

**Project Report**

**“HR POLICIES FOLLOWED BY TCS DURING PANDEMIC”**

**Submitted to**

**Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur**

In partial fulfillment for the award of the degree of

**Bachelor of Business Administration**

**Submitted by**

**Akanksha Arun Mishra**

**Under the Guidance of**

**Dr. Aniruddha Akarte**

**G.S. College Of Commerce & Economics, Nagpur**

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**Academic Year 2020-2021**



**G.S. College Of Commerce & Economics, Nagpur**

**Academic Year 2020-2021**



**CERTIFICATE**

This is to certify that "**Akanksha Arun Mishra** " has submitted the project report titled "**HR Policies Followed By TCS During Pandemic**", towards partial fulfillment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he/she has ingeniously completed his/her project as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

**Dr. Aniruddha Akarte**  
**(Project Guide)**

**Dr. Geeta Naidu**  
**(Co-ordinator)**

**Place: Nagpur**

**Date:**

**G.S. College Of Commerce & Economics, Nagpur**

Academic Year 2020-2021



**DECLARATION**

I here-by declare that the project with title "HR Policies Followed By TCS During Pandemic" has been completed by me in partial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

**Akanksha Arun Mishra**

**Place: Nagpur**

**Date:**



## **ACKNOWLEDGEMENT**

**With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr.N.Y.Khandait, Principal, G.S. College of Commerce & Economics, Nagpur.**

**I am extremely thankful to my Project Guide Dr.Anjruddha Akarte for his/her guideline throughout the project. I tender my sincere regards to Co-ordinator, Dr. Geeta Naidu for giving me outstanding guidance, enthusiastic suggestions and invaluable encouragement which helped me in the completion of the project.**

**I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co-operation.**

**I would like to thank all those who helped me in making this project complete and successful.**

**Akanksha Arun Mishra**

**Place: Nagpur**

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# INTRODUCTION

**Introduction:**

Human resource policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people. They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc. They therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce.

A good HR policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment. A procedure spells out precisely what action should be taken in line with the policies.

Each organization has a different set of circumstances and so develops an individual set of human resource policies. The location an organization operates in will also dictate the content of their policies.

The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements. The establishment of an HR Policy which sets out obligations, standards of behaviour, and documents disciplinary procedures, is now the standard approach to meeting these obligations. HR policies provide frameworks within which consistent decisions are made and promote equity in the way in which people are treated. HR policies can also be very effective at supporting and building the desired organizational culture.

### **Some important functions of HR policies:**

Human Resource (HR) policies are meant to provide frameworks for an organization, within which consistent decisions can be made, and through which equity in the way people are treated can be promoted. The implementation of strong HR policies can help an organization demonstrate, both internally and externally, that it meets the requirements for diversity, ethics, and training required in today's workplace, and meets its commitments regarding regulation and corporate governance of employees.

HR policies set out obligations, standards of behaviour and document disciplinary procedures (among many other things). Their specific function can vary widely, including but not limited to:

- Providing clear communication between an organization and its employees regarding their condition of employment.
- Forming a basis for treating all employees fairly and equally.
- Setting and managing employee expectations.
- Establishing guidelines for supervisors and managers.
- Forming a basis for developing the employee handbook.



- Communicating the organization's goals and values.
- Creating a basis for regularly reviewing possible changes that affect employees.
- Providing a 'how-to' on how to apply policies across all levels of an organization.
- Forming a context for various programs, such as supervisor training programs and employee onboarding and orientation programs.
- Ensuring all policies are aligned to legal requirements and best practices.
- Creating a common and healthy working environment.
- Giving a clear picture of career growth in the organization.

**Scope of HR policies:**

Scope implies subject matter, the subject matter of human resource policies is as wide as the scope of human resource management.

In most companies, policies are formulated regarding various functions of human resource management which are as under:

**1. Employment:**

Policies concerning with recruitment, selection and separation of employees.

These policies should provide mandatory guidelines for:

- (i) Qualifications – Minimum hiring qualifications.
- (ii) Selection Devices – Dependence on various selection devices such as university degrees, tests, interviews, reference checks, physical examination, etc.
- (iii) Basis – Basis (length of service or efficiency) to be followed in discharging an employee.
- (iv) Sources – Preferred sources of recruitment.
- (v) Reservation – Reservation of seats for scheduled castes, scheduled tribes, handicapped persons, and ex-servicemen.
- (vi) Local Employment of local people and relations of existing staff.
- (vii) Probation – Probation period.
- (viii) Layoff – Layoff and retiring.

## **2. Training and Development:**

- (i) Attitude – Attitude towards training-whether it is regarded as a device to overcome specific problems or as a continuing relationship between superior and subordinate.
- (ii) Executive Development – Programmes of executive development.
- (iii) Orientation – Orientation of new employees.
- (iv) Objectives – Objectives of training.
- (v) Development – Opportunities for career development.
- (vi) Training – Basis of training.
- (vii) Methods – Methods of training-on-the-job or off-the-job.

## **3. Transfers and Promotions:**

- (i) Rationale – Rationale of transfer.
- (ii) Periodicity – Periodicity of transfer.
- (iii) Promotion – Promotion from within or outside the organisation.
- (iv) Seniority – Seniority required for promotion.
- (v) Weightage – Relative weightage to seniority and merit in promotion.
- (vi) Seniority – Seniority rights.
- (vii) Channel – Channels of promotion.

#### **4. Compensation:**

- (i) Evaluation – Job evaluation system.
- (ii) Wages – Minimum wages and salaries.
- (iii) Mode – Method of wage payment.
- (iv) Profit Sharing – Profit sharing and incentive plans.
- (v) Non-monetary – Non-monetary rewards.
- (vi) Executive – Executive stock option plan.
- (vii) Procedure – Procedure for getting payment.
- (viii) Condition – Whether to pay prevailing or more than prevailing salary scales.

#### **5. Working Conditions:**

- (i) Time – Working hours.
- (ii) Duration – Shift work.
- (iii) Breaks – Number and duration of rest intervals.
- (iv) Extras – Overtime work.
- (v) Leave – Leave rules.
- (vi) Safety – Safety rules and regulations.

## **6. Employee Services and Welfare:**

(i) Types – Types of services-housing, transportation, medical facilities, education of children, group insurance, credit facilities, purchase of company's products at discount, company stores, social security, etc.

(ii) Finance – Financing of employee services.

(iii) Motivation – Incentives to motivate.

## **7. Industrial Relations:**

(i) Grievances – Handling of grievances.

(ii) Trade union – Recognition of trade union.

(iii) Suggestions – Suggestions schemes.

(iv) Discipline – Discipline and conduct rules.

(v) Participation – Workers' participation in management.

(vi) Journals – Employees' news sheet and house journal.

# COMPANY PROFILE

**Company profile:**



Tata Consultancy Services (TCS) is an Indian multinational information technology (IT) services and consulting company, headquartered in Mumbai, Maharashtra, India and largest campus and workforce in Chennai, Tamil Nadu, India. TCS was founded in 1968 by Mr. J.R.D.TATA. As of May 2021, TCS is the largest company in the IT sector in the world by market capitalization of \$169.2 billion. It is a subsidiary of the Tata Group and operates in 149 locations across 46 countries

8 October 2020, TCS surpassed Accenture in market capitalization to become the world's most-valuable IT Company with a market cap of \$144.73 billion. On 25 January 2021, TCS again surpassed Accenture briefly, in market capitalization to become the world's most-valuable IT Company with a market cap of \$170 billion. The same day, TCS became India's most valuable company, surpassing Reliance Industries with a market cap of ₹ 12.55 lakh crore.[49].TCS is one of the largest private-sector employers in India, and the fourth-largest employer among listed Indian companies (after Indian Railways, Indian Army, and India Post).

TCS and its 67 subsidiaries provide a wide range of information technology-related products and services including application development, business process outsourcing, capacity planning, consulting, enterprise software, hardware sizing, payment processing, software management, and technology education services.[82] The firm's established software products are TCS BaNCS and TCS MasterCraft.[83]

### **Service Line.**

TCS' services are currently organized into the following service lines (percentage of total TCS revenues in the 2018-2019 financial year generated by each respective service line is shown in parentheses):

- Application development and maintenance (43.80%) value;
- Asset leverage solutions (2.70%).
- Assurance services (7.70%);
- Business process outsourcing (12.50%);
- Consulting (2.00%);
- Engineering and Industrial services (4.60%);
- Enterprise solution (15.21%); and



- IT infrastructure services (11.50%).[82]
- Cognitive Business Operations[84]
- Cloud Infrastructure[85]
- Automation and AI[86]

**Executive Leadership Team:**

Rajesh Gopinathan

Chief Executive Officer and Managing Director

Samir Seksaria

Chief Financial Officer

N. Ganapathy Subramaniam

Non-Independent, Executive

Milind Lakkad

EVP and Global Head, Human Resources

**Board of directors:**

N. Chandrasekaran

Non-Independent, Non-Executive

Rajesh Gopinathan

Non-Independent, Executive

OP Bhatt

Independent Non-Executive

N. Ganapathy Subramaniam

Non-Independent, Executive

Aarthi Subramanian

Non-Executive Director

Dr. Pradeep Kumar Khosla

Independent Non-Executive

Hanne Birgitte Breinbjerg Sorensen

Independent Non-Executive

Keki M. Mistry

Independent Non-Executive

Don Callahan

Independent Non-Executive.

## **Our Heritage and Values**

Established in 1968, Tata Consultancy Services has grown to its current position as the Fastest Growing Brand of the Decade in IT Services (Brand Finance) based on our outstanding track record, long-term partnerships, collaborative innovation and corporate responsibility.

We are proud of our heritage as part of the diversified Tata Group, which founded by Jamsetji Tata in 1868, is one of India's most respected institutions today. The Tata Group is a global enterprise today, headquartered in India, comprising over 100 independent operating companies. The group operates in more than 100 countries across six continents, with a mission 'To improve the quality of life of the communities we serve globally, through long-term stakeholder value creation based on Leadership with Trust'.

Tata Sons is the principal investment holding company and promoter of Tata companies. About 66 percent of the equity capital of Tata Sons is held by philanthropic trusts endowed by members of the Tata family.

Our mission reflects the Tata Group's longstanding commitment to providing excellence:

To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services. To make it a joy for all stakeholders to work with us.

**Our Values:**

Leading change

Integrity

Respect for the individual

Excellence

Learning and sharing

First set out in 2003, these Values continue to be as relevant as when they were first articulated and are lived everyday by our employees across the world in multiple ways.

## **Awards & Recognition**

### **Business Leadership**

- TCS was voted Overall Most Outstanding Company in India by investors across the region in Asiamoney's 2019 Asia's Outstanding Companies poll. Additionally, TCS was recognized as the most awarded company of the decade in India, for topping Asiamoney's investor polls the most number of times over the last 10 years
- TCS Interactive won the prestigious Red Dot: Best of the Best – Brands and Communications Design 2019 Award for its game, Marathon City: Sprint to Win, an inclusive, 3D simulation of the final stretch of the world-famous TCS New York City Marathon
- Rajesh Gopinathan honoured with the CEO Force for Good Award by the Chief Executives for Corporate Purpose (CECP) at its annual Board of Boards event in New York, 2019
- TCS' New York City Marathon App won Gold in the App of the Year category at the Best in Biz Awards 2019 International
- TCS won a Gold Stevie® and two Silver Stevies® for its innovative and highly popular Virgin Money London Marathon App, and related promotional campaigns in the community, at the 16th Annual International Business Awards, 2019
- TCS LATAM was named the Nearshore Trendsetter of the Year at the 2019 Nexus Illuminate Awards
- Recognized in DiversityInc's Top 50 Companies for Diversity in America, 2019, for its Investments and Efforts in Diversity and Inclusion, Leadership Accountability, Talent Programs, and Workplace Practices

### **Ranked**

- #22 on the Forbes 2000 list of the World's Best Regarded Companies in 2019
- Named the Fastest Growing Brand of the Decade in IT Services globally by Brand Finance.
- TCS' brand value crossed \$12.8 Billion in 2018, up 447% over the decade.

- Ranked #1 in the DQ Top 20 – a ranking of Indian IT companies that dealt with disruptive technology forces in FY 2018
- Ranked #1 for Customer Satisfaction for the sixth consecutive year in Europe’s largest independent survey of IT service providers, carried out by Whitelane Research in 2018.
- TCS’ #DigitalDirections campaign won two golds and one silver at the Communicate magazine’s 2018 Corporate Engagement Awards, for ‘Best Stakeholder Communications’, ‘Best Sponsorship Activity To Support or Develop A Corporate Reputation’ and ‘Best PR and external communications’
- TCS Analytics & Insights’ offering, DecisionFabric™ for Pharmacovigilance won the award for Usage of Technology for Operational Excellence at the CMO Asia Awards 2018

### **Intellectual Property**

- The TCS’ BaNCS Network Solution powered by Quartz Blockchain was named the Best Blockchain Breakthrough of the Year at the 2019 FTF News Technology Innovation Awards
- Digitate won the Best Overall AI Company of the Year award from AI Breakthrough, competing with 2,500 companies and startups in the AI sector from all over the world
- Digitate and ignio™ won four silver Stevies® at the 2019 International Business Awards, in the categories: Software Company of the Year, Most Innovative Tech Company of the Year and Fastest Growing Software Company of the Year. ignio™, won in the Software Defined Infrastructure product category
- Won the World Intellectual Property Organization’s (WIPO’s) IP Enterprise Trophy, 2019
- TCS Optumera™ won the ‘Best Application of AI in the Enterprise Category’ award at The Alconics 2018 from amongst 300 candidates and the Best Machine Learning/Artificial Intelligence Implementation Award at Cypher 2018

- TCS' R&I team won the 'Most Innovative Project of the Year' award along with the client at The European Software Testing Awards 2018
- As on September 30, 2019, the company has applied for 4,874 and been granted 1,121 patents

### **Partner**

- TCS was recognized as Oracle's HCM Cloud Partner of the Year for The Netherlands, 2019
- TCS Colombia won 2019 Microsoft Partner of the Year for DevOps and Alliance Global SI in Colombia
- Recognized for Excellence in Digital Transformation in the 2019 Pega Partner Awards, for developing and delivering digital process automation (DPA) solutions for clients within the financial services industry
- Recognized by Adobe as the Customer Success Partner of the Year at Adobe's India Symposium 2019

### **Sustainability**

- Named America's Most Community-Minded Information Technology Company for the second consecutive year, in the 2019 Civic 50 by Points of Light, the world's largest organization dedicated to volunteer service
- Won Company of the Year Award 2018 from the Canada-India Business Council for achievements in business growth and impressive corporate social responsibility initiatives
- Won Gold in the EcoVadis CSR Assessment 2018 for the fifth year in a row
- Recognized among Sustainability Leaders in the Dow Jones Sustainability World Index



# RELEVANCE OF STUDY/ PROBLEM DEFINITION

**Relevance of study/ Problem definition:**

The economic effect of the global pandemic (Covid-19) includes acceleration of the digitalisation processes.

Companies now need to immediately use digital platforms to enable access to jobs for their employees. Human Resource Management has an essential role to play in helping organisation to navigate in the situation of dramatic changes caused by the pandemic lockdown. This study assess TCS - An Indian multinational information technology and consulting company, cope up with the sudden changes in the working environment due to covid-19. The pandemic has changed the whole working process of many companies, which also effected employees mentally and physically. It is important for us to study how company changes the old policies so that they prevent dissatisfaction among employees and maintain a healthy environment for them so that this sudden change in situation does not effect their consistency. By maintaining the proper communication between the employees and the company helps them to engage employees in the work. Also it's important to know effect of change in environment on employees so that we can take measure to prevent them.

# NEED OF THE STUDY

**Need of the study:**

- 1) The purpose of this study is to know the response of TCS towards this global emergency.
- 2) This study will align the dynamism of HR practices and survival strategies for a sustainable future of the company.
- 3) As the organization mainly depends on the people, so it is important for us to know how they are affected by the sudden change in working environment.
- 4) It is important for us to know the activities carried out by the company to ensure the employee safety in this difficult time.

# OBJECTIVE OF STUDY

**Objective of the study:**

- 1) To know the new HR policies of the company that are followed by the employees during the Pandemic.
- 2) To know the effects of this sudden change in situation on employees of the company.
- 3) To know whether the employees are satisfied by the changes made by the company in the policies.
- 4) To know the steps taken by the company to maintain the safe working environment for the employees.
- 5) To know the work from home policy of the company.

# LIMITATIONS

**Limitations:**

- 1) Time limit is the major constraint.
- 2) The majority of the data used in the study is obtained from the website of the company and is assumed to be true.
- 3) This study does not contain questionnaire method.



# HYPOTHESIS

**Hypothesis:**

H0-

H1- There is no effect on this change in situation on employees.

H2- There is no steps taken by company to maintaining safe working environment.

# RESEARCH METHODOLOGY

**Research design:**

The research design used in this study is descriptive in nature. This study will tell us about meaning of HR policies, their importance, about the company, their values etc. Along with this , in this study we will get to know about how the lockdown affected the working of company, the measure taken by the company to maintain consistency, ensure employee engagement even in the difficult situation etc. In a descriptive manner. This research is done by observing the data collected from primary sources like website of the company and secondary sources like referring to the books, information in the other websites, etc.

# LITERATURE REVIEW

## Literature review:

The COVID-19 pandemic that originated in China in December 2019 has spread across the globe by now and will continue to proliferate in the foreseeable future. Apart from inducing panic and uncertainty amidst the general population about who the next victim will be, the pandemic has also significantly disrupted the way business works. New norms about working from home are changing the way employees and managers interact – which, for many, is a source of potential concern about what ‘business as usual’ will look like in the future.

The impact of Covid-19 on health, economies, and markets is an unfolding story that is complex and fluid in its ever-changing dimensions. One of the biggest visible impacts of the virus has been on the organisations and the nature of workplaces. As the coronavirus spread invisibly across the globe, nation after nation has declared lockdowns, and organisations have scrambled to comply with lockdown restrictions while striving to keep operations going.

COVID-19 has led and accelerated one of the greatest workplace transformations of our lifetime. In these turbulent times organisations are rediscovering their sense of purpose, innovating rapidly and getting closer to the communities. Mastering deep, meaningful and human connections with customers and colleagues/employees has become even more important to business leaders. Firms that invest in trust-building and emotional connect and kindness now, shall secure long-term loyalty and ethical allegiance of their employees.

With offices moving to home, there has been a fundamental shift in how we lead our lives and continue to do business. Fueled by smart technologies, artificial intelligence and mobile supercomputing, we are already seeing companies innovating rapidly to cope with the uncertainties ahead. Pre-empting the need for emotional support, finding unique

ways to connect with employees through virtual medium rather than physical or team-based approach has gained importance during these times

With plans to stagger the physical presence of employees in offices, fewer people in one confined space may not only mean fewer human resource issues but it will also mean need for innovative approaches to retain critical connect within teams as well as with organisations at large.

Agility, creativity, flexibility - these are the attributes demonstrated by HR in the lockdown scenario. As employees started logging in remotely, HR functions stepped up to transform brick-and-mortar offices into virtual workplaces almost overnight. Guidelines to ensure that employees could manage WFH seamlessly and securely had to be quickly defined and disseminated. In many cases, employees had to be supported with digital infrastructure - laptops, data cards - to ensure that business continuity could be maintained.

The coronavirus pandemic has increased the emphasis on the 'human connect' aspect of the HR function. Amid a rapidly unfolding health crisis, HR functions geared up to provide critical communication on safety protocols, hygiene practices, emergency numbers, list of hospitals, guidelines for quarantining and isolating, and much more. Many organisations went the extra mile to help employees handle stress by setting up online classes for employee wellbeing and motivation.

Employee safety became the prime concern, and HR teams partnered with other functions to define ways of ensuring safety and social distancing compliance at factories and plants that continued to operate. Regular disinfection of premises, offices, buses, and colonies has become an essential component of keeping employees safe. The procurement of masks, handwashes, and sanitizers was critical even though supplies fell low in the market.

The coronavirus crisis has helped shine a spotlight on the value that HR delivers in keeping employees engaged, motivated, safe, and productive. However, the WFH concept and minimal staffing situation are likely to continue for some time. The very nature of the virus and its transmissibility have made it clear that social distancing is going to be the new normal for at least a year. This implies that the pandemic situation will impact HR practices like recruitment, on-boarding, and learning and development. Recruitment will focus on tech-savvy talent who can perform better in a predominantly digital workplace. Processes for on-boarding new hires will have to change to become fully digital. Training and skilling will reconfigure for an online-only mode.

Some of the changes are exciting in their potential for transformation. In the appreciable future, HR will play a key role in redefining, perhaps permanently, the nature of the workplace. For instance, standard attendance and leave policies will no longer work. Organisations will have to place a higher degree of trust in the integrity and commitment of employees working remotely. WFH may impact decision-making structures because of the constraints of video meeting platforms. Smaller teams may be able to collaborate better and take decisions faster. In some ways, WFH may even be a blessing in disguise. Being able to work from home may help people to balance professional and personal issues better. It may enable more women and people with disabilities to enter the workforce.

Having larger remote workforces will push organisations to ramp up technology adoption and digitalization, enable dispersed operations, and collaborative functioning. As organisations get more comfortable with employees working remotely, the requirement for office space and fixed workstations may reduce drastically. Organisations may be able to leverage WFH concept to cut costs on real estate and brick-and-mortar infrastructure.

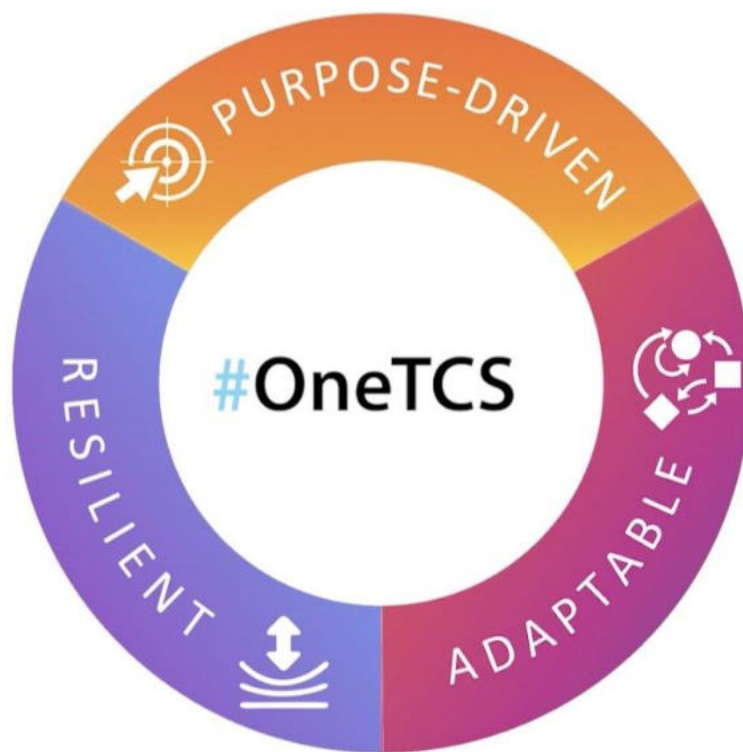
Many of these changes are already afoot, and organisations have been in a constant mode of reinventing practically every process and policy. The silver lining to this unprecedented health crisis is that organisations are finding new ways to become more productive with fewer resources. Doing more with less is the mantra in the post corona world. When



the world changed practically overnight with the coronavirus pandemic, organisations did too. The industry is watching the reinvention of the workplace happening before our eyes

# DATA ANALYSIS

**TCS response to covid-19 for their employees:**



The CEO and MD of TCS Mr Rajesh Gopinathan tells about the response of the company to the situation-

Over the past weeks and months, the COVID-19 pandemic has emerged as a significant and very global challenge that is creating disruption across the world. We strongly believe that all global challenges need global solutions. We are engaged with our employees, clients, partners, public institutions, and community organizations to rise to the occasion. As the world comes together to fight this, human endeavour and ingenuity will surely prevail over this crisis.

We must all be leaders –

I would like to thank our customers, partners, investors, industry colleagues, all my TCS colleagues, and their families for the tremendous cooperation and support.

In the face of adversity, I look to the strength of human ingenuity that lies within each of us. Beating this pandemic is our collective responsibility, not just as a company, but as human beings. The virus does not respect borders, cultures or ethnicities. As a global multinational company, by doing the right things, we are setting an example for all.

In this crisis, we must all be leaders and followers. I am backing human ingenuity and resolve over any virulence any day!

**The safety and well-being of our employees is our top priority**

Our priority has been to safeguard the health and well-being of our 446,000 associates in the 46 countries where we operate, while continuing to support mission critical IT backbones globally.

Early on, we took proactive measures like travel restrictions, cancellation of events and large internal meetings, and safe working environments and processes, which helped to minimize the impact. We launched a massive program to ensure business continuity using our Secure Borderless Workspaces™ (SBWS™) model, which allows TCS associates to work from home with support from minimal associates working from offices. The safety of our people is and will remain our foremost priority.

TCS continues to support mission critical technology backbones for leading global organizations, keeping them open for business

We are living in a world where technology is embedded in every aspect of our lives. As a leading technology provider, we are working with more than 1,000 organizations across the world to keep them up and running. We power the financial backbones of several countries, support some of the largest health care and pharmacy companies in the world, manage integrated systems – including online channels – for retail companies, and run technology for governments and public services organizations. The smooth functioning of all these organizations will be vital during a period of lockdown and social distancing.

TCS has been a pioneer in location independent work practices for the last 50 years. We proactively deployed collaboration platforms, cloud enabled infrastructure and robust security practices, which positions us well to deal with this unprecedented situation. Our clients have trusted TCS to manage their technology. We will continue to keep earning their trust by working together to navigate these difficult times.

Our group had pledged over US\$ 200 m to protect and empower all affected communities, working closely with governments and institutional partners

We are continuously engaged with government authorities, industry chambers and multilateral organizations to support them in ensuring the safety of communities, while keeping critical services operational. Governments in the countries where we operate recognize the IT sector as mission critical in powering functional economies. We are in touch with public institutions to ensure continuity on all fronts.

The Indian government, for example, is proactively acting to prevent a large-scale outbreak in the country. We believe this is the right approach, learning from the experience in Europe, East Asia and the US, and we are fully supporting the government in executing its social distancing program. We have proactively worked with the government to allow the IT industry exemption from the lock down orders to support critical service delivery across India, which will be needed during this period.

### **Turning situation into a big opportunity**

TCS has started a new phase of its cloud computing journey with an emphasis on being a cloud-first service delivery organization. The IT services major is experimenting with public, private and hybrid multi-cloud models, leveraging its partner ecosystem consisting of major hyperscalers.

“We also adopted Digital Core - a cloud-native architecture & related framework. This architecture gives us resiliency with on-demand, flexible and scalable computing capabilities, allowing our users anytime, anywhere access. Our approach is centered on hosting our applications on a multi-cloud setup. This investment in the cloud helped us to transition rapidly into a secure borderless operations model,” said Abhijit Mazumder, VP & CIO, TCS, told ETCIO.

TCS in fact is now even trying to make the concept of physical data centers redundant by moving completely to cloud. For the handful of applications that TCS might retain in its data centers, a 100% virtualized solution will be ensured that can play the role of an orchestrator in a multi-cloud setup.

“All of this was set in place well before Covid-19, enabling us to easily address the challenges caused due to the pandemic. As a perpetually transforming enterprise agile organization, our applications are upgraded continuously, and

we ensure that they are rejuvenated periodically with the latest technologies to meet the changing business needs of the organization,” he added.

This move is helping TCS manage its more than 4.5 lakh employees a lot better and adapt to a more location-independent working environment.

“The investments and innovations, such as the adoption of location-independent agile, cloud infrastructure, DevOps, cybersecurity and rigor in operations & business continuity helped us to run our business smoothly even during the pandemic that disrupted normal life,” Mazumder said.

At the same time, a shift to digital among global enterprises has also increased revenue opportunities for TCS, which hopes to improve its share of the global IT spending pie by turning itself into a more digital company. “Driving accelerated business value realization of our customers’ digital investments during this pandemic has resulted in broad-based revenue growth. A strong order book, a very robust deal pipeline, and continued market share gains give us confidence for the future,” he added.

According to Mazumder, the company’s rapid transition to work from anywhere in the face of COVID-19-induced disruptions was facilitated by its secure borderless workspaces (SBWS) operating model.

## GLOBALY NETWORKED TALENT CLOUD



### Secured borderless infra

Powered by hardened assets, secure remote connectivity options, network bandwidth management, cloud enabled infrastructure, Cyber Security Operations Centre



### Flexible work arrangements

Made possible by health, safety, and ergonomic guidelines, the ability to use BYoD (bring your own device)



### Remote delivery talent and collaboration

Nurtured through new set of roles, skills, engagement channels and collaboration platforms



### Digital work management

Implemented by superimposing TCS iQMS on digital platforms for defining, executing and governing the work and interactions digitally



This model enables remote access for employees, sets up a suitable cybersecurity framework and enables necessary project management practices and systems needed to ensure that work allocation, monitoring and reporting continues as normal.

“We were well on course towards a location-independent, digital workplace and the pandemic accelerated the transition,” Mazumder asserted. TCS’ investments in the multilayered endpoint security protection paid off in these trying times and ensured secure access to our data and network, enabling the seamless and secure transition to remote work.



“Our future IT strategy will leverage our modern digital workplace solution enabled by intelligence and insights driven by cloud-based applications available via desktop, mobile and smart personal assistants,” he added.

TCS relied on data analytics to ensure governance of service delivery and infrastructure availability, as it moved to SBWS delivery model at the beginning of the pandemic.

“We leveraged real-time dashboards to track enablement of our associates and their access to systems. To ensure business continuity for customers, we collected real-time data to actively address customer challenges. Even as we are slowly returning to work from office, we are using AI enabled platforms and dashboards to ensure associates’ safety,” Mazumder maintained.

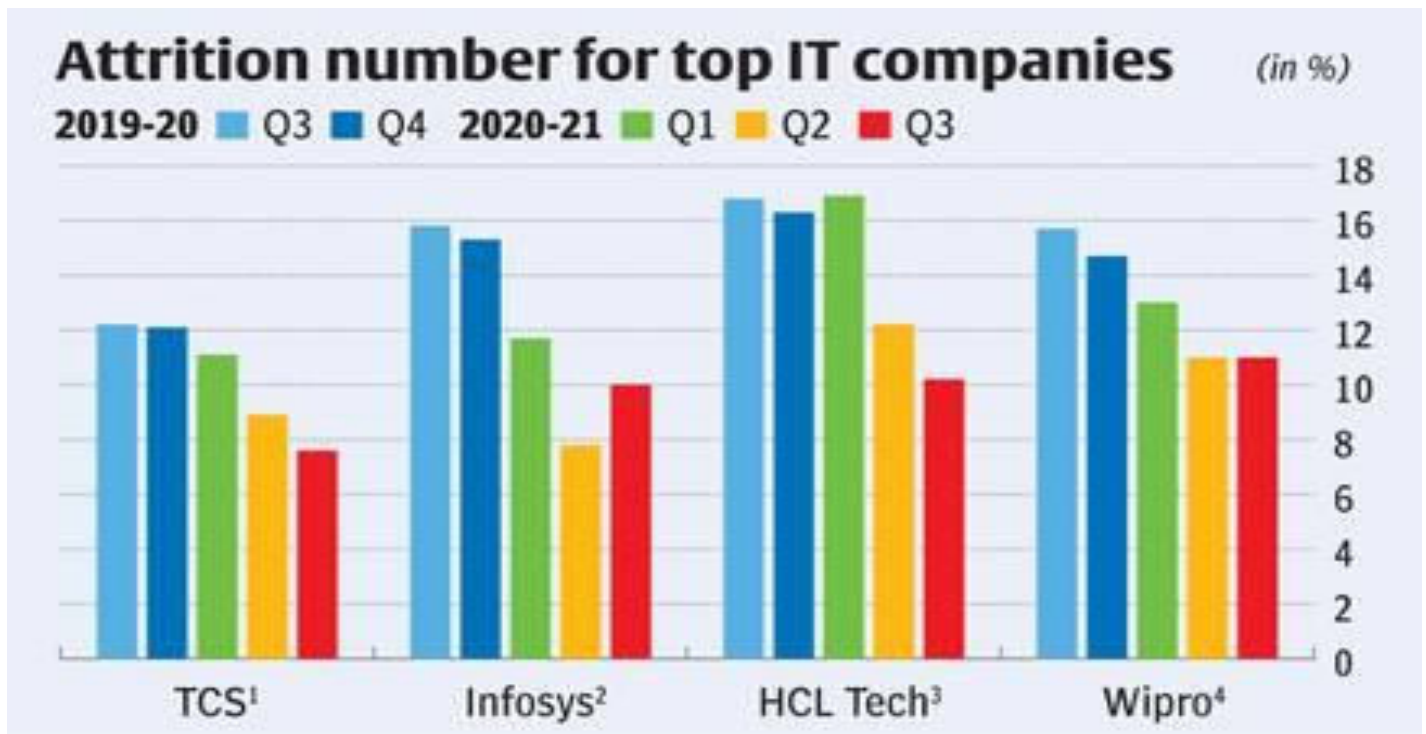
The IT firm depends extensively on its insights platform to track and analyze business processes as well as their interactions. TCS has established Global data platforms for critical business processes that collect operational data from the entire organization securely and present them as pre-built dashboards, customized to the requirements of various stakeholders.

“The insights generated from end-to-end visibility, access to the latest developments, and intuitive visualizations help in making strategic decisions and improve the effectiveness of execution plans. The integrated insights solution helps in ensuring data integrity across all stakeholders reducing communication gaps and lag time thus bringing agility in actions,” he said.

## Hiring and Onboarding Virtually

### Hiring:

Leading global IT services, consulting and business solutions organization Tata Consultancy Services (TCS), announced that its attrition rate dipped to a record low of 7.6 percent in the third quarter ended December 31, 2020.



1) Last twelve months, IT services; 2) Voluntary Attrition % (Annualised - IT services); 3) Attrition excludes involuntary attrition and digital process operations; 4) Voluntary trailing twelve months (IT services excluding digital, operations and platform)

In Q3 of 2020-21, its IT Services attrition rate (last twelve months) was at 7.6 percent, the company further said in a statement.

With a consolidated headcount of 4,69,261 people, the company added 15,721 new employees (net addition), as of December 31, 2020. TCS's diverse workforce comprises 147 nationalities, and women constitute 36.4 percent of the base.

Milind Lakkad, Chief Human Resources Officer, TCS, said, "Our sustained investment in organic talent development is now paying rich dividends, helping us support our business growth. We are also continuing along our journey to reimagine and transform the HR value chain, leveraging technology innovatively to digitize processes, virtualize interactions, and enhance responsiveness."

He further added that initiatives for entry-level hiring, training, and onboarding were so successful, that the firm is now rolling out similar models for mid-level hiring and incremental reskilling. All this has resulted in a superior employee experience, while materially driving up the throughput.

The firm's investments in skilling and developing its workforce, and the use of innovative training methods continue to bear fruit. Over 3,66,000 employees have been trained on multiple new technologies, and over 4,44,000 have been trained on Agile methods, the statement said.

During the company's media briefing after its third-quarter results, Lakkad revealed that 3.4 percent of the TCS employees are currently working out of office. This means that 4.53 lakh employees (over 96 percent of TCS employees) are currently working from home.

The Indian IT major has reported the strongest Q3 growth in 9 years despite Q3 being a seasonally weak quarter. It is this performance that is fueling its hopes for a double-digit growth even beyond FY22. In addition, the company's people culture and HR practices have made it the global industry benchmark in talent retention, helping it bring down the attrition rate.

**Virtually onboarding:**

TCS To Conduct Recruitment Exam Online in 2020; To Hire 40,000 Candidates

As we all know, exams have been delayed due to the coronavirus pandemic, which resulted in Tata Consultancy Services Ltd. to postpone its recruitment drive. The company is India's largest campus recruiter.

For recruitment, TCS conducts a campus recruitment test, the TCS National Qualifier Test (TNQT), which is one of the most popular examinations. It is conducted across 1800 technical institutions and about 40000 candidates were hired by the company last year. Not only has the exam been postponed, it will be also conducted online this year.

Every year, the TNQT is held in institutes and TCS iONcentres. The TCS iON examination platform has also been upgraded with several features incorporated into it, such as tools for digital proctoring and plagiarism detection, etc.



**Strong Technology Foundation – Backed By Tata Consultancy Services (TCS),  
one of the most trusted and valued brand**



## Virtual Onboarding Process For New Joinees At TCSBegun Already

As per Milind Lakkad, the chief human resource officer at TCS, hiring has been strong especially in the second quarter, given the substantial business requirements.

He said, “We have seen better hiring requirements come in this quarter, compared to the last few quarters. So, the business requirement has been very strong.”

He revealed that for the employees who will be joining this year, the company has already started the onboarding process virtually. He also said that the TNQT will be conducted in October, unlike every year when its held in September. He also confirmed that the number of employees to come onboard will be same as last year.

To be specific, Lakkad has predicted that about 17,000-20,000 freshers from the 2019-20 batches will be joining TCS.

Whereas, the rest of the new recruits will be joining over Q4FY21 and Q1FY22.

### **Training and upskilling:**

#### **The TCS Way**

The dawn of the COVID-19 crisis redefined “normalcy” into “new normal”. Offices and off-shore development centers (ODCs) have been replaced by remote and virtual workplaces thereby transforming the crux of work life into SBWS™ (Secured Borderless Work Spaces™). Learning & sharing being one of the core values TCS upholds and nurtures, a range of surplus learning platforms, extensive training programs, certifications to equip employees to deal with this new beginning are enabled by TCS Talent Development. The road to resilience and adaptability is becoming a lot less bumpy as we shape our employees into certified professionals and upskill their career journey via their learning. To be in line with the vision, we need to invest in digital learning and development and other training programs and upskill their workforce constantly.

With internally developed virtual learning platforms as well as partnerships with global leading online content providers, expanding our intellect is now just a few clicks away. These are coupled with exhaustive faculty-led programs in areas like development of first-time leaders , transformation of mid-level managers into growth and transformation leaders, coaching and finding your career and purpose, design thinking, and deep skilling technology programs through a complete virtual delivery mode.

When we come together as #OneTCS, mountains move. Working in SBWS™, saving time on commute, becoming more real-time and increasing productivity – all of these must come bundled with committing to upskilling ourselves. The start of this fiscal year saw our global teams competing with each other on innovative methods of engagement through learning - contextual to work, relevant to upcoming jobs and career progression. -, #LearnInLockdown was trending in no time! This involved 50K learning relays, learning for a cause, project academies, personalized digital marketing and ideas aplenty, executed in style.

Breaking our own learning records became a smart and effective way to tackle the current crisis and navigate to the post-pandemic era, with the motto being “Turning our lockdown into a Learning advantage”.

Gamified learning is a well-known and cherished practice at TCS Talent Development to boost our learning quotient with enthusiastic participation from our associates in our quarterly Global Hackathons. Associates from all countries with TCS presence log in to a cloud-based hack platform anytime in the duration of the day or 2-day event to participate in solving the business challenges thrown at them using a particular tech stack. Participants learn as they go during the hacks. In April 2020, we launched, a series of weekly two-hour energy-boosting capsule hack-a-thons envisaged as launchpads for all the uninitiated programmers who are yet to taste the hackathon experience. It’s an opportunity for all those associates to cast away their inhibitions and engage in an open, fear-free, friendly environment to experience a hands-on hackathon, across all key technologies. We are consistently maintaining a record 70% first timers who are participating in these launchpads and getting encouraged to participate in the next big one - all the time learning on the go!

Resilience is about thriving back from a situation. However, accomplishment is when we bring more power and energy. The launch of the Elevate program, which is curated for various levels linked learnings of associates to their careers.

Associates are now embracing SBWS™, investing their time effectively and focusing on their journey, as TCS has shown them the path to build a great career also by providing the best to our customers and business.

With a wide range of interactive and engaging learning platforms and measures, especially the #LearnInLockdown challenges and Hackathons, the results were phenomenal. After the first 1.5 months of SBWS™, TCS associates had clocked in over 4.2 million learning hours, acquiring 460k+ competencies, technical competencies encapsulating 47%, the remaining having up-skilled in leadership, behavioural and culture-based competencies across the organization. At the end of the quarter ending June 2020, while still in SBWS™, we have broken our learning records with 974K+ competences, 8.8+ million learning hours and greater than 20 average learning hours per associate.

### **Enabling Transformation through Upskilling**

While the pandemic has brought organizational functioning to a standstill, professional services firms cannot afford to compromise on workforce capability building – be it reskilling at the business unit-level or a company-wide aspirational transformation. Such upskilling can be enabled by alternate virtual learning solutions in current times, which will help firms accelerate their growth. Businesses that adapt learning programs to fast-paced business changes will gain a head start in transforming themselves in the post-pandemic.



## **Salary hikes:**

India's largest software services firm Tata Consultancy Services (TCS) has announced salary hikes for all its employees. The salary hikes would be effective from April 1 2021, the company said.

When contacted TCS spokesperson told Mint, "We can confirm that we are on track to give increments to all associates across our geographies effective April 2021, in line with our benchmarks."

"We are extremely thankful to all our associates for demonstrating resilience, adaptability, and an innovative mindset to steer the company in these trying times. This step is a reflection of our steadfast commitment to our associates," the spokesperson further added.

TCS has become the first IT Services company to announce increment for FY22. The IT behemoth is to give a second salary increment within six months, after announcing a hike in October last year.

Sources said that the IT firm had given out salary hike in line with industry norms In FY21 despite uncertainty due to COVID-19 and it will continues to offer promotions as per the regular promotion cycle.

According to the sources, "With FY22 salary hike TCS Employees will get around 12-14% average increment in six months time.

TCS reported 7% increase in net profit for the quarter ending 31 December, 2020 at ₹8,701 crore. The company benefited from greater demand for its cloud services during the COVID-19 pandemic.

This is the strongest December quarter growth in nine years, TCS said.

"Growing demand for core transformation services and strong revenue conversion from earlier deals have driven a powerful momentum that helped us overcome seasonal headwinds and post one of our best performances in a December quarter," Rajesh Gopinathan, chief executive officer and managing director at TCS, said.

## INDIAN IT INDUSTRY SHOWCASE BEST PRACTICES IN WORKPLACE WELLNESS

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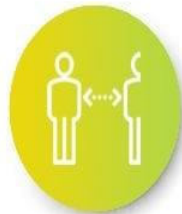
MAKING EMPLOYEE WELLNESS A SUSTAINABLE BUSINESS PRIORITY



TCS CARES COMES THROUGH FOR EMPLOYEES DURING COVID-19 WITH:



Weekly  
Wellbeing sessions



COVID-19  
specific support



Catering to diverse  
segments of the workforce



360-degree awareness and  
outreach approach



Creating an environment  
of trust and acceptance

In March 2020, when the pandemic was at its worst in most countries, everyone on the TCS HR team picked up the phone and personally spoke to all the 450,000+ associates to enquire about their well-being.

“You are the first person who has called me ... to simply ask me how I am and if I have access to basic necessities,” said an employee to the HR person that had called him during this initiative. It was a simple call but created for him a reassuring moment at a time of great uncertainty. TCS is all about its people and protecting their interest is an important part of our growth story in the last fifty years.

In fact, TCS leaders and managers avoid using the term "employee" because it restricts the relationship to being "employed" for a specific job, removing the camaraderie and goodwill that naturally grows in an environment that we nurture by design. We prefer the word "associate," as it points to someone who collaborates and works for a common goal. This shift in perspective, by itself, places the associate's needs, choices, and well-being at par with that of the organization.

Holistic well-being programs within TCS promote a healthier lifestyle, offer work-life balance, and take into account emotional health. It is a known fact that when people are in a state of well-being at work, they are motivated to realize their potential, be productive and creative, build positive workplace relationships, take on responsibility, manage their time better, and make overall meaningful contributions.

At TCS, talent management and employee well-being go hand-in-hand. Focusing on wellness in the workplace improves employee health and happiness and makes for a more vibrant, energetic, engaged, and creatively attuned employee. Well-being at TCS focuses not only on employees being productive within the organization but contributing to communities and society at large.

**Fit at Work, Fit at Home, Fit4Life:**

The IT Industry has caught a lot of flak for its sedentary nature. So, long before it could become a problem statement affecting its associates, TCS decided to do something about it, over ten years ago.

TCSers win marathons the world over and it is testimony to how much fitness is valued on an individual and collective level. Fit4Life – a special initiative focusing on employee outreach programs for fitness and physical well-being aims to

engage TCS employees using the pursuit of fitness as a common activity and goal. Some of these programs include community marathons, group bicycling targets, yoga certifications, and so on. The need for access to physical fitness routines became even more important given remote working, plus the closure of gyms and exercise groups during the months of lockdown in 2020. Since Fit4Life was available as a tool and online app to record activities, including yoga, zumba or any form of exercise. TCSers could continue to use it, despite the physical and social distancing. This, combined with the #OneTCS platform, has helped our fellow associates share notes on how they stay fit despite the pandemic and the lockdown.

### **OneTCS: Employee Engagement Beyond Boundaries:**

Communication and collaboration tools that have become household names, after the pandemic, no doubt have helped organizations connect. But we wanted to go further to ensure that the “withdrawal symptoms” of not having personal interaction at the workplace didn’t affect the emotional balance of our associates. After all, getting together on work-related team calls, albeit on video, is no match to the energy that a water cooler conversation provides.

TCS saw in a commonly used collaboration tool, an opportunity to engage associates across geographies, and #OneTCS was born. OneTCS was represented by way of a weekly digital bulletin updating TCSers not just about the pandemic, but also of how all of them, as a singular entity, were working together through the challenge.

Whether it was the story of an employee volunteering to produce masks for her community, or a group of employees in India feeding migrant labourers as they travelled back to the hinterland from the metros, or another TCS group that designed “fun days” as a way of showing gratitude to their frontline healthcare workers, stories of the OneTCS spirit were shared with regularity. Furthermore, an exclusive OneTCS infotainment channel was launched featuring fireside

chats with global celebrities from sports and entertainment, and discussions with well-being experts on how TCS employees could cope with and draw from each other's strengths during the extraordinary days of the lockdown.

TCS Maitree was started in 2002 with an aim to deploy corporate sustainability through volunteering for employees and their family members. "Radio Maitree", a live radio program was launched in 2020, following the pandemic. The platform was designed to reach out to TCS employees and their families as they tuned in to listen to their favourite songs, share personal stories and stay involved despite the isolation on account of the lockdown.

**TCS Cares: Sometimes it is okay not to feel okay :**

Whether it be work-related concerns, personal problems, or worries about what the future holds following the pandemic, everyone has been through a fair share of overwhelming moments in recent times. But ploughing through hurdles is how one develops resilience. Resilience has a huge impact on self-confidence and self-belief and vice-versa. Both feed off each other.

Although, it is challenging to support employees' mental health while the workforce functions remotely, – there are plenty of tools that TCS has designed for employees to take advantage of and to empower themselves and gain control of their mental health. A specially designed interactive session, TCS Cares, helps employees cope with mental health issues such as anxiety, as well as behaviours such as time management and so on. Timely and relevant interventions and offerings have been designed keeping in mind the specific needs of the continually evolving pandemic environment where stress and anxiety levels are particularly known to peak.

The TCS Cares umbrella brings under its roof one-on-one professional counselling sessions, self-help resources, peer group counselling, and employee wellness webinars that include expert Q&A sessions. The program has served as one of the most engaging employee-driven tools in the months following lockdown since March 2020 and the uncertainty it brought with it.

That we came out of the pandemic victoriously is not a matter of chance; a lot of effort and thought went into how we were going to emerge purpose-driven, and resilient than ever before, building on the belief that this was something we were going to tide over collectively. And we did.

## **Holding together:**

Covid-19 was more than a danger for Tata Consultancy Services (TCS). Its resources, assets and business, its 4.5-lakh workforce, were spread across 46 countries. The IT services giant moved quickly to bring the functioning back on track. The company first framed the Secure Borderless Work Space (SBWS) infrastructure to facilitate remote working, where all employees migrated to the digital work structure. Secondly, it announced it would not lay off employees and honour all job offers, including the 40,000 given to new graduates.

According to Chief Human Resources Officer Milind Lakkad, TCS is gearing up for growth, with a focus on employee engagement and morale. "Our sustained investment in organic talent development is now paying rich dividends, helping us support business growth," he adds.

This move towards borderless agile workspaces has been there even before Covid, and that helped the company shift its entire workforce to the work-from-home (WFH) mode without even a single day of delivery failure. SBWS was built immediately after Covid hit India, enabling remote access to employees and protecting them with a cybersecurity framework. The virtual workspace also ensures that work allocation, monitoring and reporting continues unobstructed.

At present, TCS has enabled remote working for 95 per cent of its employees and established Cloud-based governance of over 23,000 projects, enabling high volume of digital collaboration - 35,000 online meetings, 406,000 calls and over 3-million messages. Rajesh Gopinathan, MD and CEO, had earlier told BT, "We never thought of SBWS before Covid. But, like the saying goes, necessity is the mother of invention. When suddenly the rug got pulled from under our feet, we realised that we were already sitting on what was required. We only had to scale it up."



Meanwhile, the HR team has reimagined associate engagement with 'purpose orientation'. 'Engagement with Purpose' is a 360-degree programme across different areas- health and wellbeing, lifelong learning, career building, serving communities and social collaboration. Through this programme, the HR engaged with over 4-lakh associates during the last one year. Focus on physical fitness and emotional wellbeing through yoga, nutrition and home safety have been key drivers to ensure associate wellbeing globally.

For dealing with the pandemic, TCS has established a 24x7 dedicated medical helpline for employees. Besides, it had set up 11 first-line isolation centres for employees and their families within office premises in Chennai, Kochi, Mumbai, Pune, Kolkata, Hyderabad, Bengaluru, Delhi, Bhubaneswar, Indore and Nagpur. It also provided home healthcare benefits, besides arranging self-quarantine in partnership with hotel chains and hospitals. Considering that 80 per cent of TCS workforce is Gen Y, it launched OneTCS Channel for virtual townhalls with the CEO and senior leaders. It also hosted chess grandmaster Viswanathan Anand and astronaut Ron Garan, among others.

"We have leveraged collaboration platforms across geographies for bringing employees together. In addition, we conducted webinars for learning yoga and live cooking sessions. Virtual connect with families of employees and children has also invited tremendous response," says an executive. It also had sessions designed to help handle stress and maintain work-life harmony. "We are continuing with our journey to reimagine and transform the HR value chain by leveraging technology," says Lakkad.

TCS believes the new work order will be propelled by the establishment of highly-distributed, location-independent work models. There will also be the emergence of 'talent clouds'- a concept that pairs a business' talent needs with

people based anywhere in the world. It will pave the way to derive exponential value by maximising opportunities and embracing risks. In the last year, TCS has also built a merit-based transparent talent framework called Elevate for tighter linkage between learning, career and rewards.

“ There will also be the rise of multi-skilled experts . For instance, an expert would split his/her time across multiple projects” says the executive quoted above . “Reimagining the talent ecosystem to embrace the future of work and building resilient , purpose drive organisation will help us thrive I the ‘new beginning ”, he adds.

The company has rolled out new models for mid- level hiring ad incremental reskilling, on the similar lies as it did for entry level hiring, training and onboardig. TCS’ National Qualifier Test (NQT) has become an industry pioneer for entry level hiring, with over 3.5 lakh freshers evaluated in the safety of their homes. It also evaluated 1.3 lakh candidates are for lateral positions virtually. “All our recruits are trained and onboard virtually. They start working on project virtually nowadays. Over 85 % of them join TCS as ‘project ready’ “, says the executive. The company has built a pool of over 16000 Contextual Masters – who have knowledge on customers’ businesses, their functioning, business landscape, culture and people.

“

**Covid care services:**

Tata Consultancy Services (TCS) has announced an array of Covid-19 care services and benefits for its employees and their dependents to ensure their wellbeing. These include paid quarantine leave, 24x7 helpdesk among other things.

“Health and Wellbeing of our employees continue to be the primary focus for us. TCS has enabled benefits and services for all associates and eligible dependents during the Covid-19 pandemic. Some of these include, paid quarantine leave, 24x7 TCS Covid-19 helpdesk to seek any assistance required, 24x7 TCS Medical Hotline to reach doctors and TCS Cares services for counselling,” said a company spokesperson.

In order to extend quarantine and care facilities for its employees, the Mumbai-headquartered IT services company has set up Covid Care Centers across 11 cities in India and in many cities, arrangements have been made with hotels that have hospital tie-ups.

Health Insurance facilities are available for TCS associates and their families; while emergency medical financial assistance is also available for them.

“We are organizing Covid-19 testing camps in our offices to facilitate early detection to enable speedy treatment,” added the spokesperson.

TCS said it would source vaccine doses directly from suppliers.

“On the vaccination front, we have already initiated vaccination drives for our eligible associates and their dependents, both at our offices and through our hospital tie-ups across locations. Taking into cognizance, the recent directives of the government, we are working to further expand our in-campus vaccination drives in partnership with healthcare providers and suppliers,” said the spokesperson

**Future outlook:**

TCS has sought approval to build two new IT parks of 5 million square feet and lease another 1 million square feet, despite announcing a massive work-from-home plan

By reducing the office-going workforce to 25 per cent by 2025, TCS looks to use the vacant real estate space to house its laboratories and Research and Development (R&D) facilities, besides using it as modern-day workplaces for its employees. The IT bellwether, which has 4.5 lakh employees, will have a hybrid model and it means people will work remotely and virtually as well as in a office environment, said V Ramakrishnan, Chief Financial Officer of TCS.

Real estate will continue to be relevant for TCS, he said. "We are saying that in few years' time we believe that not more than 25 per cent of a person's time has to be spent in offices or not more than 25 per cent of people will be required in office at a particular time. It does not mean that somebody does not have to go to the office, everyone will go to the office but not for the same length of timeframe. They will be able to work remotely and virtually," he said.

"The facilities will also serve as modern day workplaces for our associates, and also house our laboratories and Research and Development facilities. So there will be requirement of offices," he added.

According to recent reports, the country's top IT services provider has sought approval to build two new IT parks of 5 million square feet and lease another 1 million square feet, despite announcing a massive work-from-home plan.

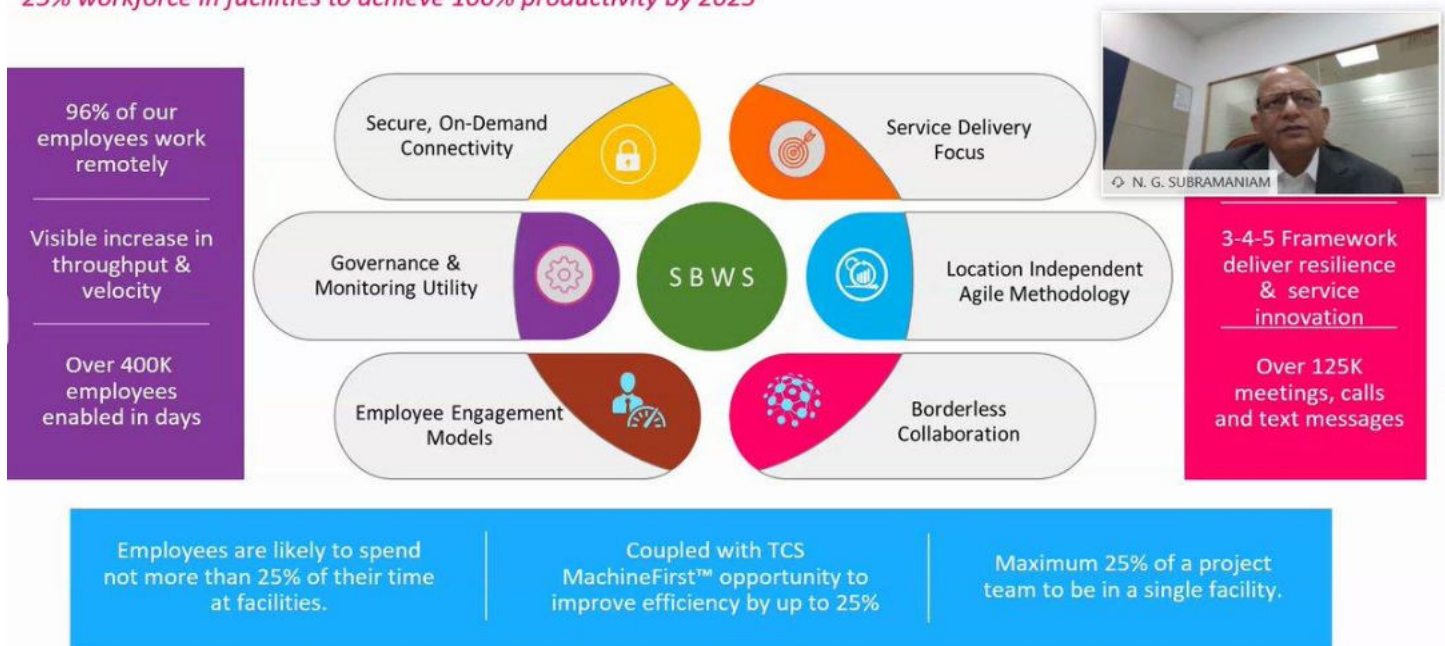
It was TCS which quickly implemented working-from-home plan for its employees with the onset of COVID-19 pandemic. From a highly centralised model, with large campuses accommodating thousands of employees, TCS was able to switch to a distributed delivery model, with 95 per cent of its 448,000-strong workforce enabled to work remotely, in a matter of days through their new operating model called Secure Borderless Workspaces (SBWS).

With the success of the SBWS model, TCS was also among the first to announce the 25x25 work model.

**25x25 model**

**25 x 25 – Operating Model for the New Beginning**

*25% workforce in facilities to achieve 100% productivity by 2025*



Explaining the company's 25x25 model, Rajesh Gopinathan said that by 2025, only 25% of the company's employees will need to work from the office premises and those 25% employees will also need to spend only 25% of their time at work. "Our customers are comfortable with this model and want us to take more work that others are not able to handle. This has given us the confidence to come out with a bold new Vision 25x25," Rajesh Gopinathan said.

# FINDINGS & CONCLUSION:



**Findings and conclusions:**

The pandemic have turned the traditional way of working into digital ways. This pressured organisation to focus not only on the future of business but also to focus on wellbeing of the employees. Here comes the need to change the old policies which was followed by business. This is the time to show your employees their importance in the company.

This study assess the HR policies followed by the TCS during the covid 19 era. From the above data, we found the steps taken by company in the early stages of lockdown. As said the company they had already started to make a system from which all the work can be done digitally even before the pandemic have helped them in many ways. Starting from secure borderless working system to training and hiring employees virtually and doing various fitness programs for the employees shows TCS efforts to maintain the wellbeing of the employees. Even though the profit of the company affected during the early stages but to focus on positive side, we can see in the data that the attrition rate of TCS was lowest among other companies. This can be the hardest thing to do but it's not impossible. The TCS way of working, ensuring the health of employees along with their families have shown us this can be done. By maintaining proper communication in every stage with the employees, solving their problems, being with them in the hardest time and the ensuring their physical as well as mental health help the company to overcome and coping up the new normal also will help them in the future.

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