standards through applying GNDM. It's the way we deliver high-quality services and solutions to our customers."

Last year saw the company reached several people-led milestones, including achieving Investors in People (Gold) »

status, which benchmarked TCS as the leading employer of choice. TCS UK also achieved 'Platinum-Plus' status from Business in the Community for its corporate responsibility index.

Company Culture

"All TCS employees are called associates," says Nupur Singh, HR head, UK and Ireland. "Our mission reflects Tata Group's commitment to providing excellence." Simply put, this means helping customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services. "It's to make it a joy for all stakeholders to work with us," Nupur states. Accompanying this are its corporate values, which are that it must be 'leading change'; have 'integrity'; show 'respect

for the individual'; demonstrate 'excellence'; and foster 'learning and sharing'.

To ensure this happens, management connects with associates regularly with business updates, giving everyone the opportunity to ask questions and have a voice in decision making.

The business has identified its top five HR priorities to be talent management, employee retention, cultural and organisational change, leadership development, and diversity. "Our objective is to create an environment that offers the best-in-class work culture that stimulates creativity and grows the entrepreneurial spirit," Nupur adds. But while these sound very corporate, there is also something far less



"The culture of learning here is fantastic, particularly with the policy of equal opportunities for everyone, and the mix of on-the-job training and e-learning facilities"

"Working with TCS has given me opportunities to explore a variety of work, learning, teamwork and growth projects and exercises. It has offered me continual opportunities to expand on what I do. The work is challenging and gives me the autonomy to be creative and innovative which makes it more interesting. All my experiences with TCS have contributed significantly to making me a more proficient and professional individual both in and out of the office environment."

Bradley Lanyon, 25
Human resources
(HR business partner and CSR)
First joined in 2008



"Whether we work out of India, Poland or the UK, we believe in excellence through applying our global network delivery model,"

Shankar Narayanan, country head, UK and Ireland

tangible at TCS: 'Maitree' - which means 'friendship'. There is an essence of TCS-Maitree that values people coming together and sharing the spirit of friendship in the TCS community.

Innovation and Creativity

For TCS, innovation is simply about maintaining market position – extracting value from ideas by bringing them to market before competitors do first. As such, the organisation has developed a systematic approach to innovation and an environment that fosters creative thought.

It is centred around the Tata Group's annual innovation contest, Tata Innovista, a platform for associates to showcase innovations and ideas. Anything can be presented – business processes, benefits to customers, business models, products, services, and so on, as well as anything to make society and the world a better place, such as initiatives to tackle global warming, climate change, quality of life, work-life balance etc.

In addition to this, TCS holds its own annual conference, which is heavily bent on nurturing innovation. It started out as an enabler of peer-to-peer learning, and is now going one step further, as a green conference handled virtually around the globe. "We encourage creativity and innovation daily within projects, where associ-

ates can create new processes and/or improve/develop existing processes to have an enhanced quality of output," says Nupur. "We also hold regular workshops devoted to developing lateral thinking."

Pay and Benefits

TCS's reward philosophy is very much holistic in nature, that is, it does not focus purely on being top payers in the industry, but includes investment in learning, growth and career development as an integral part of the reward philosophy.

Associates' package is a combination of salary, benefits and TCS's profit-linked bonus scheme, all of which are benchmarked annually to ensure it is in line with market rates for all associates. The performance element of pay is calculated against how individual objectives align with the organisations' through a balanced scorecard (BSC). Individual performance is assessed through a (digitised) appraisal process. Team performance is rated against a set goals and is measured through the BSC. The overall performance of TCS is measured against organisational objectives. Both hard goals and softer attributes (elements such as communication and teamwork) are factored in while evaluating the performance of an associate.

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Schools programmes are hugely important to Tata – as staff at Stepney Green School, East London, demonstrate

Across UK and Ireland, there's no singularly-defined percentage of pay that's variable for all associates. The objective of this discretionary performance-linked pay scheme is to reward the contributions made by each associate to the organisation's growth and success, depending on the role performed. Based on the overall financial performance of TCS during the year (measured as EVA – or economic value add), and the expected financial performance for the next year, a sum of money is allocated for distributing as performance pay.

Other benefits include non-contributory group personal pension, life insurance, childcare vouchers, private medical and dental care, and enhanced maternity pay.

Career Development

As TCS has an acknowledged global presence, and has invested in a range of technologies and practices, associates have the benefit of working on challenging assignments and a variety of roles in different countries and on the latest technologies. "We provide multiple options and guide associates to shape their career path to optimally blend personal, business unit and eventually organisation goals," says Nupur. He adds: "In their performance review and goal-setting process, associates can discuss and agree career directions, identify related train-

ing requirements and the benefits to TCS."

Each associate's role is tagged on the integrated competency and learning management system (iCALMS). More than 1,800 certifications are available to associates, divided under the umbrellas of technology, domain, processes and soft skills. There is an online library of 5,000 books accessible through the company's internal portal. All associates are encouraged to participate in conferences and seminars, as well as join professional bodies that can help augment their career growth. There's also encouragement to be part of leadership and executive management programmes sponsored by TCS.

As well as technical and domain skills, TCS provides lateral transfer and global rotation opportunities, so associates may gain a broader range of general management skills. Foreign language learning is encouraged through a combination of in-house and external programmes to enable associates to explore different cultures as part of their international experience.

Promotion is performance-driven and merit-based. Associates stretch themselves by taking on varied challenging roles. "We identify and support high potential people in the organisation with a culture of mentoring and coaching,"

says Nupur. "They are also awarded fast-track promotions depending on their performance, aspirations and career goals."

Corporate Social Responsibility

Since its inception in 1968, TCS has been committed to what it calls 'building society' and it drives actions in line with Tata's 143-year heritage of 'building the nation'. This includes funding initiatives that address the United Nations millennium development goals via the Tata Trust ownership of the company. Tata distributes some US\$70 million (£45.2 million) to good causes annually.

CSR in the UK is being directed in four areas: marketplace, workplace, community and

environment. The first involves driving ethical customer solutions and suppliers' supply chain management improvements. The second supports associates and families through programmes beyond legislation – TCS operates a proven diversity policy. The third involves working with the Department of Education to build UK talent in readiness for employment, such as through work placements and schools programmes. The fourth involves setting environment targets for 2011/12. These include reducing carbon footprint and waste generation by 10%, electricity and water consumption by 2%, and paper consumption by 10%. It also intends to increase its solar water heater capacity, and harvest rainwater. It has a target to reduce waste paper sent to recycling by 10%.



"Some of the softer aspects, such as having a diverse work environment, a recognition culture and a creative atmosphere, have meant that after spending six years here I still feel as motivated and driven as when I first joined"

"Everyday brings intellectually-stimulating challenges. The nature of the work is diverse and I'm in daily contact with some of the brightest people in many different sectors of the banking business process outsourcing world. This gives me the opportunity to make an impact early in my career. Individual development is multi-faceted, while there are structured learning management systems and programmes."

Nidhi Dalmia, 29
Banking and financial services BPO
First joined in 2005

