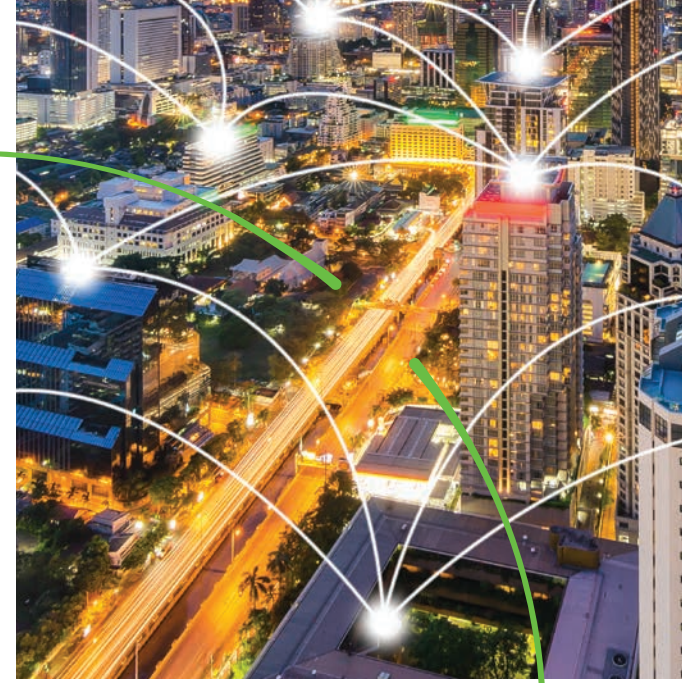


Scalable ^{impact} Sustainable Secure ^{ecosystems} solutions

Sustainable Development Report 2022





Contents

03

Introduction

- 04 About the Report
- 06 Sustainability Highlights
- 07 Who We Are
- 10 Message from MD & CEO
- 13 Awards and Accolades

14

Sustainability Management

- 15 Sustainability Strategy
- 18 Sustainability Journey
- 19 Sustainability Roadmap
- 22 Megatrends
- 24 Stakeholder Engagement
- 27 Materiality



Scalable Impact

- 29 Economic Performance
- 32 Diversity and Inclusion
- 36 Learning and Development
- 39 Health, Safety and Wellbeing
- 44 Community Development
- 53 Customer Experience and Loyalty

28



Sustainable Solutions

- 58 Climate Change
- 68 R&D and Innovation

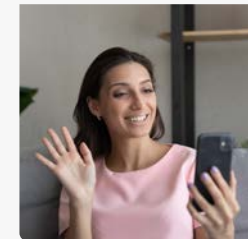
57



Secure Ecosystems

- 73 Corporate Governance
- 77 Risk Management
- 79 Human Rights
- 82 Data Privacy and Information Security
- 84 Supply Chain Management
- 87 Resource Management

72



92

Annexures

- 95 Independent Assurance Statement
- 99 GRI Content Index



Scalable impact Sustainable solutions Secure ecosystems

Digital technology plays a large role in enabling sustainability. The new competitive business environment is driven by myriads of opportunities allowed by hyperconnected ecosystems. The Internet of Things, networks, people, and machines transform outcomes that reimagine the landscape for individuals and organisations alike – in a radical and sustainable way.

At Tata Communications, we are working towards pushing the boundaries of innovation. By combining the forces of our scale and expertise, we are harnessing the creativity and thought leadership behind sustainable innovation across the ecosystem. Our portfolio of products, services and solutions has been uniquely designed to deliver new levels of performance, enabling our global customers with information and computing, to work smarter and harder in the evolving digital fabric.

Scalable impact - Our people and the relationships we build with the communities and customers are the foundations on which we grow and prosper. Through close collaborations with our employees, alliances, partners and communities, we maintain our social license to operate and create shared value for all. We have been at the forefront of delivering digital tools and services organisations need to lead their teams through unprecedented times, embracing partnerships to achieve more together and thereby create scalable impact.

Sustainable solutions - We believe that digitalisation and connectivity solutions are critical to addressing the world's most pressing issues, whether they are environmental, social, or economic in nature. Our innovation strategy blends proven ideas with inquisitiveness and cutting-edge approaches to find new ways to meet client challenges, increase efficiency and improve profitability.

Secure ecosystems - Our technology connects people and things, provides greater and better access to education, information, healthcare, and opportunity, and brings people, communities and businesses together. We believe the technology and services we provide enable both environmental and social benefits to individuals, industries, and communities that far outweigh any negative impacts. Our programmes support ethical business, a responsible supply chain, human rights, data privacy, and security which all underpin our trustworthiness.

For us, digital transformation is an engine for new processes, innovations, and business models. Sustainable products and solutions are at the heart of the transformation – which involves both technological and cultural changes – and are made even more efficient and durable with the aid of digital tools.



Approach to reporting

This is our third consecutive Sustainable Development Report. It outlines our approach to integrate sustainability into policies, structure, management and operations. The Report covers our sustainability journey, and provides insights into our strategies and sustainability performance. It also includes aspects that are material to our stakeholders and our business, with a focus on Environmental, Social and Governance (ESG) issues. Additionally, this year, we released our first Integrated Annual Report adopting the reporting framework designed and developed by the International Integrated Reporting Council (IIRC).



Integrated Report

Reporting period

The Sustainable Development Report for FY 2021-22 provides material information relating to our sustainability strategy, operating context, material aspects, performance, prospects, and governance, covering the financial year 1 April 2021 to 31 March 2022. Please note, some sections represent facts and figures of previous years to provide a comprehensive view to the readers and especially our stakeholders who are impacted by Tata Communications operations, such as our customers, employees, investors, and other stakeholders.

Reporting boundary

This Report includes sustainability performance data and information about the Company and its directly held subsidiaries (as referred to in our Annual Report). For all the material topics as per our materiality chart, the boundary shall include our global operations (America, Canada, Europe, India, and the Asia Pacific), exceptions being the performance disclosures on water, waste, labour management relations, indirect economic impacts and local communities that pertain to our operations in India only. All these aspects are material for Indian geography.

Materiality

The materiality assessment of this Report has been guided by the Global Reporting Initiative (GRI) Standards – Core option. This Report details our three strategic key sustainability pillars (People, Planet and Community) and reports our commitment and performance on human resource development, diversity and inclusion, learning and development, health, safety and wellbeing, human rights and compliance, customer experience and loyalty, supply chain management, climate change, resource management and environmental conservation and community engagement. It also covers key topics related to governance, economic performance, data privacy, information security, and R&D and innovation.

Targeted readers

This Report is aimed at sharing our sustainability commitment and progress towards material aspects and our ESG performance with our various stakeholders, including employees and contractors, investors, customers, business partners, suppliers, the communities, and the Government.



Approach to reporting

Our commitment to sustainability frameworks, guidelines, standards, and ratings:

Global Reporting Initiative (GRI)

This Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, with the core option following the principles of stakeholder inclusiveness, materiality, sustainability context, and comprehensiveness. It presents our stakeholder engagement process and key aspects identified by different stakeholder groups. Through effective engagement with our key stakeholders, we identify the material issues that impact our ability to value creation. This Report presents our sustainability performance relevant to the material issues identified for the reporting year. It explains the assumptions and/or exceptions while reporting on the GRI indicator standards, whenever required.

International Integrated Reporting Council (IIRC)

We have also reported and released our first Integrated Annual Report adopting the reporting framework designed and developed by the IIRC. This Report provides a succinct account of our performance from a broad perspective, and our value creation process in the short, medium and long term. It demonstrates how we create and retain stakeholder value through the intervention of various capitals that we deploy. This Report takes a forward-looking approach and elaborates on the opportunities and challenges faced by us.

UNGC and UN SDGs

We commit and adhere to United Nations Global Compact (UNGC) principles, Global Reporting Initiative (GRI), United Nations Sustainable Development Goals (UN SDGs), Indian National Voluntary Guidelines, Tata Group Sustainability Policy, and UK Modern Slavery Act.

ECOVADIS

Awarded a Silver medal in recognition of sustainability achievement. We have obtained a score of 55/100 with a 72nd percentile (which means our score is higher than or equal to the score of 72% of all companies rated by EcoVadis). This result also places us among the top 25% of companies assessed by EcoVadis.

Carbon Disclosure Project

Tata Communications received a B score rating that is in the Management band for implementing good practices in sustainability for climate change. This is higher than the Asia regional average of B-, and the same as the Media, Telecommunications & Data Center services sector average of B and the Company is amongst 45% of companies that reached the management level in sectors mentioned.



Reporting navigation

The report provides cross-referencing using the following navigation:



Related information can be found elsewhere in the Report



Icons for various stakeholders, strategy, material issues, risk, etc.

Stakeholder feedback

Your suggestions, views, and opinions allow us to further improve our reporting, please email your feedback to EOHS@tatacommunications.com

Mapping with the GRI and SDGs

We have mapped this report against the GRI Standards. You will also find SDG icons in the report, demonstrating how Tata Communications operations contribute toward SDGs.



Creating shared value for all

Scalable impact

21.70%

Diversity ratio



84

NPS

300+

Investor touchpoints



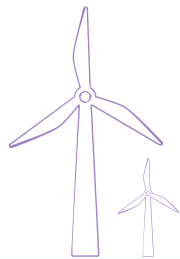
86%

Overall employee engagement score



92,269

Beneficiaries of CSR initiatives through the Global Employee Volunteering Programme (GEVP)



23 mn kWh

Renewable energy sourced

661,543 MTCO₂e

GHG emissions reduction for customers through green solutions

9%

Decrease in emission intensity as compared to FY 2020-21



Sustainable solutions

Secured ecosystems

46,116 KL

Water recycled



Zero

Concerns related to Human Rights issues including freedom of expression, privacy, etc. received in this reporting period



96%

Employees completed training on the Tata Code of Conduct





Driving digital transformation

We enable the world's leading companies to use cutting-edge digital solutions to stay ahead of the curve.

Tata Communications is a global digital ecosystem enabler that powers today's fast-growing digital economy to more than 190 countries and territories. We are empowering global businesses by transforming them with a digital fabric that stitches secure, connected, and digital experiences and builds a New World of Communications for them. We enable transformation by enabling borderless growth, enhancing product innovation and customer experience, improving productivity and efficiency, building agility, and managing risks. We are constantly innovating to drive the next level of transformation with our portfolio of core and next-generation connectivity services, collaboration and connected solutions, cloud and cybersecurity services and, media and entertainment services while embedding innovation, artificial intelligence and sustainability in our business strategy.

Vision



Deliver a New World of Communications™ to advance the reach and leadership of its customers as a global digital ecosystem enabler.

Mission



To enable enterprises to succeed in the new world of digital (technologies and business models) by being borderless and always available (to our customers and partners).

Shared ambitions



To achieve profitable growth and become a leading digital ecosystem enabler in the eyes of our customers, and the industry.

Core values

'Leadership with Trust' is our guiding principle. As part of the Tata Group, we believe in conducting ourselves with honesty and integrity, both within and outside the workplace.

Integrity

We will be fair, honest, transparent and ethical in our conduct; everything we do must stand the public scrutiny.

Responsibility

We will integrate environmental and social principles in our businesses, ensuring what comes from people goes back to the people many times over.

Pioneering

We will be bold and agile, courageously taking on challenges, using deep customer insight to develop innovative solutions.

Excellence

We will be passionate about achieving the highest standards of quality, always promoting meritocracy.

Unity

We will invest in our people and partners, enable continuous learning and building, caring and collaborative relationship-based on trust and mutual respect.



Driving digital transformation

Drive Ahead behaviours

1. Ownership and accountability
2. Collaboration
3. Can-do attitude and growth mindset
4. Being agile
5. Innovation and problem solving
6. Continuous learning and skill transformation

Service offerings



Voice and data services

We are one of the world's leading wholesale providers of data, IP and mobile signaling services. The Tata Global Network (TGN) and our investments in multiple group submarine cables enable us to provide smooth global connectivity services across all major business hubs.



Platforms, solutions and services

With a solutions-oriented approach, recognised managed service capabilities and cutting-edge infrastructure, we drive the next level of intelligence powered by our platforms, solutions and services. We help customers stay ahead of their competition by adopting digital transformation and implementing cutting-edge technology.



Products, solutions and offerings

Our strategy

Financial stress

Truly compliant



Fit to Compete



Fit for growth



Growth

Who

- Customer focus
- Segment focus
- Prime segment

What

- Product to platform shift
- Scalable and differentiated offerings

How

- Right operating mode with right costs and agility
- Delivering and monetising superior CX

Culture

Automation, innovation and AI at the core

- 1 Shift from skills to capabilities development

Sustainability at the core



6 key leadership behaviours

- 2 Great place to work + high employee engagement

Ownership and accountability

Being agile

Collaboration

- 3 Talent acquisition and management

Continuous learning and skills transformation

Can-do attitude and growth mindset

Innovation and problem-solving

Driving digital
transformation

Key facts

#1 Enterprise data and colocation services in India; wholesale voice provider sub-marine cable owner on-net mobile signalling (globally)

Leader in Gartner's Magic Quadrant for Network Services (Global) 2022 - 9 years in row

Top percentile of NPS® (among the best customer experience in the industry)

50+

Number of
individuals reached



30%

Global internet
routes carried by us



80%

Cloud giants are
connected to their
business through us



50+

Diverse nationalities



190+

Countries of operation



12,000+

Employees worldwide



240,000+

kms of subsea cable



~7,000+

Customers
(including 300 of the Fortune 500)





The digital future is a sustainable future



A.S. Lakshminarayanan

Managing Director & CEO

Dear Stakeholders,
All of us have emerged into the new world! A world that is more sustainable. A world where we are more conscious about being more caring and considerate to our People, Planet and Community.

Building a better tomorrow step by step has been our focus. We sharpened our focus on creating value for the business by continuing to build a company that is increasing agility, resilience, and becoming future ready. We believe technology is a key enabler of global growth and it is leveraging digital capabilities that help create sustainable solutions for customers, catalyse societal growth and climate action.

From conserving resources through our renewable energy capability and green tech interventions, to caring in countless ways for community, to driving greater diversity and inclusion in our ways of working, we are proud of how well we have intertwined sustainability into our business and how we are able to make a positive difference. For awareness and capacity building of our employees, we launched an e-module on "Sustainability & its business relevance" and had our employees collaborate, learn and

participate in digital and physical awareness activities on sustainability during the Tata Sustainability Month.

Scalable impact Sustainable solutions Secure ecosystems

As a socially committed Company, we rely on technology and innovation as a driving force for social and sustainable development for the greater good of all. Our commitment and passion ensures a sustainable transformation for our clients and a positive impact on our ecosystem. For us, the digital transformation is an engine for new processes, innovations, and business models. We continue to seek new ways to harness the power of technology, partnerships, investments, and policy to drive impact at scale and pace to help the world protect ecosystems.

For us, digital transformation is an engine for new processes

Greening the ecosystem

We constantly drive for our products and solutions to be less energy and carbon intensive, and as safe and secure as possible. With the UNSDGs at the heart of our sustainable programme, we are focusing



on reducing our carbon footprint and dedicating our reach and technology to help our customers transform their businesses while conserving resources and harnessing our digital enablement expertise, to drive community development. We achieved B score (management band) in CDP Response 2021.

We continue to provide and develop a variety of low-carbon products and services from our Network, IoT, MES, Cloud, and business collaboration streams to help our customers save energy and reduce their Green House Gas (GHG) emissions. This year we assessed the carbon reduction offered by products and services deployed in FY 2020-21 and mapped it with Tata Communications' operational GHG Emissions (Scope 1 and 2) in FY 2020-21. The study confirms that with the low-carbon products and solutions the Company generates carbon savings of approximately six times the emissions produced by Tata Communications' operations in FY 2020-21.

We saved our power consumption globally by approx. 6.2 million kWh in FY 2021-22 and are increasing our renewable energy footprint by extending our onsite solar installation (Bengaluru and Hyderabad) and off-site PPA agreements with renewable energy providers. Overall, we sourced approximately 23 million kWh (13%) of renewable energy globally and are working towards decarbonisation initiatives to transition towards Net Zero. We are working with our supply chain and value chain to help minimise our in-direct emissions. We reduced our fresh-water consumption by 9% by focusing on our 3Rs - Reduce, Reuse and Recycle strategy. As part of the water conservation programme, we



6.2 million kWh

power consumption saved globally

used innovative technology and equipment for optimal water usage, rainwater harvesting and upgradation of Sewage Treatment Plants to name a few.

People and culture

Our people are driving a culture of transformation for our Company from within and for our customers. To focus on our leadership members, we developed a programme - Leading from the Inside Out (LIO) - a foundational leadership development programme created for Tata Communications' next generation of business leaders. The objective of this programme is to support the efforts of the leaders to build and manage high performing teams, inspiring excellence, and by doing so, stewarding the organisation's future towards new and exciting opportunities.

As we continue on our transformation journey, we have outlined the next shift - "Drive Ahead" behaviours - for our teams enabling further growth and better results towards customer centricity and proven outcomes. Further, in order to make the organisation a great place to work, we initiated some interesting projects for our employees such as TalentCentral to promote holistic career development including internal career mobility and training basis the career path aspiration, AI Webinars, etc., to name a few.

At Tata Communications, having a diverse, engaged and productive workforce is an essential part of achieving our business strategy, and we have put in place best-in-class people practices. We continue to be recognised as Kincentric's best employer in India for the sixth year in a row, and certified as a great place to work, and best companies to work for across multiple countries where we operate. And, we have been recognised as the best companies for women in India, by Working Mother and Avtar Institute for the sixth consecutive year.

This year, we achieved zero fatality rate and an overall 9% decrease in the lost time injury rate (0.20 in FY 2021-22) and an increase in lead indicators. To make our facilities as safe as possible, we have developed an audit programme that combines external and internal audits. This regularly assesses and mitigates any risks to health and safety. This year, we conducted 817 internal audits against Mandatory Safety Standard, which is the Company internal H&S safety standard. All the audit findings were closed during the reporting year. As part of maintaining the ISO 45001 certification (16 facilities - 10 in India and 6 in international region), we also underwent the annual external surveillance H&S audit, which was also successfully cleared.





Improving lives

The benefits of the technology we provide to society far outweigh any potential negative impact. We connect the unconnected and support development of digital skills to close the digital divide and help access to opportunity. We provide the critical networks that can enable digital access to healthcare, education, employment, social services, businesses, and markets. This is the handprint our solutions leave on society.

During the year, we revised our CSR policy to integrate 'environment and sustainability' as a new area of our work. Under this, we will promote action on biodiversity, climate change, energy, and water. We have done this in recognition of the inter-connections between the 'Community' and the 'Planet' and the community's existence within the planet.

To protect the planet and at the same time help the communities, we have distributed smart cookstoves in three regions in rural India. These are helping reduce smoke and consume less fuel wood. With these cookstoves, we are aiming to offset approximately 9,945 tonnes of CO₂ every year, starting from 2023. For afforestation, we have started restoring green cover in a wasteland for 500 families in 61 villages by planting more than 125,000 fruit saplings assuring sustainable livelihoods to the people in these villages, developing a green ecosystem while offsetting carbon emissions and soil erosion. During the year, 680,409 people benefitted through various initiatives and the CSR spend stood at US \$1.46 million (INR 11.30 crore). In FY 2021-22, 61.4% of the total CSR budget was spent on Affirmative Action projects.

680,409

People benefitted through various CSR initiatives



Conducting business with integrity

With expanding opportunities come increased responsibility. For us, responsibility means earning and maintaining the trust of our customers, partners, and communities in which we operate. We have gained and maintained this trust through increased transparency and disclosures, as well as efficient operations. We believe in doing business with honesty and integrity. In February 2022, we celebrated Ethics Week, a platform for all our employees to participate in a range of ethics and compliance related activities and to understand our policies and processes better or use them as a guide for some ethical dilemmas we might face as we conduct our business. Throughout the year, 96% of employees completed training on the Tata Code of Conduct and the Global Dignity in the Workplace policy imbibing elements of Human rights, Privacy, Anti-corruption, Freedom of expression, and others.

At Tata Communications, we are committed to doing our business the right way, applying best practices, and continuously assessing our performance against financial and non-financial parameters. In FY 2021-22, our revenue stood at US 2,245 million (INR 16,725 crore).

Our EBITDA for the year stood at US \$567.3 million (INR 4,227 crore) and Profit after Tax at US \$199.3 million (INR 1,485 crore). The Board of Directors recommended a dividend of US \$0.28 (INR 20.70) per share.

We are also being recognised for our efforts in fostering sustainability and community linked initiatives. We were the winners of the Golden Peacock Global Award for sustainability for the year 2021, Grow Care India Energy Efficiency Awards 2021, and were also recognised by Business World, as top 10 most sustainable companies in India.

We are continuing our transformation journey to solidify our position as a digital ecosystem enabler—a digital fabric on which our customers can build secure connected digital experiences. We want to build a strong and profitable company now and in the future by connecting our portfolio, customers and sustainability. Technology is playing an increasingly important role in all our lives. That means we have a responsibility to act in ways that benefit people and the environment. We are proud of the progress we have made on our ESG initiatives but remain steadfast in our mission to do more. I thank the Board for its guidance and express my heartfelt appreciation to our shareholders for their continued belief in our abilities and unwavering support for all our endeavours.

Regards,
A.S. Lakshminarayanan
Managing Director & CEO



Celebrating every triumph



Employee-centric

Great Place to Work® as one of the 'Best Workplaces™ in Greater China' for the third time

USA and Canada have been certified Great Place to Work® for the fourth year in a row

Tata Communications Hong Kong has been certified Great Place to Work® for the fifth year in a row

Great Place to Work® in India for the fifth year in a row

We are among the Top 50 - India's Best Workplaces™ for Women 2021

Tata Communications is among the Economic Times's 'Best Organisations for Women 2022'

We are among 'Kincentric Best Employers - India 2021' for the sixth year in a row



Sustainability

Tata Communications India receives Golden Peacock Global Award for Sustainability-2021

Recognised among the Top 10 most sustainable companies by Business World of India

'Grow Care India Energy Efficiency Awards 2021' in the Platinum category by Grow Care India

Awarded 'The Economic Times Sustainable Organisations 2022' for adopting Valuable Sustainable Initiative



Customer-centric

Won the prestigious silver medal at Stevie Awards for 'Best use of technology in customer service in telecommunications industries.' This is our second consecutive win at Stevie Awards

Industry recognition for our IZO™ Private Cloud case study by Information Services Group (ISG), a leading global technology research and advisory firm

Tata Communications receives 'Highly Commended' title at 2021 Engage Awards, Europe

Legal Department is a winner at the ALB (Asian Legal Business) India Law Awards 2021 in the Technology, Media, and Telecommunications In-House Team of the Year Category

Enterprise network transformation provider

Best enterprise managed security services provider

Cloud service provider and cloud technology

Awarded 'Leader' position by Avasant, a leading management consulting firm, in its report titled 'SD-WAN Managed Services 2021-2022 RadarView™'



Sustainability Management

While 'Delivering a New World of Communications', we have embedded sustainability at the core of our business strategy. By linking everyone to a digital ecosystem, we are using the enabling power of technology to minimise environmental harm, to help our customers optimise their resources and to empower communities by extending capabilities.

In this section

[Sustainability Strategy](#) >

[Sustainability Journey](#) >

[Sustainability Roadmap](#) >

[Megatrends](#) >

[Stakeholder Engagement](#) >

[Materiality](#) >





Integrating ecosystems and solutions, driving impact

We work to have a lasting positive impact in the form of value for our stakeholders (employees, customers, investors, etc.), and aim for the social and environmental change that makes our stakeholders proud of us. This is only possible by keeping our efforts focused on delivering sustainable operations.

Sustainability approach

Sustainability is central to our operations, while 'Delivering a New World of Communications.' By connecting our ecosystems and technology together, we enhance our environmental footprint, help our customers optimise their resources, and empower communities by extending our capabilities.

At Tata Communications, sustainability is built on the premise that positive economic results are possible, when we effectively manage our ESG activities.

We take responsibility for the impacts of our internal operations by:

1

Choosing approaches that are least likely to impact the environment

2

Providing an inclusive and equitable workplace for our employees

3

Actively volunteering and engaging with our communities

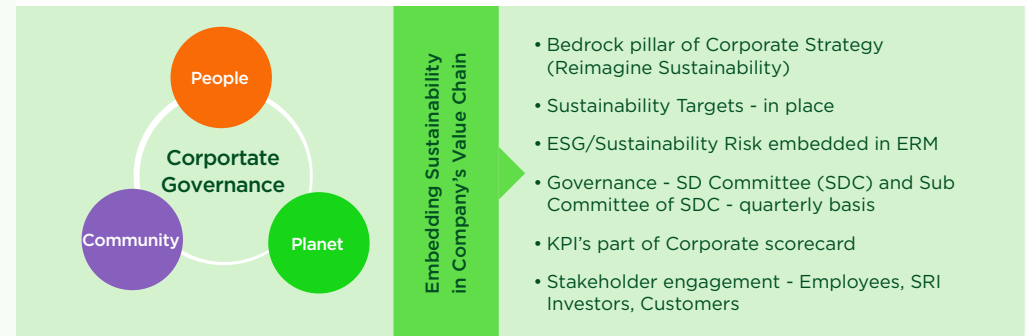
4

Committing to ethical business behaviour

Sustainability Strategy



Our sustainability strategy sits and corresponds to three key pillars - People, Planet and Community, around robust Corporate Governance.



In sync with the SDGs

Our programmes are a natural extension of our core business competence, and a vision of a connected society. The programmes are aligned with the UN SDGs in policy and practice. The SDGs recognise information and communications technology (ICT) as a 'means of implementation' for all the 17 SDGs. Tata Communications, being a digital ecosystem enabler, realises that it is imperative to contribute to the global goals for sustainable development. We have prioritised and mapped direct and in-direct SDGs, based on the risk, relevance, and our contribution as an organisation, and are working diligently towards achieving these goals.



We have been progressing well on all these goals, and you will find more information on all goals we contribute directly and indirectly to, in addition to further information on our key initiatives in this Report.

Integrating ecosystems and solutions, driving impact

SDGs Initiatives



- Established targets for no fatalities and reduction in Lost Time Injuries (LTI) rate
- Developed several IT-based solutions to ensure the health, safety, and wellbeing of employees
- Designed workplaces with ergonomic comfort, safety, and security of the workforce in mind
- Provided access to quality healthcare services in rural areas



- Tata Communications Learning Academy is a one-stop-shop for learning and upskilling
- Formulated policies for continued learning of employees, such as the Global Certifications Policy, Education Assistance Policy, etc.
- Transformed public education ecosystems through digital enablement, mentorship for learners, and engagement of youth leaders and local education officers



- Worked towards building an inclusive culture, creating a diverse talent pool, and enabling policies and infrastructure
- Implemented various women development interventions, focused interventions for people managers and senior leaders, and the flexi-work programme
- Emphasised on training young girls and women as part of CSR



- Incorporated renewable sources in the energy mix

SDGs Initiatives



- Ensured satisfaction, motivation and retention of the best talent. Designed compensation and employee benefit schemes to be competitive within the respective geographies, where we operate in
- Formulated 'Global Dignity in the Workplace Policy,' which ensures respect for all individuals without any bias, and made it applicable across all geographies
- Employability and sustainable livelihoods projects are a thrust area in CSR



- Launched IoT offering to provide smart solutions and insights to real-world problems
- Identified and planned 100 innovation initiatives, including 50+ AI initiatives, with a strategic focus on creating capabilities of the future, to serve the jobs of tomorrow
- Collaborated with universities on technology and business research



- Our technology-enabled social interventions and CSR initiatives seek to connect and empower our communities
- We offer low carbon products and services under IoT, MOVE and Mobility, unified communications, and cloud and managed hosting services of our Company, which help the customers make the cities and communities sustainable



- Implemented energy efficiency projects at facilities and power usage effectiveness improvements at data centres
- Assessed GHG emissions at the customer end to identify reduction initiatives

SDGs Initiatives



- Established targets to reduce water consumption, and banned single-use plastic in facilities
- Implemented technology-driven interventions to reduce water and energy consumption



Taking note of India's national priorities and policies, the launch of the new CSR strategy, 'CSR Reimagined,' has expanded the scope of our CSR intervention, which reflects the spirit of the SDGs, aligning all efforts at Tata Communications to complement the action on the following 7 SDGs in accordance with the Company's vision and ambitions:



Integrating ecosystems and solutions, driving impact

Sustainability governance

To anchor sustainability strategies and targets within the organisation, we have sustainability governance bodies. Our objective is to maximise economic value, while meeting environmental and social expectations. Thus, strong profitability is crucial to continue investing in environmental and social aspects, which in turn contributes to long-term value creation. This year, to further strengthen Board-level oversight on safety and sustainability affairs, the Board of Directors of Tata Communications Limited, at its meeting held on 21 April 2022, expanded the scope and remit of its existing CSR committee and renamed the same to the CSR, Safety and Sustainability Committee. The Committee is chaired by a Non-Executive Director, and includes another Non-Executive Director, along with the MD & CEO as its permanent members. Apart from its other mandates, the Committee reviews and monitors the business risks and opportunities with reference to sustainability, and also oversees the progress of business sustainability and aspects related to occupational health and safety (OHS), climate change, resource conservation, employee engagement and development, sustainable supply chain management, and human rights (privacy and freedom of expression, etc.).

Sustainability governance structure

CSR, Safety & Sustainability Committee (Board Level)

- Board-led committee to review and monitor business risks and opportunities with reference to sustainability
- Encourage, assist, support and counsel management in developing short- and long-term goals, initiatives and standards pertaining to sustainability, OHS, climate change, resource conservation, employee engagement and development, sustainable supply chain management, and human rights (privacy and freedom of expression, etc.). and environment
- Investigate, or cause to be investigated, any extraordinary negative sustainability, environment, and OHS performance which can impact 'Tata Communication' brand/reputation, as and where appropriate

Sub Committee of SDC

- CHRO and EOHS & Sustainability Head chairs the meeting (Quarterly)
- Involving cross functional representatives from EOHS, HR, CSR, Customer/product, SCM, International Operations and more
 - » Oversees the progress on business sustainability and aspects related to stakeholders
 - » Reviewing and assessing progress of objectives and targets related to sustainability performance

Sustainable Development Committee (SDC)

- MD & CEO chairs the Sustainable Development Committee (Quarterly)
- Role is to advise the Company and its Board in meeting its responsibilities in relation to matters of 'Sustainable Development'
- Overall guidance along with reviewing and integrating sustainability priorities and commitments with the business strategies, risk and opportunities
- Providing guidance and recommending policies and initiatives with clear commitments for effective sustainable development

Management Review Committee

- EOHS & Sustainability Head chairs the meeting (Annually) as part of ISO 14001 and ISO 45001 Standard
- Involving Management Representative and cross functional representatives
- Review Company's Health & Safety and Environment management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness
- Quarterly reviews by Management Representatives (required as per ISO 14001 and ISO 45001 Standard)

Existing CSR, Corporate Service, HR, SCM and Business Committee's continue to operate separately



Making progress, Sustainable way.

FY 2016-17

- Implementation of OHS programme (mandatory safety standards, work permit programme, and H&S management systems) based on identified risks, hazards and compliances
- Implementation of environment management system (ISO 14001)
- Learning and capacity building initiatives like videos and focussed trainings and webinars

FY 2017-18

- Formulation and roll-out of sustainability framework
 - » Maiden materiality assessment exercise
 - » Stakeholder identification, prioritisation and engagement
 - » Formulation and roll-out of sustainability approach and strategy
 - » MIS and KPI identification and roll-out
- Support to business via training and capacity building programmes

FY 2018-19

- Introducing and formalising sustainability governance mechanism- sustainable development committee (SDC) and subcommittee of SDC
- Identification and rolling-out of policies, standards, and guidelines on key materials aspects
- IT enablement of EOHS and sustainability processes
- Engagement and capacity building on sustainability via Tata Sustainability Month (June) and DRIVE week

FY 2019-20

- Formalising short-term (3 years) sustainability objectives and targets for the identified material aspects
- Revisiting materiality assessment
- Mapping and prioritisation of UN SDGs
- Release of maiden Sustainable Development Report based on GRI standards

FY 2020-21

- Sustainability identified as a bedrock pillar of corporate strategy
- Sustainability KPIs introduced as part of 'business corporate scorecard'
- Integration of ESG into the enterprise risk management process

FY 2021-22

- Board level committee and oversight on safety and sustainability
- Launched an e-module on sustainability and its business relevance
- Roll-out of sustainability supply chain framework
- Released maiden Integrated Report



Sustainability is in our DNA

Our sustainability roadmap has been formulated based on the inferences we gathered from the materiality assessment and stakeholder engagement processes. We are continuously updating our targets with long-term, ambitious goals as per our materiality matrix.

Key pillars

* FY 2022-23 targets

* FY 2021-22 performance



Zero harm

Zero fatal accidents

Zero fatalities

Zero fatalities

Loss time injuries (LTIs)

50% reduction
(w.r.t FY 2019-20)

11 LTIs
(26% reduction w.r.t FY 2019-20)

Health and safety management system

All major facilities to be externally certified on occupational health and safety (ISO 45001:2018)

10 facilities in India successfully cleared surveillance audit, and 2 new facilities to go for certification audits in Q1 FY23

New Target: Implementation of Integrated Management System (IMS), integration of H&S management system, and Environmental Management System (EMS)

Nurturing human capital

Gender diversity

Increase in gender diversity to 23%

21.70%

Great Place to Work certified

Become a Great Place to Work in all major geographies
(6 countries - India, Hong Kong, USA, Canada, Australia, and Singapore)

Won Great Place to Work certification in 6 countries - India, Hong Kong, UK, Singapore, US, and Canada

Average learning hours

People development and skills enhancement – average 7 learning person-days/year

6.64 learning person-days/year achieved





Sustainability in our DNA



Key pillars

✳️ FY 2022-23 targets

✳️ FY 2021-22 performance

Climate change

Increase in use of renewable energy	65% increase in renewable energy (RE) procurement (w.r.t FY 2019-20) for India (non-IDC operations)	45% increase in RE capacity from FY 2019-20
Energy consumption	7% Y-o-Y power consumption reduction by enhancing energy efficiency for India	5.57 MU energy saved (100% of FY 2021-22 target)
Carbon abatement at the customers' end	Measuring carbon savings at the customer end, resulting through the use of low carbon products and services	6:1 Carbon emissions saved for customers as compared to our Company's operational emissions (Scope 1 and Scope 2) in FY 2020-21
Carbon disclosure project (CDP)	Achieve 'A' band in the CDP	Achieved 'B' score (management band) in CDP response 2021

Resource conservation

Water consumption	15% reduction (w.r.t FY 2019-20) in water consumption	17% water savings achieved as compared to FY 2019-20
Rainwater harvesting	Implementation of rainwater harvesting projects	Rainwater harvesting projects were kept on hold, and were planned to initiate in FY 2022-23
Plastic waste	Ban on single-use plastics within Tata Communications facilities	Ban on single-use plastics has been implemented
ISO 14001 recertification	Effective implementation and external recertification of all major facilities on Environment Management System (ISO 14001:2015) New Target: Implementation of Integrated Management System (IMS), integration of H&S management system, and Environmental Management System (EMS)	Completed



Sustainability in our DNA

Key pillars

✳ FY 2022-23 targets

✳ FY 2021-22 performance



Empowering communities

Beneficiary outreach

Reach out to 1 million lives (directly and indirectly) between FY 2016-17 and FY 2021-22

New Target: Reach out to 2 million lives (directly and indirectly) between FY 2021-22 - FY 2023-24

1.6 million total beneficiaries outreach from FY 2016-17 - FY 2021-22 (including projects and GEVP)

Percentage of direct female outreach

Increase in percentage of women and young girls in the total outreach from current 50% to 75%

We were able to reach only 50% of women beneficiaries out of the total outreach we had made in FY 2021-22

Participation in Tata Affirmative Action Programme Assessment

Aim to cross the 450-mark (currently, in the score band of 400-425)

New Target: Increase in percentage of AA communities in the total outreach from current 34% to 45% in FY 2022-23

Successfully completed TAAP assessment, and we had made a triple band jump from 400-425 score to 475-500 score

Community projects yielding carbon offsets

Pilot one carbon community offset project by FY 2023-24

2 projects (smart cookstoves and afforestation) were initiated at Jharkhand, Orissa, Meghalaya, and Maharashtra with the potential to provide ~25,000 carbon credits in FY 2026-27

Global employee volunteering

Employee volunteer participation globally

170% Y-o-Y increase in the number of employee-volunteers globally (11,030 volunteers by FY 2022-23)

46% of the target achieved (*4,039 volunteers participated)

Per capita volunteering hour

Increase in per capita volunteering hours to 3 hours/volunteer

New target: Increase in per capita volunteering hours to 5 hours/volunteer in FY 2022-23

Achieved 1.8 per capita volunteering hours in FY 2021-22

(Considering the lockdown and virtual volunteering, we were not able to meet the target of 3 hours/volunteer)

Staying abreast with new-age tech

Amidst a digital revolution that continues to transform almost every aspect of life and business, these are times of opportunity for companies that embrace technology. Emerging and disruptive technologies, from Artificial Intelligence (AI) and blockchain, to Industry 4.0, provide chances to steer an increasingly complex landscape.



Cloud computing



Cloud software could represent almost half of all spending on applications as technology users migrate to remote servers. Cloud is rapidly becoming the preferred platform for enabling everything as a service (XaaS) and spurring innovation, while powering AI capabilities and intelligent edge services, in addition to achieving advanced wireless connectivity. Meanwhile, most people now connect to the cloud wirelessly through their smartphones and tablets, a trend that closely links cloud and mobile technologies. As more organisations seek cloud solutions to reduce their IT workloads, opportunities for cloud-focused technology services companies are likely to expand. According to Gartner, almost two-thirds (65.9%) of spending on application software will be directed toward cloud technologies in 2025, up from 57.7% in 2022.

65.9%

Spending on application software will be directed toward cloud technologies in 2025

Our response:

As a Cloud Service Provider (CSP), we provide enterprises with a choice of Hosted, Private, and Public cloud platforms, allowing them to select the platform based on the type of application workloads and their associated performance requirements.

Next-gen technologies



AI is already changing the way people work in industries ranging from healthcare, to marketing, and human resources consulting. Other next-gen technologies, such as blockchain, and Industry 4.0, have the potential to transform technology even further. The digital transformation wave has the potential to open up new opportunities for technology service companies that see what's coming, and articulate themselves by finding, training, and retaining workers with tomorrow's skills. According to Gartner, worldwide AI software revenue is forecasted to a total of US \$62.5 billion in 2022, marking an increase of 21.3% from 2021.

US \$62.5 bn

Projected AI-based revenue in 2022, up by 21.3% from 2021

Our response:

We have embarked on a journey to incorporate AI/ML into everything we do, from the products we offer to customers to internal systems and processes. We have formed an AI centre of excellence team to drive AI initiatives and create AI-enabled capabilities for products and internal functions.



Staying abreast with new-age tech

Cybersecurity awareness



As the digital world expands, the lurking security threats surge, too. Cyber-attacks are becoming more sophisticated. This issue has raised awareness of cybersecurity and enhanced security measures among businesses and individuals alike. In the future, everyone will be affected by the cybersecurity drift. The main goal is for online businesses to effectively protect both, themselves and their customers. According to Fortune Business Insights, the global cyber security market is projected to grow from US \$155.83 billion in 2022 to US \$376.32 billion by 2029, exhibiting a CAGR of 13.4%.

US \$376.32 bn

Global cyber security market in 2029

Our response:

We have an information security organisation structure in place to ensure the security of information and information systems, to provide an overall direction to sustain and improve the security position. We have also established a Cyber Defence Operations Centre with the endeavour to strengthen our resolve to tackle the new generation of cyber threats, and improve our vigilance around the protection of our critical information and data assets.

Better collaboration for remote workforce



Working from home is now a common occurrence. True workplace digitisation entails leveraging mutual intelligence gained from mobile interfaces, analytics, and other sources to automate processes and enable anytime, anywhere access to real-time insights. Businesses strive to reduce costs, while maintaining high-quality customer engagement, all while supporting a larger-than-expected remote workforce. It is critical in such a situation to integrate IT operations into a highly automated and unified command centre. Automation's scope shifts from individual distinct tasks to knowledge work, resulting in more dynamic experiences and, in the long run, better business outcomes.

Our response:

Introduced Tata Communications GlobalRapid, an end-to-end managed unified communications as a service (UCaaS) to enable enterprises deliver digitally advanced, sophisticated, and intelligent collaboration experiences to employees.

Climate Change



Climate change and the transition to a low-carbon society are arguably the most pressing challenges confronting our generation. Our industry is focusing on adapting products to help improve the built environment's resilience to the physical effects of climate change. In order to grow and remain competitive, we will need to adapt to future changes in technology, enhance our existing offerings and introduce new offerings to address our customers' changing demands as well as address the impact on climate change due to these offerings.

6:1

GHG emissions reduction for customers via Green and low carbon products and services

Our response:

We carried out carbon value chain assessment to understand the environmental benefits provided by our low carbon products and solutions at our customer/client end. The study confirms that the potential GHG emission reductions through Tata Communication's low carbon products and solutions was around six times the emissions produced by the operations of Tata Communications in FY 2020-21. Identification and mapping of low carbon and green products exercise and calculation of customer savings every year.



Functioning with integrity and transparency

Stakeholder dialogue plays a critical role in our innovation investments, enabling Tata Communications to create opportunities to design services and solutions, with high growth potential. Indeed, our ongoing discussions with our stakeholders are essential for our business operations and our corporate responsibility process, as also our yearly materiality assessment process.

We have identified our stakeholders as those persons, groups, or organisations that are directly impacted by our activities, as well as those persons, groups, or organisations that can reasonably be foreseen to be impacted by our activities.

A planned system of engagement exists to ensure the timely communication of accurate and relevant information to, and interaction with, each stakeholder group, in a consistent manner.

Customers

Employees

Investors and Shareholders

Regulators

Communities and NGOs

Media and Analysts

Suppliers



Functioning with integrity and transparency

Why they are important

✳ Key concerns

✳ How we engage and frequency

✳ Value created

Customers

Customer feedback, or as we call it, 'the voice of customer,' is key to process improvements, quality enhancement, service performance, and cost optimisation

- Investments and capabilities in digital technologies
- Data privacy and security
- Ethical behaviour
- Customer growth and transformation opportunities
- Fair business practices
- ESG practices

As needed: Targeted customer interaction, feedback sessions, CXO connect, the bid review process, sales and account manager feedback, Gartner peer insights, mailers

Continuous: Website, social media platforms

Annual: Customer satisfaction survey, customer connect

- Providing quality products and services
- Constant capital investment in our businesses
- Innovate continuously to deliver sustainable solutions
- Maintaining strong brand identification
- Ensuring customer satisfaction
- Innovative thinking and ability to adapt to change

Employees

Our people are at the core of our business. They are our biggest strength and differentiator

- Training and skill development
- Capacity building
- Safe work environment
- Diversity
- Employee-friendly practices

As needed and continuous: Town halls, webcast, project or operations reviews, video conferences, audio conference calls, GMC roadshows, newsletters and events

Quarterly: Coaching reviews

- Providing equal opportunities to all
- Ensuring race and gender diversity
- Investing in our employees through training and skills development programmes
- Encouraging internal and cross-functional Movement of employees
- Ensuring health, safety and wellbeing of employees and contractual workers

Investors and shareholders

As providers of capital, they are key to our growth and expansion plans

- Financial returns
- Ethical business practices
- Regulatory or governance issues
- Environmental and social risks
- Future strategy and growth

As needed: Press releases and press conferences, e-mail advisories, facility visits, in-person meetings, investor conferences, non-deal roadshows, conference calls

Quarterly: Financial statements, earnings call, exchange notifications and press conferences

Annual: Annual General Meeting, Annual Report

- Improving growth in revenue and profitability
- Creating and sustaining shareholder value
- Funding growth projects through responsible use of capital
- Ensuring robust cash flow



Functioning with integrity and transparency

Why they are important	Key concerns	How we engage and frequency	Value created
Regulators			
Key for ensuring compliance, interpretation of regulations, and uninterrupted operations	<ul style="list-style-type: none"> • Compliance with corporate law • Good governance • Ethical practices • Society/CSR expenditure • Transparent reporting • National and international agenda 	<i>As needed and continuous:</i> Statutory compliances filings and meetings, new engagements, HR and labour compliances, senior management and PR team meetings	<ul style="list-style-type: none"> • Compliance with laws • Responsible use of natural resources • Effective environmental management systems • Supporting national and international agenda • Exchequer to Government
Communities and NGOs			
A harmonious relationship with the communities, where we operate, is key to our social license to operate; they are our partners in progress	<ul style="list-style-type: none"> • Job creation • Skill development • Volunteering • SDG implementation – health, school, poverty 	<i>As needed and continuous:</i> CSR team and partner meets, volunteering, engagement exercises like DRIVE Week, baseline and benchmark studies	<ul style="list-style-type: none"> • Creating positive impact on communities proximate to our operations • Employment creation • Developing and steering long-term relationships with our local stakeholders worldwide
Media and analysts			
Improving the understanding of industry's positive impact on sustainability and climate change, and the drivers for further development	<ul style="list-style-type: none"> • Company news and updates • Business strategy, milestones, industry recognition • Regulatory and governance issues • Public disclosures and transparent reporting • Future strategy, growth and new products/service launches 	<i>As needed and continuous:</i> Press releases and press conferences, media interviews, e-mail advisories, exchange notifications, media or analyst events, analyst briefings, relationship building meetings, website and social media posts and updates <i>Quarterly:</i> Financial statements and earnings call <i>Annual:</i> Annual General Meeting, Annual Report	<ul style="list-style-type: none"> • We strive to create cordial relationships to ensure we are transparent and provide all material information necessary for our stakeholders
Suppliers			
Our operations are closely linked with the timely availability of services that we source. These, in turn, have a material impact on the efficiency of our service delivery	<ul style="list-style-type: none"> • Continued relationship • Ethical practices • Payments • Human rights • Competitive pricing 	<i>As needed:</i> RFIs/RFPs, empanelment process <i>Continuous:</i> Transactional meetings, periodic reviews, surveys	<ul style="list-style-type: none"> • Responsible procurement practices • Supporting and promoting long-term relationship • Timely payment of dues • Fair revenue distribution

Focusing on the imperatives

At Tata Communications, we understand and resolve material issues that are relevant to our operations, and have been highlighted by stakeholders, to achieve long-term success as a responsible and sustainable business.

Materiality process

1

Identify

Material issues are determined through a wide range of inputs, including GRI Standards, Dow Jones Sustainability Index (DJSI), Carbon Disclosure Project (CDP), regulatory reviews, peer benchmarking, and stakeholder consultation

2

Prioritise

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

3

Validate

Validate with the management

4

Disclose

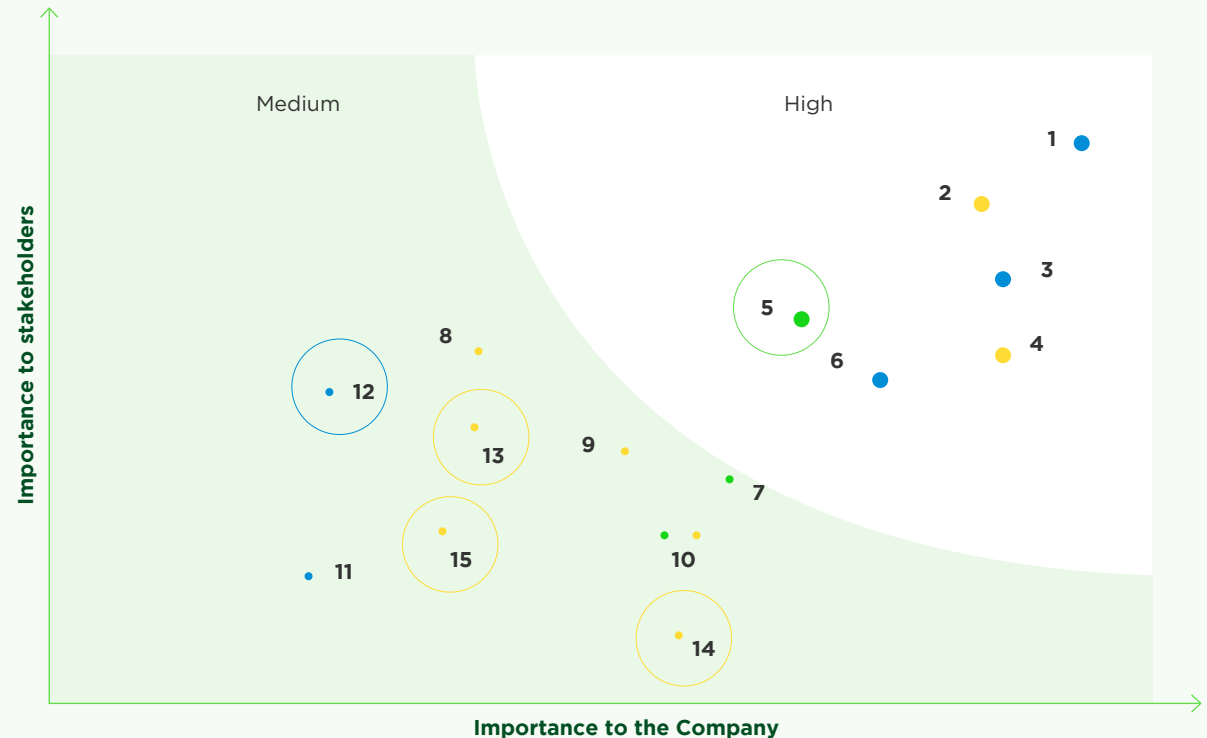
The most material topics are mapped to the relevant GRI standard indicators, and their progress is disclosed

Material issues

Environment

Social

Governance/Economic



- | | | |
|--|---|--|
| 01 Data privacy and IP infringement | 05 Climate change | 11 R&D and innovation |
| 02 Customer experience, loyalty and privacy | 06 Economic performance | 12 Regulatory compliance |
| 03 Corporate governance, ethics and transparency | 07 Resource management and environmental conservation | 13 Human rights and labour compliances |
| 04 Human capital development | 08 Health, safety, and well-being | 14 Digital inclusion |
| | 09 Community development | 15 Diversity and inclusion |
| | 10 Supply chain management | |

Note: Material issues in circles represent new material ESG issues that have emerged of high/medium importance to the business and its stakeholders



Scalable Impact

Our stakeholders, including our employees, communities, and customers, are drivers of our business, and the key source of our short-term and long-term growth. Therefore, we focus on building strong relationships with these stakeholders to create value for them, and obtain the social license to operate, while maintaining our profitability. We build strong relationships with our employees by providing a safe, supportive, and inclusive workplace. We create value for communities where we operate, through our community engagement initiatives. At Tata Communications, we put our people, society, and customers ahead of everything.

In this section

Economic Performance

Diversity and Inclusion

Learning and Development

Health, Safety, and Well-being

Community Development

Customer Experience and Loyalty



21.7%

Women in the workforce

6,071

Health and safety training sessions

2,600

COVID-19 relief beneficiaries

84

NPS® score

0.20

LTIFR

680,409

People benefitted

US \$0.28

(INR 20.70) Dividend per share

On an upward growth trajectory

Our sustainability strategy is fundamental to achieving our long-term vision. By embedding sustainability in our business strategy, we balance risk and deliver strong growth, while creating a positive impact on people and the environment. At Tata Communications, we prioritise providing sustainable value to our customers and a wider community of stakeholders, despite challenges, such as industry volatility and financial difficulties.

US \$1.1 mn

(~INR 8 crore) capital investment on Energy conservation projects

US \$79.2 mn

(~INR 590 crore) dividend declared

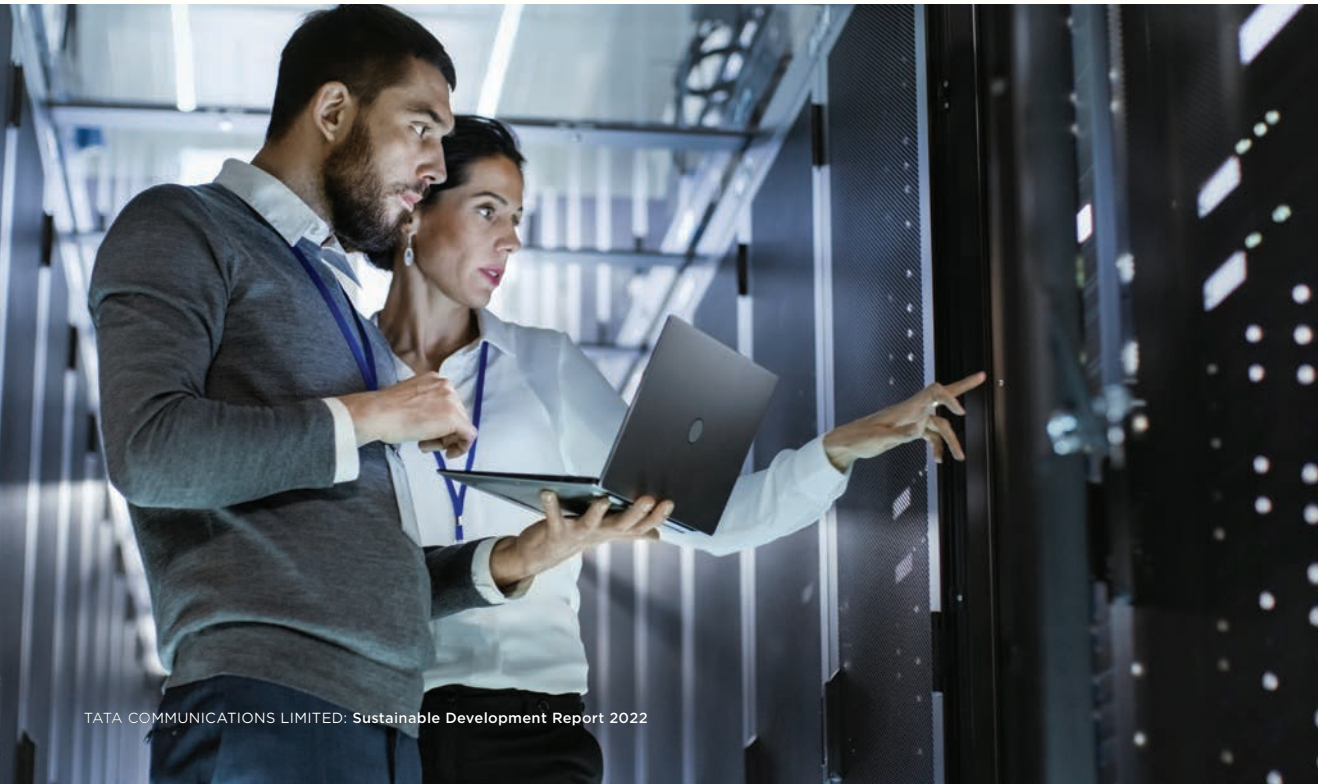
US \$1.46 mn

(~INR 11 crore) CSR spend

US \$408.10

(~INR 3,040 crore) Employee wages and benefits

RoCE 26%





On an upward growth trajectory

Way forward

We will continue to strengthen our financial resilience to grow sustainably in the future. Our endeavour is to achieve double-digit data revenue growth, along with targeting EBITDA margin and RoCE in the range of 23-25% and 25-30%, respectively in the medium term. We also plan to pay dividends in the range of 30-50% of our underlying consolidated profit as envisaged in our revised Dividend Distribution Policy

Our key strategy is to develop next-gen products, focusing on higher returns and reviewing our pricing mechanisms to remain competitive. The focus will be to further strengthen our balance sheet, generate strong cash flows and improve working capital efficiency. We will continue to prudently invest in our business and return more value to our shareholders.

Adding value to stakeholders

Financial stakeholders

Value creation that leads to not just economic growth but also holistic growth, is the defining cornerstone of our business model. We constantly strive to create value for all our stakeholders by ensuring sustainability of operations, continuous innovation, and effective communication. Equipped with these intrinsic capabilities, we explore new opportunities that go beyond short-term gains and pave the way for lasting growth.

At Tata Communications, we are committed to doing our business the right way, applying the best practices, and continuously assessing our performance against financial and non-financial parameters. In FY 2021-22, our revenue is US \$2,245 million (INR 16,725 crore). Our EBITDA for the year stood at US \$567.3 million (INR 4,227 crore), and profit after tax is at US \$199.3 million (INR 1,485 crore). The performance this year has been evidently strong. Our net worth is positive, and our liabilities are in a comfortable range. The Board of Directors recommended a dividend of US \$0.28 (INR 20.70) per share as our Company generates sufficient cash flow to fund future corporate growth. There were no political contributions made this year.

Economic value contribution (INR values in crore, US\$ values in million)

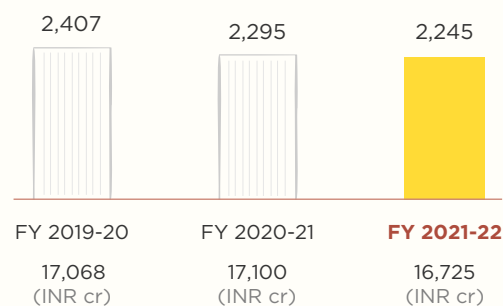
Direct economic value generated and distributed (EV&D) on an accrual basis, including the basic components for the organisation's global operation as listed below. If data is presented on a cash basis, report the justification for this decision, in addition to reporting the following components:		Unit	FY 2019-20	FY 2020-21	FY 2021-22
A	i				
	1)				
		INR	17,137.67	17,256.86	17,056.82
		US\$	2,417.53	2,324.12	2,289.51
	ii				
	1	INR	12,969.41	11,955.23	11,554.34
		US\$	1,829.53	1,610.11	1,550.92
	2	INR	3,039.14	3,049.09	3,040.34
		US\$	428.72	410.65	408.10
	3	INR	623.65	535.41	761.84
		US\$	87.98	72.11	102.26
	4	INR	309.12	503.50	614.02
		US\$	43.61	67.81	82.42
	5	INR	15.78	11.85	14.28
		US\$	2.23	1.60	1.92
	iii				
	1	INR	180.57	1,201.78	1,072.00
		US\$	25.47	161.85	143.89
Fx conversion rate			70.89	74.25	74.50

* Revenue plus other operating income and other income

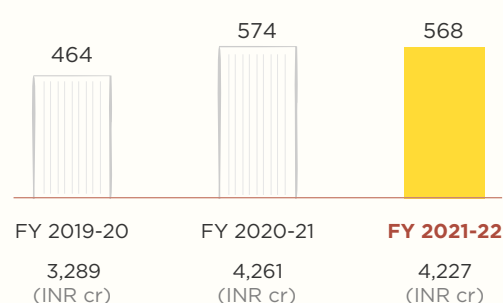
** Total CSR expensed amount

On an upward growth Trajectory

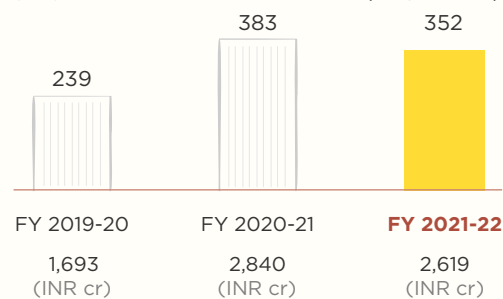
Gross Revenue (US\$ million)



EBITDA (US\$ million)



Free cash flow (FCF) (US\$ million)



(Figures are rounded off to zero decimal places.)



Employees

We create value for our employees by providing a robust, supportive, and exciting work environment, and enabling them to benefit from working for us. Our rewards and benefits practices are designed to increase motivation and satisfaction.

(INR values in crore, US\$ values in million)

Coverage of the organisation's defined benefit plan obligations	Currency	FY 2021-22
Salaries and wages	INR	2,908.46
	US\$	390.40
Defined contribution pension scheme costs	INR	30.58
	US\$	4.10
Defined benefit pension scheme costs	INR	101.30
	US\$	13.60
Share-based payment charge	INR	-
	US\$	-
Total	INR	3,040.34
	US\$	408.10

Community

We believe in the common development of all stakeholders. Companies create true economic value only when they create social value. We will respond positively to the changing needs of society. We are involved in CSR activities in all our global businesses.

US \$2,245 mn

(INR 16,725 crore)
FY 2021-22 gross revenue





Building a purpose driven inclusive workplace



Our purpose is evidenced in how our business has evolved over the years. We deliver a New World of Communications to advance the reach and leadership of our customers and partners. It is this strong sense of purpose that is then brought to life through our culture, our people and our leaders. For us, the leadership is not defined by title or a position but our leadership signature, it is what defines our culture and guides us to the future.

We reimagined our leadership signature DRIVE to DRIVE AHEAD in October 2021 to include 6 key behaviours: ownership and accountability, collaboration, being agile, 'can do' attitude, growth mindset, continuous learning and skill transformation, and innovation and problem-solving. Getting our culture embedded, driving talent transformation and employee engagement has been a priority for us. To ensure our employees truly live the reimagined leadership signature on an everyday basis, we also enabled the DRIVE AHEAD dialogues through facilitators in cohorts across business units. Going forward, the focus is on implementing and sustaining the DRIVE AHEAD behaviours through regular branding, leadership communication and employee engagement to enable employees to implement the leadership behaviours as a way of life.

Our diversity, equity, and inclusion approach focuses on hiring, developing, and retaining the best people. A diverse workforce, supported by an inclusive and caring environment that respects and nurtures people, is our way to improve safety and business performance.

We welcome diversity and also actively work towards enhancing the cohesive strength of businesses, striving to create an inclusive culture for all. Our entire recruitment and promotion system is based on the candidate's achievements, capabilities, and potential, while ensuring compliance with relevant legal requirements in different regions of the world, regarding diversity and inclusion.

We focus on the ability and work performance based recruitment, while ensuring compliance with relevant legal requirements in different regions of the world, when it come to diversity and inclusion. As a responsible business, we do not discriminate based on race, caste, religion, colour, ancestry, marital status, sex, sexual orientation, age, nationality, ethnicity, or disability.

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

The representation of women in our Company has grown from 16% in FY 2013-14 to 21.7% at the end of FY 2021-22. This increase has been propelled by a supportive policy framework, focused efforts toward diversity hiring, and inclusive talent management practices. The diversity mix among our new hires has increased from 19% to 26.4% over the same period.





Building a purpose driven inclusive workplace

The Winning Mix

At Tata Communications, we have created a strategic business imperative named the 'winning mix', which is based on three pillars:

1

Building an inclusive culture

2

Creating a diverse talent pool

3

Enabling policies and infrastructure

Since its inception, the 'winning mix' programme has led to the adoption of many progressive practices.

Key Initiatives

1. Flexible policies

We have consciously designed gender-agnostic policies and processes, to ensure that all employees within Tata Communications feel appreciated and valued at work. Such a focus also takes into account changing family structures, and specific needs that arise due to these.

Our work-from home policy was implemented even before the pandemic, giving our workforce flexibility and empowering them to choose their work styles, based on their needs. The global caregiving policy allows all employees (irrespective of the gender) to provide family care. Employees can take family care leave in the following categories: primary caregiver leave, which includes 26 weeks of paid leave for childcare or

adoption, parental leave, which includes six weeks of paid leave, additional child care and dependent care leaves. We also intend to enable men to contribute equally to their families' needs. As a result, employees who are not eligible for primary care giver leave are entitled to two weeks of paid parental leave for the birth or adoption of a child.

Employees can choose to work fewer hours to accommodate personal or family obligations under the global part-time work policy. This policy is intended to help employees, who may find it difficult to work within our Company's standard work arrangement/working hours. The framework allows for 50% or more part-time employment, while adhering to legal guidelines and local laws.

Replacement hiring policy allows temporary replacements to be hired for new parents who are about to take long-term leave, thereby, ensuring business continuity. The cost of this additional resource is covered by central D&I budget.

~50%



Part-time employment under the part-time work policy



Last year, when one of our team members had to go on maternity leave, we reached out to HR for replacement, as we work in a 24*7 shift environment. Given the nature of the job, it required someone to monitor the systems all the time, and this request was promptly addressed. It benefited the team immensely, as the replacement candidate learned the job rather quickly, and we were able to operate with 100% strength and the same efficiency. Also, the candidate got a much-valued experience, which worked out to be beneficial for her career. Overall, this is an excellent policy that ensures business continuity without the manager having to distribute the additional workload on existing resources, and also helps in creating a job-ready workforce.

Ashish Kasture

Deputy General Manager, Service Assurance

Core and Next-Gen Connectivity Service

2. LEAP (Life Event Assistance Programme)

It is a digital platform that offers a targeted approach to support employees during critical life events and ensure their engagement, retention and talent management. It is designed for primary and secondary caregivers, with the objective of providing support to parents throughout the parenting cycle – ranging from pre-natal care to handling teenagers and young adults. The experience ensures that each parent can derive some benefit from the platform, be it parenting tips, self-care or health and wellness. Additionally, the platform helps parents stay connected with the organisation during their long leave and continue to receive additional support from peers/teams through a dedicated community network, thus not only making their return to work easier but also ensuring a smooth parenthood journey.

3. Creating a Diverse Talent Pool

Aspirational diversity targets (hiring and overall representation) are set and achievements against these goals are tracked through a monthly dashboard and a quarterly infographic that is published to all senior leaders.

To address the issue of cognitive gender bias in the very initial stages of attracting talent towards the opportunities in the organisation, we have implemented an AI-enabled Masking Tool in our screening process. The tool masks the gender-related information when an evaluator receives the resume for screening. Once a candidate is shortlisted for further evaluation (face-to-face/telephonic), the details are made available to the evaluator in an 'unmasked' resume.

Building a purpose driven inclusive workplace

4. Managing diverse talent:

a

Learning through role models

We have initiated the 'Aspire to Inspire' monthly role model series that features women employees across the organisation. We interview women leaders about their career graphs and aspirations and post their interviews on the Company's newsletters, Yammer, LinkedIn, and others. This helps to create role models that other women in the organisation can identify with and learn from.

b

Mitigating unconscious biases

We have introduced several programmes and initiatives to mitigate unconscious biases. Most recently, we developed the inclusive leadership learning journey, a webinar/e-learning module, available for all people managers. This focuses on creating a winning mix and leveraging the power of diversity and innovation to optimise talent and employee experience, which are key enablers of both organisational and personal success. As part of our effort on D&I, one of our largest business units launched the #IncludeUs campaign aimed to harness individual talent and personal experience. This was done through a series of engagement activities that included thought-provoking communication to sensitise all employees through real-life examples of inclusion dilemmas faced at the workplace, allowing discussions and reflection on unconscious biases and prejudices in the



workplace.

c

Women development interventions

As a Tata Group Company, we participate in the Group's efforts towards increasing women representation at middle and senior levels, through a suite of offerings.

Take the Lead is a leadership journey designed for women who are at the mid management level. This programme helps participants address the unique challenges they face in their personal and professional life and gain perspective and insights to effectively deal with them. It is a four-month programme with a blended learning approach which combines classroom, webinars and experiential learning along with one-on-one coaching. Another such programme is Leap Ahead, designed for women who are at the cusp of early senior management level roles. It is a multi-phase learning experience to help women make purposeful choices and enhance their individual impact within the organisation and beyond. This programme is designed to be

a reflective space leading to introspection of strengths and challenges.

At Tata Communications Transformation Services (TCTS), we launched the third edition of the Women's Leadership Development (UDAAN) programme to ensure that we create a healthy pipeline of women leaders for the future. The four month programme includes a two-day experiential learning workshop, virtual learning and action learning projects, designed to help participants understand, transform, and challenge themselves. For the same BU, we also introduced the Success DRIVERs programme – focusing on sharpening interpersonal skills and shaping future leadership capabilities among a selected set of women employees at junior levels. The programme offers an online blended learning journey to our participants comprising of a curated workshop involving various inspiring leadership videos, gamified learning platform, and experience sharing sessions from seasoned leader/s of our organisation. Through this programme, participants also

get the opportunity to complete an Industry recognised certification which is handpicked. The fifth edition of the Mentoring Programme has also been launched for women of TCTS to help them overcome various road-blocks (development/growth/personal) they may face and prepare them for further greater responsibilities.

Given the challenges that at times this Industry presents, we have introduced a programme specifically designed to manage 'Women in Tech' domain focussing on their hiring and development within the cloud and technology business units. This programme had several key outcomes including (a) identification of open positions more likely to be staffed by women candidates; (b) reconnecting with Tata Communication – monthly alumni mail of job opportunities within the business unit with direct links for each opening, and (c) customised learning interventions.

Talent attraction, retention and development are the three main pillars of the 'Women in Tech' initiative



Building a purpose driven inclusive workplace



d

Intentional career pathing

We continue to create an Intentional career pathing for a focussed set of women employees for their targeted development through various interventions including executive group coaching for senior leaders, leader shadowing, project marketplace for cross functional learning, increased exposure through group action learning projects. Women leaders continue to participate in Tata Group's Women Networking platform launched for women employees. We also ensure their frequent participation in various external forums to help them create an external network and continuously build their thought capital.

Notable recognitions received for diversity and inclusion practices —

- ★ 2021-BCWI (Best Companies for Women in India) Award by AVATAR group and Working Mother Media, for the sixth time in a row
- ★ Recognised as India's Best Workplaces for Women by GPTW for the third time in a row
- ★ Recognised as Economic Times Best Organisations for Women 2022

Benchmarking employee compensation

We conduct a detailed compensation benchmarking exercise globally before commencing the annual compensation review process. This exercise helped us create salary ranges that are market competitive, and are also aligned with our internal metrics. The internal metrics include attrition, new hiring averages, offer acceptance ratio, along with existing salary averages, and are regularly monitored and assessed. The salary ranges are finalised with business inputs and strategic direction of the organisation in focus. The salary ranges are used for both increments of existing employees, and for deciding compensation packages for new employees.



We conduct a detailed compensation benchmarking exercise globally before commencing the annual compensation review process



Nurturing a continuous learning culture



In a rapidly evolving global landscape, it is imperative to think and act in new ways. Continuous capacity upgradation and upskilling are crucial for refining and expanding the existing skill sets of employees, which we facilitate through micro, macro and on-the-job learning.

At Tata Communications, we have always believed that learning is vital to drive innovation, productivity, and business impact. Our organisation's strategy details our ambition to become a global digital ecosystem enabler and, to achieve this goal, we maintain an ecosystem of continuous skill development and readiness. Our learning strategy thus strikes a balance between democratisation of learning to support the employees' personal development needs and stimulate their curiosity on areas of interest, with driving value-based skill development for current and future business needs. The employees regularly engage in coaching conversations with their managers to discuss the development needs, which drive the culture of meritocracy and excellence.

Learning culture

The L&D ecosystem has constantly evolved over the last few years and newer methods of learning have been experimented with. We have moved from need-based, capital intensive and regionally isolated classroom programmes, to digital learning journeys. We use blended learning via webinars, virtual sessions and learning pathways enabled on our primary learning interface, Tata Communications Learning Academy powered by Degreed (TCLA). The platform's strategic approach to learning helps us drive scale, and brings our global workforce together on all their learning and development needs. We also recognise that learning doesn't happen only in formal programmes, and to this effect, we introduced our community learning initiatives, where internal subject matter experts drive peer-to-peer learning in their areas of expertise. We drive the traction on learning through personalised analytics.

88

Learning and Development employee engagement score



Key initiatives

1. Tata Communications Learning Academy (TCLA)

TCLA is our one-stop-shop and our primary learning interface for all employees allowing them to upskill, reskill and cross-skill using world-class learning channels at their fingertips. Through this platform, our employees get access to digital self-paced courses, articles, videos, podcasts, and books, as well as industry accreditations and customised learning. We have also brought together an amalgamation of the right tools, technology, and ecosystem to facilitate a self-paced and continuous learning process to further enhance the learning experience at TCLA.

81,111

Total learning person days



6.64

Average learning person days

2,465

Total targeted skill development



Nurturing a continuous learning culture

2. Global certifications policy

Our global certification policy enables our workforce to take relevant certifications based on the business needs and get reimbursed after the completion of the certification. Over the years, employees have availed this policy to upskill them on newer technologies or market requirements.

4,778



Certifications completed in FY 2021-22



3. Education assistance policy

Our education assistance policy is aimed at assisting our employees to pursue higher education programmes from reputed institutes to advance their careers, that ultimately support the future objectives of both, the organisation and the employees.

1

Role Skill Academies: Honing skills for critical roles across our business value chain

Capability development at Tata Communications is being delivered via Role-Skill Academies for skills across roles that are critical to our value chain. The hallmark of the Academy's approach is that it caters to the holistic development of incumbents across core and future skills required for the role, and the learning journeys span across 12-18 months. The learning designs are contextualised based on the role and business requirements, and the development is enabled using a blended learning approach that includes knowledge-based learning, practice, assessments, and on-the-job experience. The business impact metrics for each Academy are identified and regularly tracked, and the accountability to drive the Academy is co-owned by business sponsors, along with the Learning and Development team.

Since its launch in FY 2020-21, 2,600+ employees successfully started their journeys across the six academies – Agile, Customer Success Management, Service Delivery, Services Wrap, Artificial Intelligence and Service Assurance. This year, we introduced five new academies - Learn to Code, Product Management, Account Management, Platform Development, and Solutions Engineering

2,680

Total participants across live academies



160+

Skills covered across 145 roles



2

Learning Organisation (LO)

Learning has always been a top priority at Tata Communications, allowing us to consistently transform by leveraging the new capabilities that employees continue to develop.

The enthusiasm for the same has been outstanding, as evidenced by the increase in learning days per employee from 3.5 days in FY 2016-17 to 6.64 days in FY 2021-22. This demonstrates a significant shift and effort toward strengthening the learning muscle of the organisation. We took a significant step toward exponential growth by establishing a Learning Organisation.

The goal was to enable seamless domain knowledge sharing and to build a community of subject matter experts to curate and facilitate continuous learning, with others, and from one another by:

Engaging with internal stakeholders

Leveraging diversity and enhancing inclusion

Enabling dispersion of prevalent tacit knowledge across workgroups

This serves as a forum for learning through virtual sessions (VILTs) or digitally created content on topics that are important to us, or will benefit us in the future. LO also provides an opportunity for subject matter experts to advance their careers as TC Internal Facilitators (IF).



Nurturing a continuous learning culture

3

Leading from the Inside Out (LIO)

Leading from the Inside Out (LIO) is a foundational leadership development programme curated for all our people managers and leaders, to strengthen the leadership capabilities in line with Tata Communications DRIVE AHEAD behaviours. LIO approaches leadership as an authentic expression of their inner core to create the right outer impact on teams, stakeholders, and businesses, at large. LIO provides all the necessary resources to people managers to learn the behaviours in detail, imbibe them, and display them in their day-to-day leadership.

The design entails three parts – core, which all participants are required to complete; self-assessment, which participants are required to undertake to arrive at the DRIVE AHEAD behaviour that requires maximum focus for development; and elective, which is a customised journey on two behaviours for every participant, one selected by him/her, and the other recommended by the manager.

2,400+

People managers and leaders onboarded in LIO



4

Fountain Head Programme

The objective of this programme is to provide a smooth transition of college graduates to corporate citizens, and enable them to perform their best in their new roles. The 6-week programme, begins with the corporate induction and a connect with all the BU heads to set expectations. This further focuses on basics of telecom, Tata Communications Product Portfolio, and processes like agile, compliance and software security. Technical programmes covering Devops, Scripting Front-end Languages and other programming skills with hands-on project and lab practice sessions, are also included. The new joiners also go through a campus-to-corporate programme, with emphasis on skills like e-mail etiquette, virtual meetings, time management, call handling, and other soft skills, to name a few.

Planning leadership and succession

A detailed business planning exercise is conducted every fiscal year by the leadership team to define key corporate imperatives. The exercise is followed by the identification of key roles required to deliver our short-term and long-term objectives. Each business identifies critical roles, based on the business plan and corporate imperatives identified. Subsequently, the internal talent is reviewed for the critical roles based on their performance, experience, aspiration, skills and capabilities. The list of successors is finalised, and the development



plan is made. All relevant HR policies and processes are aligned to create a conducive environment.

EdCast Learning Health Index 2022

We recently participated in a study conducted by EdCast, a leading global organisation in the learning industry, to assess companies in India across industries on their learning health. EdCast's Learning Health Framework is a comprehensive model, which covers 8 primary parameters of learning that contributes to an organisation's learning health, and has all the practical aspects that go into building and sustaining an effective learning environment. We are happy to share that the EdCast Learning Health Index (LHI) Study of 2021, Tata Communications scored 85 as compared to the cross-industry average benchmark score of

66, and telecom industry score of 73. This is a validation of all the efforts of the last few years towards staying ahead of the curve, and driving value for our learners.

We scored 85 as compared to the cross-industry benchmark of 66, in the EdCast Learning Health Index (LHI) Study of 2021



Inculcating safety-centric mindset



Safety is at the core of facilitating enhanced workforce productivity, which culminates in improved operational efficiencies. Our approach to Occupational health and safety focuses on proactive strategies that foster our vision of creating a zero-harm work environment.

We are focussed on inculcating a safety-centric mindset in our workforce. The success of our Health and Safety (H&S) management systems and capacity-building programmes depends on our employees' ability to put this mindset into action while carrying out daily operations. At Tata Communications, we aim to eliminate or reduce the impacts and risks associated with our operations, including all employees (including employees who are participating as sub-contractors) and other interested parties, through our H&S management systems. Our H&S management system is based on the Tata Group Safety Principles, ensuring that our operations are relevant and compliant with local laws and regulations.

Occupational health

Although occupational health is not identified as a key material issue, we have designed all our facilities with ergonomic comfort, safety, and security of our workforce in mind. At Tata Communications, we make sure that every workplace is hazard-free and maintains a healthy

and conducive work environment by providing proper illumination, low noise levels, good ventilation systems, and hygienic food and water. Our facilities are equipped with medical rooms, rest rooms, pantry, break areas and sports facilities, and provide visiting doctors' services. Being considered a labour-intensive company, we also focus on identifying risks and hazards associated with our contract workforce carrying out our field operational activities in comparison to managerial staff. As we take most of our international operational activities as planned activities, we consider health and safety management as a material issue, primarily in the Indian context.

H&S Management System Implementation

We successfully developed our management system, based on the Tata Group Health and Safety Management System and ISO 45001 Standard requirements. Last year, we successfully completed the ISO 45001:2018 certification audits for 10 of our major facilities (71%) in India.

71%
of our major facilities in India
certified ISO 45001:2018



We are adding few more facilities this year to the ISO 45001 scope and are working to integrate with ISO 14001:2015. In total, 12 of our facilities in India are ISO 45001 certified. Furthermore, internationally two of our facilities in Singapore and three in Canada and our Australian operations got certified to ISO 45001 in FY 2021-22.

At Tata Communications, we have already defined organisational structure, responsibilities, procedures, processes, and resources for developing, implementing, achieving, reviewing, and maintaining the organisation's OH&S

Inculcating safety-centric measures

policy and other commitments as a part of management system implementation. Our Global Safety Council (GSC) and Management Review Committee reviews the safety performance periodically. This year we have further added a Board level management committee (CSR, Safety and Sustainability Committee) to further strengthen the review mechanism and oversee the progress of business sustainability and aspects related to occupational health and safety (OHS). Our H&S management system has led us to eliminate or minimise the impacts and risks and explore new opportunities in our operational activities and services, cover all our employees (including employees engaged by the sub-contractors), and other interested parties like visitors and neighbouring communities and stakeholders. Our system is an effective mechanism for our contract workforce to identify and report hazards along with a free and informed consultation and participation process.

Safety: A key focus area

**Workplace safety | Fire and health safety
Electrical safety | Road and employee
transport safety | Height safety | Confined
area safety**

At Tata Communications we regularly perform safety audits, inspections and assessments of offices and field operation sites, through effective engagement with our business managers and vendor partners of field operations, allowing us to identify

key safety hazards, risks and workers in the high-risk category. We have adopted a multi-faceted approach toward safety management, wherein all non-routine and routine high-risk activities are governed properly. Our Work Permit (WP) programme governs all our non-routine high-risk activities like façade cleaning, project work, lift maintenance, hot work and confined space work. In addition, we also have Mandatory Safety Standards (MSS), since 2016, that govern our routine high-risk activities like working at height for wireless work on tower/mast, maintenance work, and fibre restoration, etc.

Towards zero harm

We firmly believe that achieving ‘Zero Harm’ is possible if we all strive for it. Work safety remains a condition of employment at Tata Communications; a condition of engagement for all contractors and subcontractors, looking at it as a mandate. We always record, report, investigate, and learn from incidents that are fundamental to our operations, and we do not accept any deviation from them. On-the-job training is also one of the key aspects through which we drive our safety culture within. We have developed an Incident Reporting System to report all the lead and lag incidents/ occurrences. This incident report system has well-laid procedures for reporting incidents, investigation, and the determination of corrective actions and improvements along with a no-reprisal mechanism for employees and the contract workforce.

Our health and safety performance

The health and safety of all employers and contractors is our top priority. This year, our employees and contractors reported 665 safety observations (1,484 in FY 2020-21). To ensure such ongoing improvement, the safety SPOCs carry out internal and external audits to suggest how technology, processes and behavioural safety can be best achieved. As a critical element of this ongoing focus, over 49,389 participants were trained in a total of 6,071 training sessions in FY 2021-22.



There has been an overall 9% decrease in the lost time injury rate (0.20 in FY 2021-22), calculated per million hours worked. Fortunately, none of these are serious injuries (disability, fatality, multiple fractures, etc.). Increased incident rate doesn't necessarily mean increased safety risk on the ground, it also indicates an increased awareness level among ground staff. We will continue to focus upon increasing awareness on both Occupational and Safety related aspects for both our employees and contract workforce.

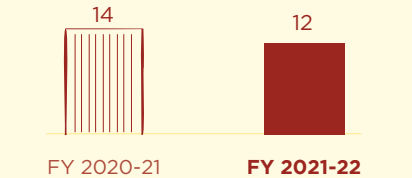
Safety statistics

Zero

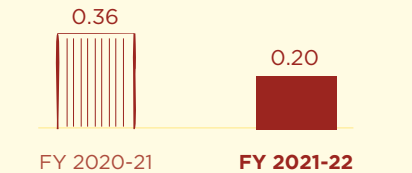
Fatal incidents and High Potential Incidents (HIPO) among employees and contract workforce



Lost time injuries (Employee and contract workforce)



LTIFR (per million hours worked) (Employee and contract workforce)





Inculcating safety-centric measures

Audit programme

To make our facilities as safe as possible, we have developed an audit programme that combines external and internal audits. This regularly assesses and mitigates any risks to health and safety. This year we conducted 817 mandatory safety standards audits, and a total of 15,401 audits were conducted by the Business Units (BU) and Environment Occupational Health and Safety (EOHS) team, wherein 100% of the audit findings have been closed by the end of the reporting year.

Technology-enabled safety

We leverage technology and follow various standards to address issues related to health and safety at the workplace. We have developed several IT-based solutions to ensure H&S compliance in our facilities:

1

E-Permit to Work (PTW) tool

All high-risk activities in our facilities are conducted with a valid online e-permit. The initiative was further cascaded to field operation teams last year. This year all wireline (fibre) and wireless team activities are now undertaken only with a valid work permit through e-PTW mobile app and the web portal.

2

E-safety passport for contract workers

The safety passport is a repository to include required skills and training for our contract workforce and is issued once applicable trainings are received by the workforce. Without an e-safety passport, our staff is not permitted to work on the field.

3

Driver Behaviour Monitoring (DBM) in field operation vehicles

We have installed DBM devices in all field operation vehicles, which are used for fibre optic cable maintenance activity pan-India. The device and the related portal gives us all the required data on driver behaviour (such as over-speeding, harsh braking, sudden acceleration, long time driving without break, competent driving, etc.), which has helped us reduce over-speeding violations significantly.

4

Campus safety

We monitor over-speeding cases within the campus through ASDS (Automatic Speed Detection System). The deployment of ASDS at Dighi Campus, Pune has helped ensure campus safety.

5

Resustain tool

It is an automated solution that aids our business and corporate environment,

occupational health, and safety (EOHS) teams to automate HSE programmes, including incident reporting and investigation, audit management, reward and recognition, and MIS system for our Company.

6

Online work permit (iPad tool)

For international operations, we have developed an iPad tool to support the work permit programme and ensure that hazardous activities (working at height, electrical, etc.) at the facilities are undertaken with a valid work permit. We have currently deployed this technology in the US, Canada, and UK regions. We implement all HSE programmes, including work permits, through this iPad tool, and are also available under the common (SharePoint) platform. This tool turned out to be successful and has led to a reduction in safety hazards, and improved safe operations over the years. This year, we issued more than 1,000 work permits to carry out various high-risk activities safely.

7

Two-wheeler safety app developed for TCPSL ATM officers

We developed the two-wheeler safety app, to provide a governance mechanism, ensuring proper adherence to the safety measures, and in turn, overall safety risk reduction. The app monitors over-speeding, distance travelled, and PPE usage. The use of the app has ensured a 75%+ drop in speed burst.





Inculcating safety-centric measures Spearheading rescue operations

In July 2021, the state of Maharashtra experienced incessant rains and flooding. Amid this crisis, our Global Emergency Response Center (GERC) received an urgent evacuation assistance call from one of our employees, residing at Chiplun. Her family of 4 needed to be rescued as her residence had half-submerged in the floodwaters. In addition to this, they were also fast running out of essential resources, such as food and clean drinking water. In no time, our GERC team began formulating a rescue plan, looping in our emergency assistance partner - International SOS, and Regional Security Manager, while simultaneously coordinating with National Disaster Response Force (NDRF), in addition to an emergency rescue team created by our



colleagues at Tata Motors (CSR). Our team also reached out to a rescue club from Ratnagiri to assist us better. Despite the adverse weather conditions, floods, and poor communication services, our team reached the location and rescued the family. The team also provided them with some food and clean drinking water, and helped clean the house as about 2 feet of sludge had accumulated indoors.

Despite the adverse weather conditions, floods, and poor communication services, our team reached the location and rescued the family.

Stretch and pause application

We have developed the 'Stretch and Pause' application, in accordance with industry-accepted human factors, office ergonomics guidelines, and international best practices, to maintain the health of our employees, working from home and office. This application is installed on Company laptops at the back end by the IT team. The app was mainly designed to give timely alerts to employees reminding them to stretch their body parts, drink fluids and relax for a few seconds. It addressed the ergonomic/stretching aspects, including eye strain management, hand strain management, spine/back freeze management, leg strain management, and wrist strain management.

Some key features of the app were:

- Periodic stretch and pause notifications using animations appearing as mascots on your screen
- Your ergo mascot will remind you to stretch, with an option to customise how often breaks happen, by setting up the frequency of your notifications
- While on presentation mode, you can pause the app from your taskbar
- Experience improved human factors and workstation ergonomics, with features including eye strain management, hand strain management, spine/back freeze management, leg strain management, wrist strain management, etc.





Inculcating safety-centric measures



Other initiatives

1

Management of change

The management of change template was released to identify the risks introduced into the system as a result of any major changes in manpower, technology, equipment, processes, machines, and so on. This procedure assisted us in identifying risks and mitigating measures before they were introduced into the system. The identified mitigation measures are linked to H&S management system documents, such as HIRA, SOPs, competency mapping, training calendars, legal registers, and so on.

2

ISO45001 lead auditor training

We identified a few key stakeholders, who are responsible for implementing and maintaining our organisation's Health and Safety Management system, so we scheduled multiple sessions of ISO45001 lead auditor trainings, as part of cross-functional capability building. We now have a pool of approximately 30+ ISO45001 certified lead auditor staff, which will improve the effectiveness of internal audits.

3

New training partner for 'work at height' training

In addition to the existing two training providers (Karam and Force tech), we have identified another training partner through proper content validation, trainer profile reviews, and by conducting pilot training sessions for practical assessment and thereby approved M/s Safe Rescue, as a TCL approved training partner for 'work at height' training programmes.

4

Engagements with contractor workforce

We communicate with our contractor workforce through a variety of channels. Consultation and participation are important mechanisms in contractor workforce engagement. This clause is heavily emphasised in ISO45001. We have included this requirement as a target in all business function objectives and target sheets, and we are monitoring it quarterly. As part of the same, BU team consults with the contractor workforce about the H&S management system, and solicits feedback in order to improve the system.



Engaging with empathy and responsibility

We believe it's our responsibility to use our scale and expertise to make positive changes in the areas where we operate in. Therefore, we work with local groups and associations to implement targeted programmes, focused on promoting health, quality education, sustainable livelihoods, and the environment.

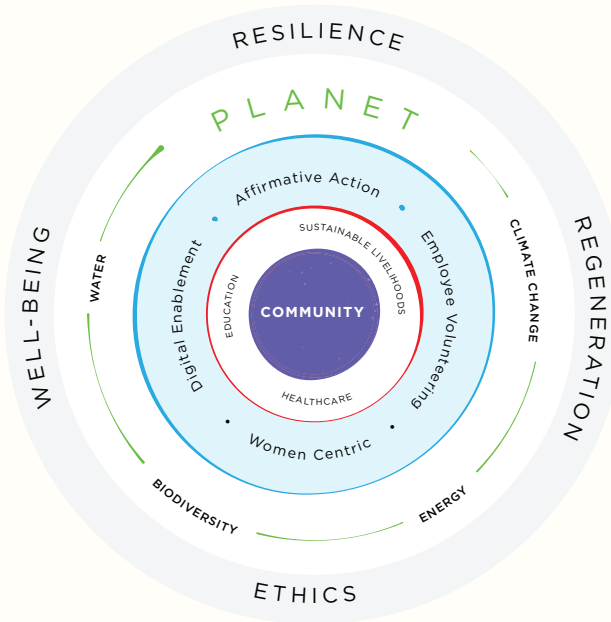
We have adopted the Tata Affirmative Action Programme (TAAP), a Tata group-level initiative that aims to address structural and social inequities in India by providing equal opportunities and inclusive growth to historically marginalised social groups, namely Dalits and tribals, women, and persons with disabilities in India. This is aligned with the framework on Affirmative Action (AA), prepared by the Confederation of Indian Industry (CII), which focuses on four areas of development, namely, Employment, Employability, Entrepreneurship, and Education.

During the year, we revised the **CSR Policy** and strategy on the basis of the maturity of our own CSR journey, Tata Communications Reimagined strategy, shifts in the global development discourse and amendments to the Companies (Corporate Social Responsibility Policy) Rules, 2014. The Tata Group CSR framework, Tata Communications corporate imperatives, national guidelines, global standards, evolving practices from peers, and research form the five guiding pillars of our approach towards CSR projects. The programmes are aligned with the United Nations' Sustainable Development Goals (SDGs) in policy and practice.

At Tata Communications, we have prioritised **seven SDGs (SDGs 1, 3, 4, 5, 8, 13, and 17)** that will work with the United Nations SDGs to promote CSR initiatives through social

impact programmes. Our programme is designed to improve the skills and quality of life of underserved, especially women, young girls, and adolescents.

Our CSR programmes are directed by the CSR Committee, which oversees our Company's social responsibilities and engages in periodic reviews on policy objectives, while also offering guidance on enhancing the scale, quality, and impact of the programmes. In addition, our Global Management Committee (GMC) takes complete ownership of all CSR interventions and offers guidance on how to improve impact on the ground. Furthermore, we also evaluate our projects through independent agencies to ensure that they are relevant and responsive to the needs of the communities, while documenting the best practices.



Tata Affirmative Action (AA) Programme



In FY 2021-22, 61.4% of the total CSR budget of US \$1.46 million (INR 11.30 crore) was spent on AA projects. Of the 19 projects in India being supported under CSR, four projects are 100% AA, two have significant AA focus (70-90% or more), and 13 have partial AA focus (less than 70%).

61.4%



of total CSR budget for FY 2021-22 was spent on AA projects



Engaging with empathy and responsibility

FY 2021-22 highlights

20,472

Volunteering hours

US \$1.46 million

CSR spend (INR 11.30 crore)

2,600

COVID-19 relief beneficiaries

680,409

People benefited

Priority areas

Keeping the community at the centre of development, while recognising its inter-connectedness with the natural environment, Tata Communications identifies education, sustainable livelihoods, healthcare and environment as priority areas for its CSR work.

Education



We strive to transform the education system through digital empowerment, educator empowerment, and youth involvement to create exponential social, economic and environmental impacts.



CSR investment

USD \$16,612 (INR 0.13 crore)



Lives touched

192,416

Environment



Integrating action on climate change, biodiversity, water, and energy, into community initiatives, and creating partnerships that promote environment restoration and regeneration.



CSR investment

USD \$469,738 (INR 3.63 crore)



Lives touched

13,634

Sustainable Livelihoods



Empowering youth and rural communities (especially women) economically and socially through vocational, entrepreneurship and life skills training which enhance access to resources, new technology and financial services, there by supporting them in becoming active contributors to the economy.



CSR investment

USD \$769,192 (INR 5.94 crore)



Lives touched

233,305

Healthcare



Ensuring access to quality healthcare services amongst underserved communities (especially women), and equipping local communities with the necessary infrastructure, knowledge, and skills to promote wellbeing for all.



CSR investment

USD \$73,965 (INR 0.57 crore)



Lives touched

148,785



Engaging with empathy
and responsibility

Employee volunteering: Highest participation rate at TVW-15

We launched the Global Employee Volunteering Programme (GEVP) as a key pillar of our culture. The GEVP motto, 'for a better world and workplace,' requires the 12,500 strong workforce from 40 nationalities to go 'beyond a business,' and contribute to the social advancement of communities.

In FY 2021-22, **4,039 employees** volunteered, clocked **20,472 volunteering hours**, and impacted **92,269** lives across several locations in India, APAC, MENA, Americas, and Europe. 76 Employees volunteered in the Tata Group level long-term volunteering initiative ProEngage during the year.

We have also started new interventions within GEVP:

Inspiration series:

A quarterly episode of reflective conversations around interesting ways in which people around the globe are redefining volunteering.

Tata Communications Mentorship Programme (TCMP):

Engaged 30 volunteers in long-term volunteering opportunities within CSR projects.

Our dedicated volunteering helped us make a positive difference to more than 50,000 lives.

We have been awarded the highest participation rate (large company category) for our volunteering contributions as part of the just-concluded Tata Volunteering Week (TVW) 15. The award, modelled on the highest volunteering hours per capita, and conceptualised after virtual volunteering, became the norm in 2020, and we are proud to have bagged it yet again, after having won it five times in the past.

A multitude of forces came together in enabling this accomplishment for us. Coinciding with the Tata Volunteering Week-15, DRIVE Week 2021 was the virtual avatar of our annual, Company-wide celebration of volunteering, which allowed all employees and their families to come forward and experience 'giving', going beyond business, and becoming agents of social change.

Six of our GMC members as well as our MD & CEO - A.S. Lakshminarayanan, took part in and successfully completed volunteering activities. The initiative saw the participation of 49 members of our leadership team. More than 90 colleagues stepped up as 'volunteer leaders' to help manage more than 50 volunteering activities, spread across 10 different causes. Further, expanding our volunteering footprint, employees from



more than 20 countries came together to contribute their time, skills, and efforts. We partnered with 20+ organisations to deliver on-ground impact from our volunteering activities that were completed virtually. All the activities were aligned to one of the six leadership behaviour traits, identified by our new internal strategy: Tata Communications Reimagined.

Our collective efforts reached a total of 10,000 volunteering hours in numbers, and the commitment behind these hours stands unmeasured. Our dedicated volunteering helped us make a positive difference to more than 50,000 lives. The lives of these beneficiaries were enhanced with greater access to information, education, and systems of support and opportunities.



Engaging with empathy and responsibility

1. Education

We endeavour to promote access to quality education through offering scholarships and helping teachers to build capacity, while encouraging lifelong learning. We work with our non-profit partners to help create sustainable and inclusive technology-based solutions in Haryana, Maharashtra, Karnataka, Himachal Pradesh, Kerala, Rajasthan, Uttarakhand, and Tamil Nadu, across 136 schools and 7 colleges.



Key initiatives

- A New Education Worldview (ANEW)

This is an initiative to transform primary education in 110 Gurgaon public schools, providing teachers with advanced teaching methods and practices, integrating technology into the curriculum, improving student learning outcomes, reducing dropout rates, and strengthening community ownership.

183,622

Individuals reached



- Samarth

This scholarship cum mentorship programme focuses on extending financial assistance and guidance to undergraduate students from socially and economically marginalised sections around Pune.

- Kreed aur Shiksha

This holistic programme seeks to provide quality education to first-generation learners in Bengaluru by leveraging innovative teaching techniques, and digital content, to hone their practical skills, facilitating improved application.

- Global citizenship using ICT

Through this programme, we aim to combine the power of technology-enabled education and critical appreciation to instil the habit of independent, critical thinking in primary and secondary grade learners in Bengaluru.

- School Enrichment Programme

This programme focuses on improving the academic performance of children from low-income schools in Mumbai through innovative learning methods, and by creating a network of community educators as skilled para-teachers, who can contribute toward conducive classroom teaching for children.

- Foundation for Academic Excellence and Access Scholarship (FAEA)

This scholarship is a Tata Group initiative that seeks to extend equal opportunity to meritorious undergraduate students, by supporting their tuition and living expenses.

- Schools in Action for the Planet

This initiative provides education to young students and teachers with a focus on sustainability through specially curated modules on ecological, social, and cultural aspects of sustainable development, and field-based learning in 10 schools in Chennai.

Connecting to the environment

We launched a community partnership with Pitchandikulam forest, Auroville Foundation to equip young learners with the right knowledge, skills, and attributes to live sustainably, and include them in a conversation about the future. But subsequently, lockdowns hit the world and forced us to rethink how we approach environmental education.

We reached out to students via a variety of virtual platforms, connecting with them on modules, such as water, air, trees, and biodiversity, among others. When working with government schools like the Pernthalaivar Kamarajar Girls Government School, the team encountered another stumbling block: many students did not have access to digital meeting platforms. Our project team devised a new method of reaching out to learners via WhatsApp, a more relatable and easily shareable medium. They redesigned the class schedule, created special videos, and distributed Google form links and book pdfs so that

students could share and access resources at their own pace.

Learners participated in a variety of lessons centred on natural elements, and were given ample time to complete activities that required them to think more consciously about their immediate surroundings. Our project team used the engagement to practise facilitating environmental conversations in low-resource settings.



We equipped young learners with the right knowledge, skills, and attributes to live sustainably.



Engaging with empathy and responsibility

2. Sustainable livelihoods

We drive sustainable livelihood generation with a belief that a society of empowered individuals, who enjoy a decent standard of living, can create overall prosperity, and help develop a nation.

Key initiatives

• Lakhpati Kisan – Smart Villages

Lakhpati Kisan – Smart Villages is a holistic rural development intervention that enables 6,000 households in 41 villages in Dhadgaon block of Nandurbar (the only tribal-majority (>60%) district in Maharashtra, India) to craft their way irreversibly out of poverty, and enhances their quality of life and life choices. This multi-sectoral initiative focuses on irrigation development, agricultural cluster development (high-value and precision farming), livestock development (improved management practices and stock), building an integrated approach to technology in education, drinking water (strengthening sources and enhancing access to potable drinking water), running a community-based nutrition programme, and setting up institutions to spearhead rural development.

• MPowered

MPowered is an initiative towards empowering some of the poorest and most vulnerable women (the ultra-poor) in Sundergarh, Bolangir (Odisha) and West Singhbhum, Pakur (Jharkhand), who live on less than US \$1.25 per day. These women are empowered through mobile technology and interventions that support sustainable livelihood development, and digital, social and financial inclusion. The project supports the efforts of state chapters of the National Rural Livelihoods Mission (NRLM) through livelihood training, seed grant support, facilitation, and capacity building along with the provision of mobile technology, and training on the application and usage of smartphones for livelihood generation, and for availing services of Government and other State programmes.

Lakhpati Kisan – Smart Villages is a holistic rural development intervention that enables 6,000 households in 41 villages.

School of hope and empowerment



At the UNESCO World Conference on Education for Sustainable Development in 2021, we announced the establishment of the 'School of Hope and Empowerment (S.H.E.).' Tata Communications will create enabling environments for women from marginalised communities to establish themselves as entrepreneurs and leaders in their communities by leveraging the power of digital connectivity and partnerships.

S.H.E. consists of a series of short films that highlight the obstacles that women face when attempting to become entrepreneurs, such as gender stereotypes, family commitments, financial and societal constraints, and a lack of self-belief. We hope to throw light on the stories of successful female local entrepreneurs, and provide them with business grants, mentorship, and digital training, among other resources. As a result, women will be encouraged to pursue their ideas, and bring them to

fruition by embarking on a path of financial independence.

In the first phase, S.H.E. is focussed on aspiring women entrepreneurs in the age bracket of 18-35 years, hailing from low-income backgrounds in the peri-urban areas of Dhanbad, Bokaro, East Singhbhum, Hazaribagh, and Ranchi in Jharkhand. With just 25% of women in the labour force and limited employment opportunities in the region, this project will address the challenges of financial independence of these women. In FY 2021-22, the initiative through the project's microsite reached out to 1.12 million women, out of which 55,000 completed the educational series and 460 applied for a business grant. Three women have received a business grant of INR 50 lakh each, to initiate their enterprises for enhancing their livelihoods. The next two phases of the project are aimed at including the entrepreneurial women in Odisha and Bihar.

Engaging with empathy
and responsibility

Livelihood centre launched as part of project Umang

On Women's Entrepreneurship Day (19 November), we launched a livelihood centre for underserved women, in collaboration with Umang. The livelihood centre, which was introduced in a hybrid format in the presence of civil society organisations, women's groups, and CSR members, became the first dedicated work and ideation space (beyond training centres) for the women involved in the project.

The centre aims to
benefit around 600
women, by enabling
them to work from
their homes as well as
providing access to
sophisticated machines.



Umang is our joint effort with IDEA Foundation to drive socio-economic empowerment of women, in and around Pune (Maharashtra), with an emphasis on affirmative action. The livelihood centre's current setup includes stitching and tailoring machines, storage space, cutting tables, and a stitching area.

The centre aims to benefit around 600 women, by enabling them to work from their homes as well as providing access to sophisticated machines. Increasing women's income and

their control over family spending can lead to improvements in child nutrition, health, and education. The space is currently run and managed by 13 Umang alumna from 4 self-help group clusters. As demand and production grows, 50 more skilled alumna of Umang will join the centre as co-operative members.

Engaging with empathy and responsibility

3. Healthcare

At Tata Communications, we are focussed on improving access to better healthcare services to people belonging to the underserved sections of society, with emphasis on the prevention and care of non-communicable diseases in rural areas.

Key initiatives

• Assam Cancer Project

The project aims to reduce deaths caused by Cancer by facilitating early diagnosis and removing the dependency on pathologists. In the project, we have established a 'telepathology' infrastructure for cancer diagnosis that offers remote location histopathology analysis. This reduces travel time for patients from remote locations of Assam to bigger cities for primary consultation by enabling pathologists to detect Cancer stages promptly. The scanner at the Centre for Oncopathology (CoP), Wadala Mumbai is also used in the online teaching programme for postgraduate students in pathology.

• National Cancer Grid Programme

The Programme aims to bridge the training gaps observed among the healthcare workers in the Cancer screening programme, improve quality care for patients, training on standard treatment guidelines, improve awareness amongst general practitioners and improve the effectiveness of the Cancer screening Programme across India.

• Drishti

Drishti aims to empower young girls to break free from the gender-health-poverty cycle and reach their full potential by providing employment-linked education in subjects such as English, Math, Science, and Optometry, as well as an e-MBA programme to instil leadership skills. It also aims to improve eye care for and by young girls and women in Bihar by providing school-level preventive eye care, and developing Hospital Information Systems (HIS) for seamless and efficient eye care.

148,783

Lives touched through healthcare initiatives



Promoting access to quality eye-care: Vision-screening at government schools

Aligned with the mission of Akhand Jyoti Eye Hospital (AJEH) to eradicate bilateral blindness from Bihar, we launched project Drishti. Under this, the focus was on advancing AJEH's technological capacity and supporting them to nurture young girls as 'Vision Leaders'- a select cohort trained to conduct vision screening camps, provide specialised eye care, and undertake executive leadership roles within AJEH.

As a part of this mission, our team of optometrists visited Kudar Bandha, a remote village of roughly 2,000 people in Bihar, for eye check-ups of school children.

Our team screened more than 100 children and found 16-17 cases of refractive errors. Most of these cases required glasses but some needed urgent, surgical attention to prevent imminent blindness. We provided all required treatments to these kids free of cost.



Nikesh Kumar, a 9-year-old learner from Nagra village (Saran district, Bihar) was identified in another camp, after sustaining a serious eye injury, while playing with neighbourhood friends. His parents had no idea about the medical recourse. Nikesh's parents found hope during our visit to the region for a free eye-care camp. We photographed Nikesh and his information was entered into 'Navigator' (a comprehensive data capture and hospital information management tool, developed as part of Drishti), and he was directed to Akhand Jyoti's base hospital in the same district. Nikesh was seen by a paediatric eye specialist at the hospital, and he underwent a successful cataract surgery on his left eye. Now, Nikesh's vision has improved.



Engaging with empathy and responsibility

• Sanjeevani

The project aims at providing the most immediate, mid-term and long-term need-based tangible benefits to the worst affected tribal, rural, and peri-urban communities by COVID-19, across various geographies in India, using the existing network of Tata Communications CSR project partners. In wake of the second surge of the pandemic, Tata Communications chose to stand for the families that had landed on the edge of a financial crisis, due to the dearth of income opportunities and restrictions on mobility. Tata Communications, with the help of implementation partner: Trickle Up India Foundation, has carried out relief work in the form of distribution of dry ration and hygiene kits to 2,600 tribal families, as a result of the loss of livelihood and lack of food, health, and other necessities in three aspirational districts¹ of Odisha (Bolangir and Sundargarh) and Jharkhand (Pakur and West Singhbhum).

Additionally, the project has also developed behavioural change communication modules for all the beneficiaries taken up by Tata Communications. The modules are being proposed for dissemination to a wider audience through government healthcare agencies.

2,600

Dry ration and hygiene kits distributed to tribal families



¹Aspirational districts are those districts in India, that are affected by poor socio-economic indicators. These are aspirational in the context, that improvement in these districts can lead to the overall improvement in human development in India.

Building an ICU in an underserved region of Sri Lanka

Udugama, a small town in southern Sri Lanka, rich in natural beauty and biodiversity, is home to some of the poorest villages. Tata Communications partnered with Watawala Plantations PLC in January 2021 to assist in the creation of an Intensive Care facility in Udugama's base hospital, bringing the said facilities within easy reach of the community. The new facility will serve a large number of critically ill patients by assisting in the establishment of ICU beds, as well as all necessary equipment, housed in a cutting-edge building.

The new facility is intended to improve hospital capabilities, so that more critically ill patients, including but not limited to COVID-19, can be treated. Currently, we are in the process of constructing a 5-bed ICU with all the necessary infrastructure. The unit is scheduled to begin operations at the end of August 2021. Tata Communications CSR is dedicated to ensuring that no one is left behind as we all grow and prosper.



We are in the process of constructing a 5-bed ICU with all the necessary infrastructure.

Engaging with empathy and responsibility



4. Environment

At Tata Communications, we believe in integrating action on climate change, biodiversity, water, and energy into community initiatives, and creating partnerships that promote ecological restoration and regeneration. For this, we would synergise with the programmes and initiatives of Tata Group wherever possible, in a meaningful manner and provide support for disaster rescue, relief, and rehabilitation.

Key initiatives

- **Climate Resilient Village Programme**

This project aims to improve clean energy access through solar power and clean cookstoves, thereby improving the living standards of the rural populace from remote terrain of Meghalaya and Nagaland, and other Northeastern states of India through solar electrification of a total of 350 households, up-gradation of 7 Primary Health Centres (PHCs) and solar electrification, distribution of clean cookstoves to 5,000 households. For FY 2021-22, the project provided clean energy solutions to over 140 households in over five villages and impacted 13,514 beneficiaries in the Garo hills region of Meghalaya.

- **Nanneer**

The project primarily focusses on the rejuvenation and restoration of Nagan Thangal Lake for effective groundwater recharge in Upparapalayam, Pothur village, Villivakkam block, Thiruvallur district of Tamil Nadu. Pothur has about 694 households with

a total population of 2,739. The lake has been historically used for irrigation. Spread over 15.01 acres of land, the current water spread area of the lake is 5 acres, and the remaining 10+ acres of lake land is fully silted, covered with thorny bushes. Approximately 75% of the lake area is silted, which has reduced the water holding capacity of the lake. With the rejuvenation of the entire lake area of 15.01 acres, an estimated 24,000 m³ increase in water holding capacity is projected. This, in turn, will ensure continued groundwater recharge and benefit the nearby communities by providing a source of drinking water for domestic animals. Nanneer will ensure restoration of the lake, with ecological restoration methods and plantation of 3,500 plants of Tropical Dry Evergreen Forest (TDEF) indigenous species. The restoration work will include lake deepening, plantation of indigenous trees, shrubs and reeds, and setting up of landforms, such as bird islands to attract and enhance the biodiversity.



Positioning customers above all

At Tata Communications, customer-centricity means providing our customers an unparalleled experience, while continually assessing ourselves against set benchmarks. We are gearing ourselves for the future by providing the best-in-class services, and constantly pushing the boundaries, leveraging the latest technology.

We have built unique connections with our customers through our service philosophy 'whatever it takes', leading us to provide well-differentiated services in a highly competitive market. To be at the forefront, we are constantly reinventing ourselves with steadfast focus on customer delight to achieve greater customer loyalty and remain competitive. Customer centricity is central to our values, and is core to our vision and mission statements.

Our customer-centric culture includes our senior leadership team's engagement with key customers to get a direct first-hand pulse of our customers. The team regularly reviews top customer escalations, and actions taken to deliver superior customer experience, ensuring that customers are heard and given the topmost priority in our organisational culture.

During the pandemic and with the changing geopolitical situations, we have ensured continuity of service. Our efforts have been recognised by both, the industry as well as our customers.



FY 2021-22 highlights



1

Leader in Gartner Magic Quadrant for Network Services, Global 2022 (9th year in a row)

2

Enhanced Net Promoter Score® (NPS®) by four more points to reach the top quartile position-secured NPS of 84

3

Won the Customer Experience Excellence Award at CC Global awards 2021 held in Berlin (2nd consecutive year in a row)

4

Recognised with the 2021 ISG Digital Case Study Award by Information Services Group (ISG)

5

Won a SILVER medal at Stevie Awards for the best use of technology in customer service in the telecommunications industry

6

Recognised with 'Highly Recommended' title in the 'Best Use of Technology in Customer Engagement' category at 2021 Engage Awards, Europe

7

Positioned as a Leader in the Frost Radar™: Asia-Pacific Managed SD-WAN Services Market, 2021

8

Certified TL 9000 in India, Singapore, and Sri Lanka since 2006 by DQS



Positioning customers above all



Being a part of the Problem Management team within Telstra International, one of my key objectives is to minimise repeated failures/faults within our network, and ensure stable performance. With Tata Communications as one of our key partners in India, I have had a great experience working with its team over the last 2+ years. The support from Tata Communications team has always been consistent and detailed, which helps us manage our stakeholders and customers with ease. We have also accomplished to mitigate the repeated performance-related concerns, and if we look at the figures, from the overall 1,017 incidents in 2019, we saw a 22% reduction in 2020 (791 incidents), and this further reduced by 26% in 2021, thus bringing the overall incidents count to 583. This has been possible due to the continuous efforts of Tata Communications Service Management, Assurance and Problem Management teams.

Jaspreet Singh
Problem Management Analyst,
Telstra International

Our customer centric approach has led us to capture customer feedback, and understand their needs, and improve our processes and systems, including new product launches, to better serve them.

Our approach to providing a good customer experience:

Listen to our customers

Targeted customer interactions, review, and feedback mechanisms help us understand the challenges and pain points of our customers. 'Listen and learn' approach is also extended to our analysts, vendors and competitors, in order to gauge the external environment impacting our business.

Identify customer priorities

Identification of our customer priorities helps us to narrow down areas of intervention, and deliver timely solutions.

Take tactical and strategic actions

In-depth analysis helps us to divide actions into tactical and strategic, which are taken by the CST team and cross-functional teams, respectively.

Measure customer satisfaction

The Customer Experience Management team is responsible for measuring customer satisfaction against the priorities identified previously. Further, outcomes are deliberated by Global Management Committee (GMC) and process owners to address scope of improvement.

Measuring our performance*

We have a number of customer-listening processes, designed to provide solicited feedback that can be implemented.

1. NPS Survey

It is based on a survey conducted by an external organisation, which gives a net score on the willingness of customers to recommend our services to others.

2. Real-time feedback and balance scorecard

We regularly conduct feedback surveys across different customer touchpoints. These surveys are undertaken by various teams in sales, service delivery, billing, and service assurance, enable us to understand the viewpoints of customers.

3. Win/loss analysis

The output of the win/loss analysis is used for driving necessary changes/improvements to enable higher win rates.

4. RFPs and early customer engagement

Complex RFPs are analysed by the sales, solutions, product and service wrap teams, to devise and build new platform solutions and features as per the customer and market needs.

5. Engagement with industry analysts and partners

Product, corporate strategy, and the marketing teams engage regularly with leading industry analysts to apprise them of our product strategies, and roadmaps, and simultaneously seek their insights and feedback on the market trends.

6. Forums and events

Information and Communications Technology, and Media and Entertainment forums and events, provide both formal and informal opportunities to understand the prevalent and future technology trends.

Ranked as a Tier 1 operator by Rocco Research in their International Voice Carrier Vendor Benchmarking Report 2021.

*For detailed process, please refer to our FY 2020-21 Sustainability Report



Positioning customers above all

Innovation on the go

We leverage innovation to enable our clients to deliver outstanding and innovative experiences to their customers. Our goal is to develop future technologies that will improve almost every aspect of our lives through collaboration with customers in all industries and around the world. We are constantly improving our solutions, which are driven by our vision of improving our customers' reach and leadership.

We strive to provide:

1

Efficient and quick service delivery through automation and self-service

2

Up-to-date and fresh technology to streamline user experience

3

Wide spectrum of choices by adding more technology vendors

4

Performance monitoring tools for network services

5

Services focussed on delivering customer business needs

6

Automation of services for transforming the customers' business journey

New portfolios launched in FY 2021-22

1

Secure Connected Digital Experience (SCDx)

A thematic solution to enable digital-first strategies and businesses.

2

Managed Public Cloud Security – Azure

A new service to monitor and manage security aspects of Azure cloud services.

3

Virtual Desktop as a Service (VDAAS)

In the current pandemic conditions, organisations want to secure their employee access through enhanced security and accessibility by means of virtual desktops, where limited access is given to users, while the centralised system is built on the Tata Communications cloud platform.

Our goal is to develop future technologies that will improve almost every aspect of our lives.

4

Focussed solutions to enhance our portfolio to be more agile, dynamic, secure, scalable, and cloud-driven; expansion of internet presence to the newly developed data centres to be near our customers, for delivering world-class internet experiences to them.

5

All customer contracts are backed by Service Level Agreements (SLAs); services are managed based on industry-leading benchmarks, to ensure a great customer experience.



TATA COMMUNICATIONS

Official Broadcast Connectivity Provider of Formula 1*

Partnership with Formula 1: Transforming motorsports with innovative fan experiences

Tata Communications become #OnewithF1 as the Official Broadcast Connectivity Provider of Formula 1 to transform the motorsports experience for fans globally. We entered into a multi-year strategic collaboration with Formula 1 enabling reach and delivery to millions of fans worldwide through low latency broadcast-ready network and

media native cloud solutions, tailored for global sports events worldwide. We bring fully managed video contribution services aggregating live broadcast feeds from venues globally to Formula 1 remote operations center in London and for global distribution to various rights-holding broadcasters. The low latency and remote operation capabilities allow Formula 1 to analyse race data and produce stunning broadcast productions while supporting the motorsports' drive for agility and sustainability. Tata Communications is on a mission of empowering Formula 1 for tomorrow, today. Following the introduction of Formula 1's remote broadcast operations in 2020, Tata Communications has allowed a reduction in the organization's travelling freight by 34%, as Formula 1 looks to become Net Zero Carbon by 2030.



Positioning customers above all

Enhancing customer engagement

- Our 'deeper with fewer' strategy deepens our relationship with our top 1,000 customers across multiple touchpoints and customer hierarchy
- For large enterprise customers, our engagement model focusses on both, customer experience and business outcomes, with the help of a designated customer success team (CST)
- For top enterprise customers, we have an off-shore customer success management model in Pune that works on the follow-the-sun model
- We have a dedicated sales team for the core segment accounts, which are beyond the top 1,000 accounts. We follow the FIGITAL (field + digital) model for these accounts with separate roles for hunting and farming of accounts
- For the digital customers segment, our CRM desk manages the customer relationship virtually, and also considers the customer life cycle management

A dedicated sales team for the core segment accounts

CSM supports customers across their journey with us



As part of our multi-cloud strategy, AWS is the strategic platform for some of our new-age platforms. For this, we needed to partner with a service provider who had knowledge about AWS services, and could manage large and complex deployments to help us scale new heights. Also, we needed single-pane-of-glass monitoring and management of our multiple AWS accounts across regions, so it becomes easier for us to diagnose and troubleshoot user experience issues and application failures, if any. Tata Communications helped us seamlessly bring our various tenants of AWS under a single monitoring coverage and manage it end-to-end. As we grow and scale our workloads on AWS, it is crucial to centrally govern this multi-account environment. Tata Communications offers governance and uninterrupted business operations backed by SLAs; its 24*7*365 GSMC helpdesk team provides support to pre-empt and tackle outages, and performance issues, thus ensuring superior customer experience for our business.

Gurpartap Singh
 VP-Technology, IIFL Wealth Management



Sustainable Solutions

At Tata Communications, we understand the consequence of the world's most pressing issues, including climate change, and strive to reduce our GHG emissions and decarbonise the global economy. We believe that the rapid advancement in research & technology and connective solutions are the future of dealing with challenges and increasing efficacy. We must focus on developing sustainable solutions to accelerate climate change and save our planet, including its resources, for future generations.

In this section

Climate Change >

R&D and Innovation >

14

Major facilities in India are ISO 14001:2015

84.2

(Energy intensity MWh per million-unit revenue in US\$)

1.7

Global Average PUE in FY 2021-22

9%

Decrease in the emission intensity as compared to FY 2020-21



Towards environmental stewardship



At Tata Communications, climate change and environment protection are our key priorities. Therefore, we are focussed on creating a positive impact on the natural environment. We take proactive approaches to identify risks, and are continually working on programmes to conserve natural resources, and reduce emissions. We have a robust environmental management system, ensuring compliance with national and international standards, and our obligations towards all the stakeholders.

Climate change is one of the biggest global challenges to tackle. Protecting the natural environment from further deterioration and protecting our natural resources are still the most pressing needs. Information and Communication Technology (ICT) solutions offer a great opportunity to reduce global carbon emissions, and support the transition to a circular economy. Effective application of the Internet of Things (IoT), AI, and

Machine Learning can be the best options for monitoring and mitigating the risk of climate change. As a digital ecosystem enabler, we will do everything we can to accelerate these processes and save resources. We are also promoting the use of renewable energy as a climate-conscious company. We have an environmental policy that works to develop services that are safe to use and harmless to the environment. Our efforts aim to minimise the use of energy and other resources, and enable the recycling or reuse of resources.

14



Major facilities in India are ISO 14001:2015 certified

As a continuous improvement plan, we have established an Environmental Management System (EMS) conforming to ISO 14001:2015. Our 14 facilities in India are certified in accordance with this standard. The implementation of the ISO 14001 standard helps us to regularly review the EMS, with programmes in place, to mitigate the identified environmental performance and impacts of our operational activities and services.

Towards environmental stewardship

EMS also allows us to track our environmental goals, objectives, and training plan. EMS review and governance mechanisms include top management reviews (annual), reviews by management representatives and deputy management representatives (semi-annual), and regular reviews by corporate services (monthly). We also recognise the need to build proactive reporting and action mechanisms to address any potential environmental incidents, for which, we have developed an online environment incident reporting system for our employees and contract workforce. During the reporting period, no significant environmental incidents were reported. Further, no instance of non-compliance with environmental laws and regulations was reported for FY 2021-22.

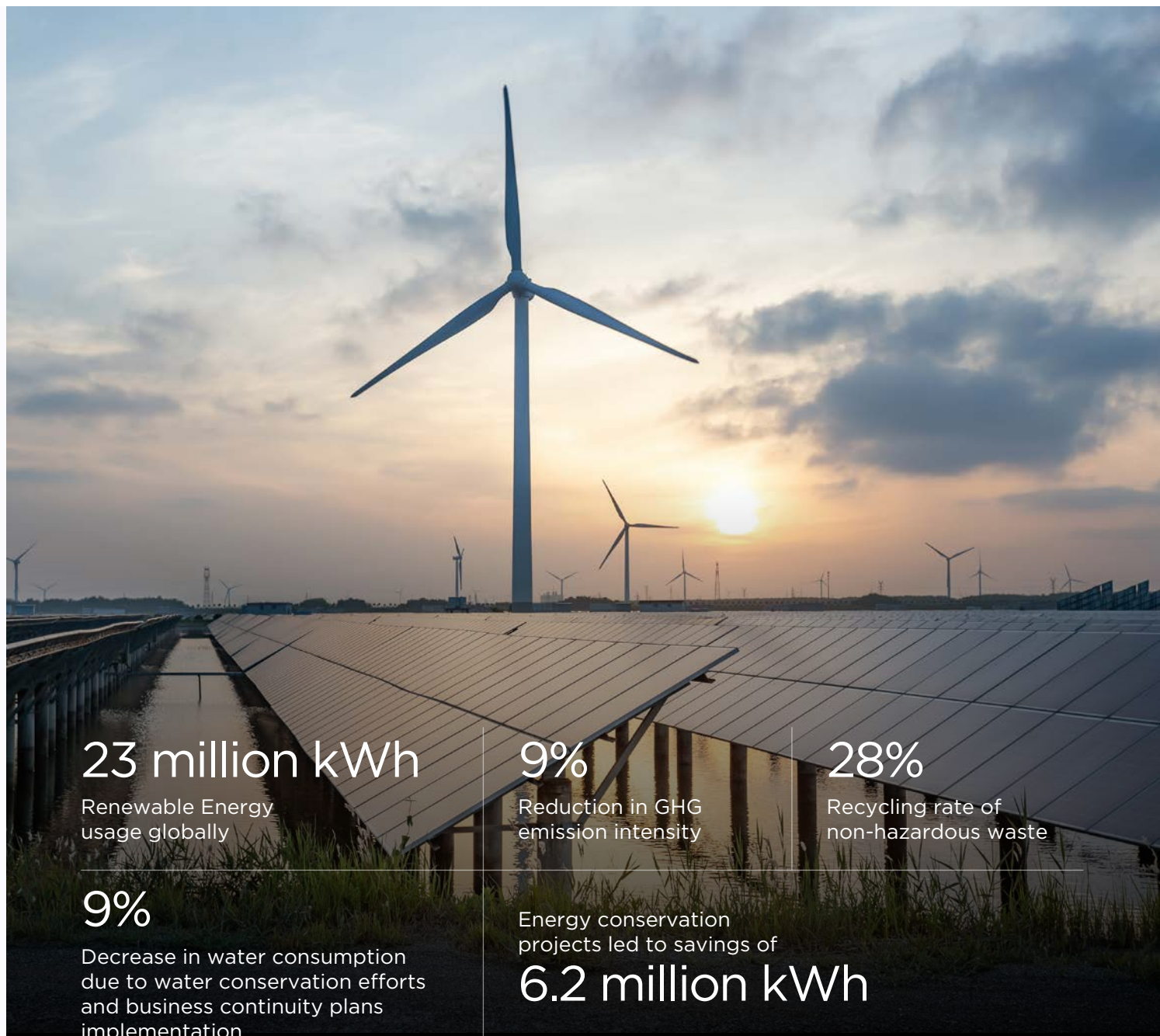
☆ **Golden Peacock Global Award for Sustainability – 2021 by Institute of Directors**



☆ **'Grow Care India Energy Efficiency Awards 2021' in the 'Platinum' category by Grow Care India**

☆ **Recognised among the top 10 most sustainable companies by Business World of India**

☆ **Awarded 'The Economic Times Sustainable Organisations 2022' for adopting Valuable Sustainable Initiatives**



Towards environmental stewardship

Towards positive climate action

The overall demand for energy in the Information and Communications Technology (ICT) sector is growing significantly. It is expected that the electricity demand for the IT sector will increase by 50% by 2030 and reach up to 3,200 TWh¹. Most of the energy consumption in the sector is due to powering servers, and significant indirect demand managing data centres. This will heavily contribute to the overall GHG emissions. Despite the significant impact, the ICT sector has the tremendous potential to reduce GHG emissions by 1.5 Gt CO₂ by 2030².

At Tata Communications, we understand our critical role in driving energy and emission reductions, while creating substantial socio-economic value. Therefore, we are proactively working towards positive action plans on climate change issues. Reducing carbon emissions and responding to climate change have been our mission for over a decade, and our actions establish our position as an industry leader in addressing both, the risks and opportunities of the energy transition. In response, we have developed the climate change strategy, and are working towards the Net Zero emissions path, to reduce our environmental impact, and contribute toward climate action.

¹<https://www.i-scoop.eu/sustainability-sustainable-development/it-sector-electricity-demand/>
²<https://www.itu.int/en/mediacentre/Pages/PRO4-2020-ICT-industry-to-reduce-greenhouse-gas-emissions-by-45-percent-by-2030.aspx>



Climate strategy in action

Improving	Mitigating	Offset and Advocacy
<div>Improving energy intensities for our facilities and data centres by pursuing continuous efficiency improvements</div> <div>Improving our emission intensities through switching to renewable sources of energy or low-carbon energy</div> <div>Developing low-carbon products and solutions for our customers</div>	<div>Decarbonising Scope 1 (Diesel based) emissions</div> <div>Reduction in Employee and Business commute by introducing EV's and other cleaner fuel options</div> <div>Reduction in Upstream, Downstream and Supply Chain based emissions</div>	<div>Developing Carbon Community and Operational Offset programmes</div> <div>Taking an active and constructive role in evolving climate change policy, solutions with governments, industry association and communities</div> <div>Disclosure and Reporting</div>

Towards environmental stewardship

Our response to climate change

As a business, we are working towards a climate action strategy by improving upon the following priority areas:

1. Improving energy intensities for our facilities and data centres by pursuing continuous efficiency improvements

In FY 2021-22, we consumed 173 million kWh in our operations across the globe. Our energy intensity over the years has decreased to 84.20 (MWh per million-unit revenue in US\$)⁶ as we have kept a keen focus on optimising our energy efficiency. We have expanded our focus towards optimising energy efficiency to continuously measure energy consumption, while also identifying the gaps in our operating procedures. This year, our Indian (facility infrastructure management) operations identified a total of 128 opportunities, involving projects related to heating, ventilation, and air conditioning (HVAC), switched-mode power supply (SMPS), and uninterruptible power supply (UPS) efficiency enhancement/

optimisation and consolidation, smart lighting (conversion of conventional lighting into LED), usage of IoT, and reduction in State Electricity Board (SEB) contract demand. Out of the 128 identified opportunities, 114 projects stand complete with a cumulative capital investment of US \$1.2 million (INR 8.2 crore)³, resulting in cumulative energy savings of around 5.57 million kWh with cost savings of INR 4.8 crore (US \$0.6 million). Further, our MAN and NLD teams completed 4 energy efficiency projects, resulting in energy savings of 39,200 KWH with cost savings of ~ 0.004 million US\$ (INR 3 lakh). In addition to the projects, the team implemented the best practices, such as setting the air conditioner temperature to 24 degrees, setting SMPS in power-saving mode, and keeping grill tiles only in front of the Active Equipment Rack, resulting in savings of 593,126 kWh.

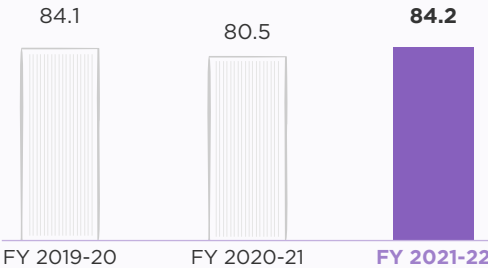
Energy intensity reduced to

84.2 MWh

(per million-unit revenue in US\$)



Energy intensity (MWh per million-unit revenue in US\$)



³Total 1.2 million USD were invested in FY 2021-22 which included opportunities identified in the previous year completed in the reporting year.
⁶ Revenue considered for calculations of Energy and GHG intensity is US \$2,054 million which excludes the subsidiaries businesses of Tata Communications

HT/LT voltage modulation: VSB Fort

Our VSB Fort site in Mumbai has high-side equipment, which is managed by our FIM team. This site is a Tata Communication Limited owned premise that has a cable landing station, which is the most critical set-up. This station was managed using HT connection, which was then transformed to LT connection, using dry-type transformers. However, this conversion was associated with power loss and less capability. Therefore, only 5 out of 16 floors on the site were in operation.

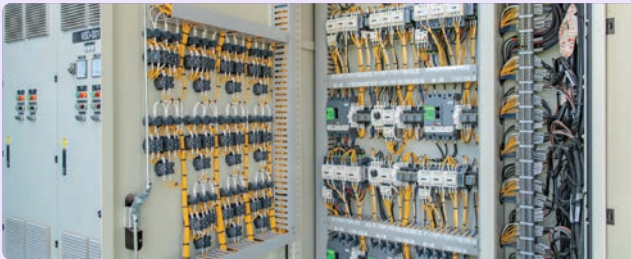
To avoid these losses, we modulated the tap position of the HT transformer with optimised voltage between 400 to 415V AC LT. This initiative did not require any additional costs as it was executed by our in-house team.

The initiative was executed in August 2020, and since then we have saved an average of 5,018 kWh/month in FY 2021-22. This resulted in savings of 10.64 metric tonnes of carbon footprint in FY 2021-22. In addition, this has also led us to save INR 229,233 in FY 2021-22 without any investment.



Towards environmental stewardship

Reducing power losses between the LT panel and loads: VSB Fort



We detected power transmission between the main LT panel and loads due to the low power factor at the load end, which is associated with 1% of the total transmission loss. Therefore, we focussed on correcting the power factor. We selected an inductive load and started an analysis from 8 October 2022 to 10 October 2022. Then we collected the energy loss from the IT panel to PAC, and calculated the loss due to low power factor with the help of a certified energy auditor. We then implemented the capacity bank, which resulted in decreased transmission losses, enhanced transition demand, and reduced operational cost. Energy savings of 10.5 kWh/day was recorded with this initiative.

Conventional lighting replacement with LED lights



At SLN Terminus Hyderabad

We decided to make the fifth floor at SLN Terminus Hyderabad operational as per business requirements. We observed that there are 100 conventional light fixtures installed that were more than six years old. These conventional lights consume more energy, deliver less illumination, and incur high repairing costs. We conducted a site survey to decide the appropriate LED fixtures for each type of old lighting fixture, without compromising on lux level and reducing the kWh consumption. Energy savings of 30,245 kWh per annum was recorded due to this initiative.

At VSB Delhi

We operationalised the fourth floor of VSB Delhi as per business requirements. We replaced 386 light fixtures, which were more than a decade old, with appropriate LEDs. This led us to reduce our energy consumption by 24,420 kWh per annum.

VSB, and Ambattur, Chennai

At Ambattur, our existing common area lightings, such as streetlights, flood lights and post-top lanterns were fixed with CFL lamps, mercury vapour, sodium vapour, and metal halide lamps. This conventional lightning system was associated with higher energy consumption, lesser lifetime, poor illumination and safety concerns, and significant operational costs. We replaced these with LED lamps, and performed the same operation at VSB. These projects resulted in cost savings per annum of INR 2.64 lakh at VSB, and INR 1.08 lakh at Ambattur with energy savings of 2,268 kWh per annum.



Towards environmental stewardship

2. Power Usage Effectiveness (PUE) enhancement

We are constantly updating our data centres with more efficient technologies to enhance the PUE value of our facilities to achieve the industry benchmark of 1.59.

1.7

**Global average
PUE in FY 2021-22**



Overall, the facilities infrastructure management (FIM) team in India manages 25 critical networks/business locations, where the average current PUE has improved from 1.8 to 1.6 since FY 2021-22.

Our international operations team also leads energy efficiency projects to achieve optimal PUE benchmarks for their regions. So far, these teams have achieved about a 1% power reduction as compared to last year. The average PUE for international data centres has improved to 1.8. Overall, our global average PUE stands at 1.7.

Thermal Optimisation Solution to improve the Power Utilisation Effectiveness (PUE): KIADB Bangalore

KIADB Bangalore is our critical International Transmission Management Centre (ITMC) that consists of 170 network server racks. PUE is the vital metric to assess the performance of network facilities from an energy efficiency perspective. In general, the PUE level between 1.51 to 2.0 comes under the average category. Our current PUE level is maintained at 1.57 level. We implemented a thermal optimisation project on a pilot basis/Proof of Concept (POC), to further enhance PUE from the 'average' category to the 'efficient' category of value between 1.2 to 1.5.

We installed 10 wireless temperature sensors in cold aisle containment. We also installed

the ICOM controller and ICOM server to integrate between servers and sensors to record, command, and monitor the key performance parameters of the system.

The pilot project led us to reduce HVAC power consumption. In turn, our PUE level also improved from 1.56 (average category range) to 1.49 (efficient category range). The project resulted in annual power resource consumption of 161,280 kWh and 143 metric tonnes of CO₂ emission reduced as a sustainability benefit. The project maintained a temperature gradient of 1 degree centigrade constantly, and also enhanced the system reliability due to adequate checks and controls.

Cold aisle containment implementation

At VSB Cochin

Our equipment room effectively operates at lower temperatures and lower PUE reflects the energy efficiency. However, the cooling system was problematic, in particular, the heat exchange system had issues. This faulty system resulted in the mixing of hot and cold air, increased PUE, and higher level of temperature in the equipment room.



We isolated the hot air area and used PVC curtains behind the racks. We also separated the unwanted cooling area with a PVC curtain and acrylic sheet. Then we called the OEM vendor for adjusting the set point according to the required air flow. We used existing energy metres for monitoring the energy consumption, with the support of energy auditors for finalising the idea, and then took the OEM vendor support to do the required setting in the cooling system.

These efforts resulted in improved PUE of the equipment area, increased the equipment efficiency, and reduced the operational cost.

This project, on average, led us to reduce our energy consumption by 152.5 KWH/day.

At VSB Chennai

VSB Chennai's first floor block-1 CLS had 44 racks and only 11 were in operation. The racks occupied 2,512 square feet of area, but the operational racks occupied only 660 square feet. In addition, the faulty heat exchange system resulted in increased PUE and increased temperature in the occupied space. Therefore, we planned to implement cold aisle containments for the first floor TIC, CLS location. The budget of INR 369,568 excluding taxes was approved for this project. This project provided sufficient cooling for rack, minimised cold and hot air mixing at server hall, and improved PUE and achieved energy saving target of 7% against FY 2020-21 consumption. This project led us to reduce our energy consumption by 166 KWH/day.

Towards environmental stewardship

3. Improving our emission intensities through switching to renewable sources of energy or low carbon energy

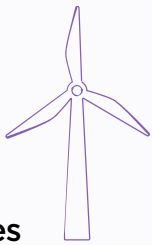
At Tata Communications, we consume nearly 173 million kWh of energy globally, mainly comprising indirect power supply (83%) from the national grid, while the rest comes from conventional sources and renewable energy sourced from third party/in-house. In our operations across the globe, almost 13% (~23 million units) of the electricity used in the reporting period was procured from either wind or solar energy. Out of this, 19 million units were sourced for Indian operations, while 4 million units were sourced for international operations.

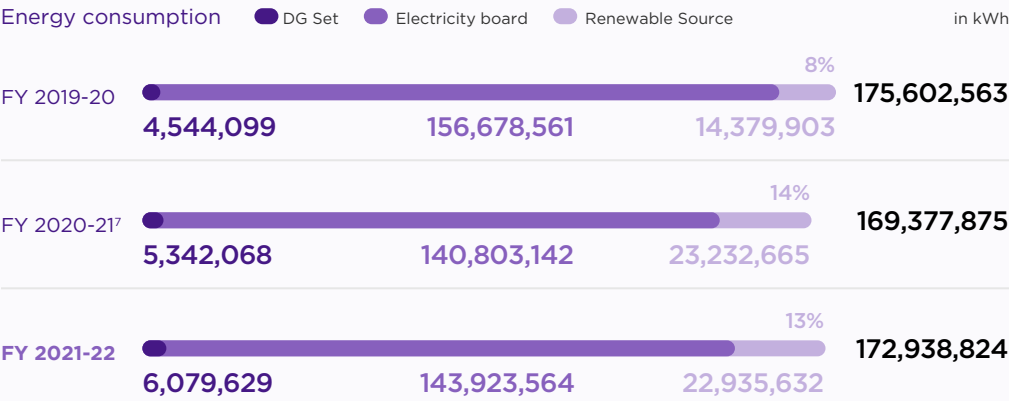
With an onsite installation capacity of 1.7 MWp and offsite capacity of 19.2 MWp, we are constantly exploring opportunities to increase our RE footprint. To meet the increasing energy demand for customer services as well as our facilities in India, on-site installation of 231 KWp capacity rooftop solar projects at VSB Hyderabad (129 KWp) and KIADB Bangalore (102 KWp)

were completed, where power generation started from September 2021. Secondly, RE enhancement was done by partnering with STT GDC India at GK-1 Delhi. RE enhancement was completed in July 2021 from 49% to 60% by adding 0.25 MU annually. Additionally, RE power procurement for Dighi Pune (8.4 MU) and VSB Chennai (3 MU) has been signed off by the Board, and the delivery is expected to start in October 2022. Our facilities in Spain, Urduliz, and Derio have received a 100% Renewable Energy Guarantee of Origin certificate from the power distribution company. Further, to increase the RE percentage in the international operations, we are consulting experts to seek more avenues and opportunities to increase our RE footprint in facilities across the globe. In international operations, the RE composition has improved to 6% of the total energy consumption.

13%

Of the electricity used in FY 2021-22 came from renewable sources






Reducing GHG emissions

We understand the potential consequences of climate change caused by GHG emissions. Our operational carbon footprint is closely linked to energy consumption and the source of energy. We are continuously working towards reducing our carbon footprint at the operational level, and have significantly improved our GHG intensity to 45.31 (metric tonnes of CO₂ per million US\$ revenue⁸), a 9% improvement from FY 2020-21.

9%

Decrease in the emission intensity as compared to FY 2020-21



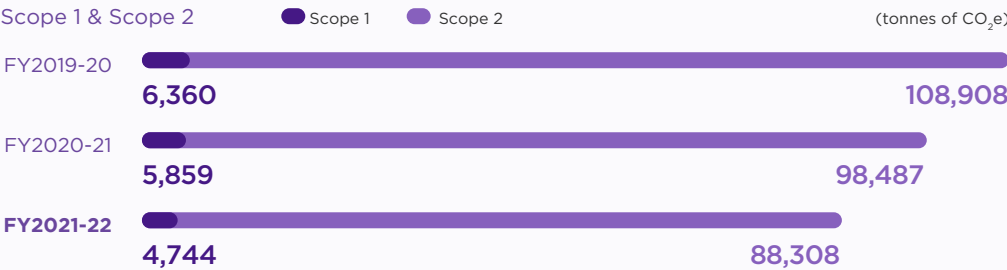
⁷The energy figures for FY 2020-21 have been reinstated based on the actual numbers after consolidation from regional teams.

⁸Revenue considered for calculations of Energy and GHG intensity is US \$2,054 million which excludes the subsidiaries businesses of Tata Communications

Towards environmental stewardship

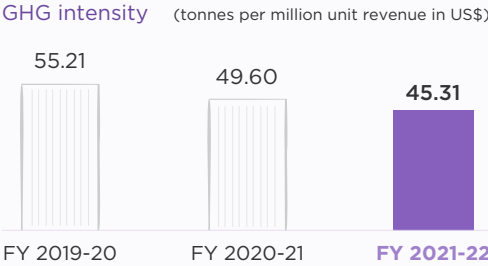
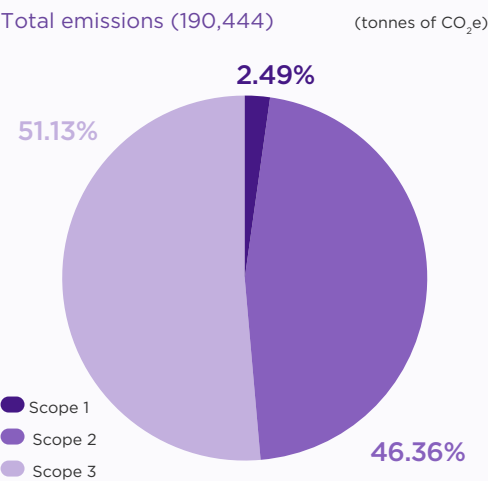
We have an accounting mechanism to calculate our GHG emissions i.e., Scope 1 (emissions from DG sets, energy, and emissions from refrigerant gases, waste treatment in own facilities) and Scope 2 (emissions from purchased electricity) data, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.

For FY 2021-22, our Scope 3 emissions amount to 97,392 metric tonnes of CO₂e* from business travel, employee commute, waste water, treated in municipal facilities, waste recycling, purchased and capital goods, downstream transportation and distribution, fuel related activities, and upstream leased assets.



Source:
Scope 1 - Emissions arising from the consumption of fuels like diesel, the use of refrigerant gases and waste treatment inside the facilities.

Scope 2 - Emissions from consumption of grid electricity



Note: Our refrigerant gases consumption for FY 2021-22 amounts to 1,784 kg, with break up as below:

R- 410 A consumption	25
R-134	75
R-22 consumption	1,009
R-407 C consumption	675



Towards environmental stewardship

4. Developing products and solutions for our customers

We connect our business, the environment, and society through our innovative, low-carbon products and solutions. We develop and deliver green solutions that help our customers become more competitive and greener in their supply chains. We continue to provide and develop a variety of low-carbon products and services from our network, IoT, MES, cloud, and business collaboration streams to enable our customers to conserve energy and reduce GHG emissions.

This year, we assessed the carbon reduction offered by products and services deployed in FY 2020-21 and mapped with Tata Communications own operational GHG Emissions (Scope 1 and 2). The study confirmed that the potential GHG emission reductions through our Company’s low carbon products and solutions were around 661,543 metric tonnes of CO₂e. This works out to an estimated carbon savings of six times the emissions produced by the operations of Tata Communications in FY 2020-21.



Carbon savings through IoT offerings

Our IoT ecosystem serves as a one-stop shop to provide IoT hardware, platform, application, and insights for the customer. This solution is upgrading a given city’s existing streetlights with smart streetlight solutions through automation of controls for energy and cost savings. This has resulted in additional energy savings of up to 20% and reduction of fault monitoring cost by 80%. It also ensures the right illumination on the streets for safe commuting. The overlay of the smart streetlighting solutions on LoRaWAN™ connectivity enables a city to significantly reduce its carbon footprint, and help in transforming it into an intelligent and energy-efficient township, opening the avenue for a large number of smart city solutions to be enabled in the future, charting the path for other cities to replicate.

6:1

Carbon emissions saved for customers as compared to our Company’s operational emissions in FY 2020-21

Low-carbon products and solutions table

Products and solutions		Types of environmental savings
IoT	Smart streetlight	<ul style="list-style-type: none">• Energy savings – advanced lighting controls (dimming/on/off) and behavioural change, reduced the electricity consumption of streetlights• Fuel savings – avoidance of maintenance trips reduced the fuel consumption of vehicles
	Smart utility metre	
	Smart energy monitoring	
Mobility and MOVE	Transport and logistics	<ul style="list-style-type: none">• Fuel-saving – efficient fleet management and route optimisation reduced vehicle fuel consumption• Reduced paper usage – the digital transformation of the administrative process and global mobile connectivity have reduced the usage of paper in the airlines
	Aviation	
	Telematics	
Unified communications	CISCO – video as a service (VaaS)	Avoidance of travel – instant, efficient and hassle-free video collaboration reduced in-person meetings
	CISCO powered solution – UcaaS	
	Voice solution	
Cloud and managed hosting	Remote working solution	<ul style="list-style-type: none">• Energy savings – reduced office energy consumption• Fuel savings – avoidance of travel commute
	Managed cloud services	
Media and entertainment services	Remote production solution	Fuel savings – avoidance of travel; instant, efficient and hassle-free video collaboration reduced in-person meetings
	Managed cloud services	



Towards environmental stewardship

5. Decarbonising diesel-based Scope 1 emissions

Currently, we are using diesel generators as backup power for the facilities to provide continuous energy in case of grid energy outages leading to diesel-based emissions. As we advance towards aggressive climate actions, we understand that, though relatively low, diesel-based Scope 1 emissions also need to be eliminated and contribute to the decarbonisation plans of the Company. Moving forward, we are exploring such avenues which would not only eliminate these emissions but also provide a better energy-efficient source for operating facilities and supporting infrastructure. To support this ambition, we are looking into Battery Energy Storage Systems to not only provide an efficient system, but also enable storage of grid energy onsite to eliminate diesel use, thereby leading to the elimination of emissions.

6. Introducing EVs and other cleaner fuel options

The services we provide to our customers require our employees to travel to various locations. Therefore, to enable business travel, our Company provides hired vehicles for employees for business purposes. Additionally, for employee commuting, we also provide third-party vehicles. Currently, the vehicles are diesel-based, which contribute towards Scope 3 emissions of our Company. We are exploring cleaner options, such as EVs, CNG-based vehicles, etc. for our fleet, and are working towards the installation of charging

stations. This would also encourage the employees to use cleaner fuels, leading to an overall contribution to our climate action.

7. Reduction in upstream, downstream and supply chain-based emissions

Based on our Scope 3 emissions accounting, we recognise that supplier-based emissions are one of the significant ones in the Scope 3 categories. We have identified our top suppliers (60% of the procurement amount), and their key initiatives and emissions towards climate change. To reduce such emissions, in addition to Sustainable Supply Chain Framework, we are exploring engagement opportunities with our suppliers through campaigns to educate them on climate change and impact mitigation, influence to respond to CDP annually, encourage innovation to reduce climate impacts, and collaborate with suppliers on innovations to contribute to net-zero goal.

8. Developing community carbon offset programmes

To meet the twin objective of climate action and creating a positive impact on the communities, we are working on carbon offset projects. To initiate the projects, a thorough feasibility analysis was conducted in FY 2021-22, including baseline and community-need assessment. Based on such assessment, projects, namely: smart cookstoves in Jharkhand, Orissa, and Meghalaya, and plantation projects in Maharashtra, have been identified and undergone both, financial and operational validation. The implementation and registration under Gold Standards and

VCS registry will be completed in FY 2022-23. These identified projects are expected to expand in scale till FY 2029-30 with the potential to offset around 41,000 tonnes of CO₂ in FY 2029-30.

9. Working towards evolving climate change policy and solutions

We are working to improve our advocacy relations to overcome regulatory and institutional challenges, especially on the RE front. With roadmaps envisioned by the teams on climate action, we have a lot of initiatives in the pipeline, for which, we are actively seeking partnerships and expert opinions. These interventions will help build the capacity of the internal teams, resulting in the expansion of our climate action.

10. Disclosure and reporting

Being a climate-focussed company, we realise the importance of transparent and voluntary disclosures, and reporting of our climate response, which are a testimony to our work, and demonstrate our commitment and leadership to all our stakeholders. The various forums and frameworks according to which we disclose our climate performance are: Global Reporting Initiative (GRI), International Integrated Reporting Framework (IIRF), Business Responsibility and Sustainability Report (BRSR), Carbon Disclosure Project (CDP), and EcoVadis. Since these are public disclosures, we communicate our performance in a more transparent way, which always makes the information accessible to our stakeholders.



Setting new benchmarks in operations



Innovation is at the heart of our business. At Tata Communications, innovation is about adding value to our business to enhance our operational excellence and profitability. Therefore, we are focussed on creating incremental innovations, allowing us to provide unique and value-adding advanced services and solutions to our clients.

Innovations lead us to create a strong knowledge system through partnerships with leading companies and external technology players, to provide our customers with the best and most advanced services and solutions. We collaborate with a wide range of ecosystem players, from venture capital (VC) firms such as Andreessen Horowitz, Blume Ventures, and others, to other innovation teams like Verizon Ventures, Intel Capital, Tata Steel, disruptive start-ups such as Versa Networks, NSI among others. We also work extensively with various universities like Harvard, IIT-M, Wharton, Berkley and Harvard etc., to accelerators, and industry bodies (CII, NASSCOM, Telecommunications Council), among others, to drive innovation.

Within Tata Communications, the Corporate Strategy team, the Corporate Venturing, and Innovations Group (CVIG) look after the Open Innovation process. The team has identified 48 innovation initiatives, along with 34 AI initiatives, with a strategic focus. The idea is to create capabilities (products, services, processes, and people) to serve the needs of the future – that is, emerging customer needs, new consumption models, new markets, platforms, and others.

48

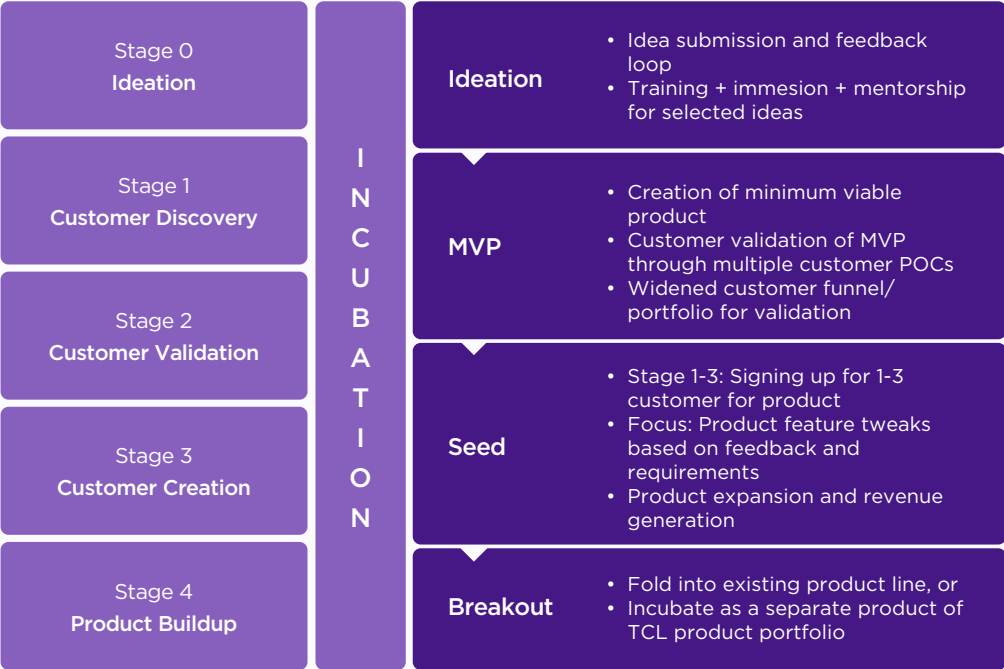
Innovation initiatives identified



Partnership-led innovation

We continuously explore multiple innovation themes that are aligned to our short-term as well as long-term business and customer priorities. Innovation themes are derived from the CVIG's interactions with start-ups, VCs, and accelerators to identify ideas with potential as well as leads given by business units (BUs) on product and operation capability transformation. While the CVIG team manages the start-up scouting and partnership process, the technical and business evaluation process is taken up by product and functional teams.

Setting new benchmarks in operations



We follow a methodology that has been specifically designed to manage engagement with start-ups and includes contracting, evaluation, proof of concept (PoC) and commercialisation through an AGILE NPI process with a focus on iterative market fit and scaling. The programme has created 38 strategic partnerships (including both customer-facing and internal deployments).

‘Shape the Future (STF)’ programme

Our STF programme encourages out-of-the-box thinking within the organisation. STF is the flagship programme of Tata Communications with three programmes under its umbrella: STF Disrupt, STF Think-A-Thon and STF Sprints.

STF Disrupt programme

STF Disrupt [erstwhile STF] is the flagship intrapreneurship programme of Tata Communications with a dual mandate of creating new businesses by building new products internally, and of institutionalising entrepreneurial mindsets and an innovation culture within our Company.



STF Disrupt helps the top management to leverage the untapped innovation potential of Tata Communications employees. It provides an idea crowdsourcing platform

(in the form of a contest) for employees to share their innovative ideas that can be incubated internally and have the potential to become a US \$100 million business eventually. The ideas are put through multiple rounds of evaluation by a cross-functional panel, comprising the CVIG leadership, key product heads, and external advisors, before going to the top management. Winning ideas get incubated to create new product lines (within an existing BU or independently).

Through this, while we are inculcating skills like entrepreneurship and venture building within our Company, we also aim to identify and incubate products that can be revenue-generating under the umbrella of Tata Communications.

The earlier STF programme was rebranded as STF Disrupt in FY 2020-21 under the broader ‘Shape the Future’ programme, and will now run once in 2-3 years to source high-quality disruptive innovative ideas. So far, 12 ideas from such internal challenges have received incubation support from among the 975+ ideas produced by our global employee base for STF Disrupt.

12
Ideas received incubation support



Setting new benchmarks in operations

STF Think-A-Thon programme

The STF Think-A-Thon programme, under the broader 'Shape the Future' programme, was launched in FY 2020-21, with the goal of being more proactive about addressing customer-centric problems, and encouraging a culture of problem-solving within a defined time frame. In FY 2021-22, the programme has inspired many customer-facing teams to share their customers' unmet needs and emerging use cases (problem statements) that the current solutions or processes at Tata Communications do not address.



The problem statements submitted in 'STF Think-A-Thon' are deliberated upon by a team of Leadership Forum jury members, and if the problems concern incremental features of an existing product or products in the pipeline, the actionable insights gained from the brainstorming sessions are forwarded to the respective teams for follow up. For problems that require cross-functional and cross-innovation capabilities and have a multiplicative effect on customers, they are picked up for solutions through the programme 'STF Sprints'. Ideas for solving the problem statements are crowdsourced and a cross-functional team is identified to implement a prototype and subsequent scale-up of the winning idea of 'STF Sprints'.

STF Sprints programme

In FY 2021-22, we launched a new programme named 'STF Sprints' under the 'Shape the Future' programme. The programme intends to crowdsource challenges/ problem statements faced by the different business units and inspire employees to submit impactful ideas for those challenges to resolve them. These problem statements are the ones that do not have any obvious solution and would require considerable brainstorming and innovation for resolving the problem statements.



The submitted ideas are evaluated by a jury panel consisting of the senior leadership of Tata Communications and the winning idea(s) prototype is implemented by a cross-functional team (CFT). Once the functional prototype is built and successful, the BU works closely with the CFT to scale up the prototype for a full-fledged solution.

The STF Think-a-Thon encourages a culture of problem-solving within a defined time frame.

Tata Communications InnoVista

Tata Communications InnoVista is a unique platform for recognising and celebrating the innovative spirit within the organisation. It tests the ability of our teams to solve real business problems with innovative solutions, with a focus on creating visible impact.

The InnoVista award is given out to innovative projects in the following categories:



Each of these award categories have different award definitions, eligibility criteria, and evaluation parameters, associated with them. While the award category of 'implemented innovation' aims at recognising innovations that have been implemented successfully with demonstrated results and have created an impact on our Company's key business metrics, the award category of 'piloted technologies' looks at recognising global/ industry-first technologies (in the form of products, services, or processes) that have been developed, patented and tested/piloted successfully. There are also award categories like 'dare to try,' which aim at recognising failed innovations but that have helped the team gain crucial insights in the learning journey; in addition to another category like 'most innovative partner' that recognises partner-led innovations; 'sustainability impact innovations' honours projects with sustainable impacts; and 'design honour' awards aim to laud projects with innovative design principles.

InnoVista envisions itself as one of our Company's central enablers for nurturing the enthusiasm of our teams towards innovations and building a sustainable innovation culture.



Implemented innovation



Piloted technologies



Most innovative partner



Sustainability impact innovations



Dare to try



Design honor

Setting new benchmarks in operations

University partnerships

We work extensively with various universities, such as IIT Delhi, IIT Mumbai, Johns Hopkins, Harvard, and the University of Pennsylvania, to name a few, to access the domain knowledge and expertise of researchers. We share our research briefs with the alliance managers at these universities, and work with them to identify researchers, working in the identified domains. We also work closely with the legal team to ensure a smooth contracting process, and for sorting out issues related to IP protection, data transfer or data sharing protocols, and data security. The CVIG programme managers constantly review the progress of the project engagements.

The number of problem statements resolved, number of POCs done, contracts signed, and time taken to close the project form the basis on which we measure the success of the external partnership. Terms of order book, revenue generated customers won, and the number of internal-use cases are taken into account post-implementation to evaluate the partnership.

Internal build

Requirements of the customer/partner or a product determine internal build. Product-led initiatives are for enhancing an existing product offering/feature or for the launch of completely new products and platforms, and these are driven by the product roadmap or emerging market needs. We gain awareness of these needs through our engagement with our customers or partners. Requests for Proposals (RFPs) or Requests for Information (RFIs) or workshops point towards gaps in our offerings. There are many examples of these across various BUs. For example, BUs can glean requirements from partners such as Microsoft, CISCO, or strategic customers that require working with our Original Equipment Manufacturer (OEM) partners, and internal engineering teams, in order to enhance the capability of our products and solutions.

Requirements of the customer/partner or a product determine internal build.





Secure Ecosystems

Ecosystems are critical for the effective functioning of our organisation and demonstrate our strong sustainability commitment to the natural environment and society. At Tata Communications, we believe our healthy ecosystem leads us to connect our network, including our suppliers, people, and customers, with technology, to deliver high-quality service, while enhancing our sustainability performance. Therefore, we focus on ethical business, a responsible supply chain, human rights, data privacy, and security, to develop and secure a strong and healthy ecosystem.

In this section

Corporate Governance 

Risk Management 

Human Rights 

Data Privacy and Information security 

Supply Chain Management 

Resource management 



9%

Reduction in water consumption

96%

Employees undertook annual training on the Tata Code of Conduct and Dignity at Workplace, followed by an assessment

46,116 KL

Water recycled back into gainful use

73%

of total procurement budget spent on sourcing local goods and services



Building a strong foundation



At Tata Communications, we conduct our business in a manner that protects the interests of all our stakeholders. Our Board of Directors provide strategic direction and guidance and ensure transparency, fairness and independence in decision-making. Our Board of Directors consider Corporate Social Responsibility (CSR) and ESG risks and material issues as key focus areas for us, and these are also embedded within our core values.

At Tata Communications, we believe in empowering our stakeholders and creating a culture of transparency and accountability. We have unfailingly upheld the highest standards of governance and conducted our business with integrity and fairness.

We continue to be an ethical and reliable company, which is our most important asset. We maintain a focus on good corporate governance and apply the highest ethical practices to all activities, allowing us to enhance the confidence and trust of our stakeholders.

We believe that corporate governance acts as an organisational mechanism for achieving strategic goals in a responsible manner while being accountable to stakeholders. Tata Communications has a robust governance framework that considers the long-term interests of all stakeholders. Our framework establishes procedures and mechanisms to improve governance for smooth management and productive collaboration between employees, value chains, communities, investors, and governments.

Board of Directors

The Board of Directors (Board) oversees Tata Communications' long-term business goals, organisational strategies, risk management, and other functions, and monitors the interests of all our stakeholders. The Board helps direct our Company's operations, strategies, and performance through a well-defined framework of responsibility. As of 31 March 2022, our Company had six Directors - one Executive and five Non-Executive. Three of the Company's Directors were Independent Directors.



Board of Directors



Building a strong foundation



Board Committees

The Board has established specific committees focussed on specific areas of governance, such as financial reporting, stakeholder relationships, CSR, safety, and sustainability, etc. These committees review and evaluate the matters pertaining to their areas and make recommendations to the Board for its consideration and approval. The Statutory Committees constituted by the Board are:

- 1. **Audit Committee**
- 2. **Nomination and Remuneration Committee**
- 3. **CSR, Safety and Sustainability Committee**
- 4. **Stakeholders Relationship Committee**
- 5. **Risk Management Committee**

*For more information on committees, refer to [Annual Report 2021-22](#)



Age group of Directors (years)



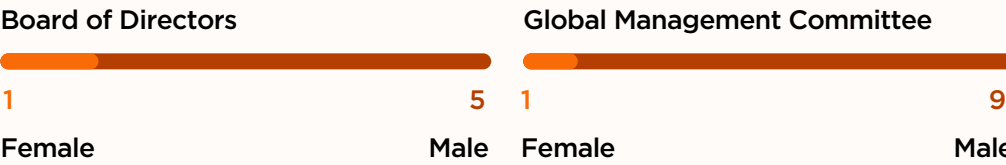
Board Skills and Experience

(Number of Board members with experience)

Expertise Proficiency



Board and Leadership Diversity



Ethics and transparency

At Tata Communications, adherence to legal and ethical conduct is of paramount importance. We have an established compliance framework, and ethics is embedded in the organisational culture. We have implemented a suite of compliance policies, designed to ensure the highest standards of compliance with applicable laws and regulations.

Integrity

We believe in honesty and integrity, both inside and outside the workplace. Strong governance ensures that ethics and integrity are firmly integrated into the system. They reflect our culture, our values, our beliefs, and our commitments. Inspired by Tata Group's 150-year tradition, we are constantly striving to adhere to the Tata Code of Conduct (TCOC). TCOC and Leadership of Business Ethics (LBE) framework continue to be the



Building a strong foundation

basis of the Group's common commitment to ethical business behaviour to protect and strengthen the brand. We participate in the Group's annual compliance reporting cycle and due to our continued commitment to operate with principles of dignity and integrity, while maintaining strong ethical practices, we have sustained the highest maturity rating 'Advanced' in all the four pillars of the LBE framework namely, Leadership, Compliance Structure, Communication and Training, and Measurement of Effectiveness for FY 2020-21.

Compliance

The Company's solid and well-defined compliance framework administered by the Board of Directors and senior management ensures compliance with all applicable laws and regulations in terms of our processes, systems, and operations. We strive to comply with all applicable domestic and foreign laws, and uphold the global standards of transparency and accountability. No significant fines or non-monetary sanctions were imposed on us for any violations during the reporting period. No proceedings have been filed against us for anti-competitive acts or antitrust violations.

96%



Employees undertook training on the Tata Code of Conduct, and Global Dignity in the Workplace policy

Policies and standards

We have designed policies and procedures that are consistent with globally recognised business standards and benchmarks. The overall effect of these governance policies is to ensure consistent legal and ethical behaviour throughout the organisation. Our policies and procedures are continually evolving as per the changes in applicable laws and regulations, and stakeholder interactions.

Some of the key policies we have devised include:

1. Anti-corruption policy

We have comprehensive policies and procedures in place addressing anti-corruption, anti-bribery and the prohibition of facilitation payments, as covered in our global Anti-corruption Policy. We review and update our policies including anti-corruption policy from time to time. In addition, the Company also regularly assesses corruption-related risk. Zero cases of corruption were reported or came to our notice in FY 2021-22.

Further, to ensure that we maintain high ethical standards and meet our obligations under the applicable Anti-Corruption laws, we have implemented a third-party intermediary due diligence programme and also have in place a corporate hospitality and gifts policy which clearly sets out the principles and approval process with respect to giving or receiving of benefits (gifts, entertainment, corporate hospitality, travel hosting, social contributions) to or from any person outside of the Company.

2. Whistle-blower policy

Our whistle-blower policy enables employees, customers and third-party intermediaries to disclose complaints related to violation of the Tata Code of Conduct and any unethical behaviour confidentially and anonymously without any fear of retaliation, discrimination or any other adverse effect on their employment. In FY 2021-22, we have received 36 complaints (includes 4 complaints which are under investigation) out of



which 18 complaints found to be valid and duly acted up on. The nature of the misconduct includes - conflict of interest, sharing of confidential information, violation of IT policy, violation of Dignity at Workplace policy, and forgery.

3. Privacy policy

The privacy policy helps to enhance our compliance towards data privacy obligations and responsibilities. It also provides insights on the use of cookies, tracking mechanisms, third-party ad networks, while also outlining the purposes for which user information might be shared with third parties.

4. Global dignity in the workplace policy

This policy affirms our commitment to foster an environment of respect, dignity, diversity and inclusion for all our employees as well as eliminating all forms of discrimination, harassment, bullying and retaliation in the workplace. Through this policy, we ensure that all persons are provided with equal employment opportunities and a safe, healthy and fair work environment.

5. Prevention of sexual harassment charter

We have zero tolerance for sexual harassment. In this reporting period, the Group received four sexual harassment complaints. All the complaints were from TCTSL (Company's subsidiary) and were closed with proper investigation by the ICC and are disposed off with appropriate recommendations.

*For a detailed description of these policies please refer to [Policies](#)



Building a strong foundation

Ethics week

At Tata Communications, we have earned our reputation for integrity over many decades, founded on our uncompromising commitment to act ethically, and with respect and dignity at all times. This commitment to maintain the highest ethical standards is embraced by all our employees, and our annual initiative known as ‘ethics week,’ serves as a way for our employees to commemorate what ethics mean to them in their day-to-day life at work.

During the ‘ethics week,’ we refresh our employees’ knowledge and reinforce their understanding of Tata Communications policies and processes around ethics that guide our business and operations. This is done through a variety of fun activities like games, puzzles, quizzes, informational contests, interactive exercises, etc.



During the ‘ethics week’ held in February 2022, our leadership team sent e-mails to our employees on ethics awareness. We also published pictures, video messages, anecdotes, etc., on Yammer to promote various compliance policies including Due Diligence Policy, Whistle-blower Policy, Anti-Corruption Policy, Privacy Policy, etc.

Our Legal Compliance team also organised a series of activities throughout the ‘ethics week,’ where employees had the opportunity to test their knowledge by participating in contests, such as ‘Ethically Made,’ a story writing contest, a crossword and policy puzzle; ‘Ethical Dilemma,’ a scenario-based contest, where participants were faced with a conflicting situation, and had to choose the right answer; and ‘Meet your Ethics Counsellor,’ an interaction with ethics counsellors.

Industry associations

In India, Tata Communications participates in stakeholder consultations with:

01

Telecom Regulatory Authority of India (‘TRAI’) usage globally

02

Internet Service Providers Association of India (‘ISPAI’)

03

National Internet Exchange of India (‘NIXI’)

04

Federation of Indian Chambers of Commerce and Industry (‘FICCI’)

Advocacy and public policy

We engage with governments and regulators in public policy discussions to share our views and the perspectives of our clients, employees and communities on issues relevant to our business. We aim to provide the industry with highly specialised knowledge and key insights.

Tata Communications is involved in numerous industry segments and is often active in forums/seminars relating to those segments. Given the nature of the telecommunications industry and emergence of new technologies, regulatory change is often a very considered process with regulators seeking participant comment and participation prior to

implementation of any new or changed regulations. During the year under review, we responded to six consultation papers and participated in open house discussions putting forward our position to the regulator/ licensor. We regularly submit our response to draft guidelines as and when issued by the Department of Telecommunications (‘DoT’) and engage in advocacy with the DoT, and also leverage industry platforms such as the Internet Service Providers Association of India (‘ISPAI’) for advocating common industry issues for greater impact on regulator and/or licensor for ensuring favourable regulation/policy. We also engage external legal counsel and consultants who liaise with regulators on our behalf.



Mitigating challenges, strengthening resilience

At Tata Communications, we have a robust risk management framework, allowing us to identify, assess, and reduce existing as well as emerging risks. Our risk management leads us to protect our business, while simultaneously strengthening our competitive position.

Given the complex competitive nature of our business, we face numerous threats and risks from internal and external sources.

Internal control systems and their adequacy

We have clearly defined risk management policies and procedures for identifying and assessing critical risks. We regularly discuss our key risks with members of the Risk Management Committee and the Board of Directors. The Risk Management Committee monitors and assesses significant risks to our performance and strategic execution. After identifying and assessing risks, we define controls aimed at reducing its potential impact. Our Global Management Committee (GMC), which consists of the CEO, CFO, and key business and operations managers, is responsible for the effective and efficient implementation and maintenance of risk management systems.

Enterprise Risk Management (ERM)

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



Annual Report





Mitigating challenges, strengthening resilience

Environment Compliance



With rising awareness of environment related threats, it is our responsibility to protect the environment as it constitutes an important aspect of our business. We are also required to ensure continuous compliance with environmental laws and regulations to minimise any harm to the environment. This will require incurring additional costs to drive those initiatives and maintain the required guidelines set by the respective governing bodies.

Mitigation Strategy

Environmental stewardship forms an integral part of our strategy. We have implemented Environmental Management System (EMS) that is in conformance to ISO 14001:2015 standard. We undertake periodic reviews of EMS to validate that the certification ensures that our policy commitments are upheld in our operations with principles of continual improvement, and we are compliant with all relevant national and regional laws.

Climate Change



Rising awareness of climate change associated risks has resulted in climate risk moving to the centre of policymaking around the world. The Impact of Information and Communications Technology ('ICT') industry on environment is slowly getting traction. Our inability to maintain our emissions below the regulated limit poses a risk of loss of business/reputation.

Mitigation Strategy

Our actions to combat climate change are governed by our Environment Policy, the Tata Code of Conduct and the Tata Group's climate change policy. We are not only working towards reducing our carbon emissions and responding to climate change, but also helping our customers reduce their footprints as well. We are striving towards reducing our emission intensities, increasing our renewable energy share in our energy mix and developing low-carbon products and solutions as part of our endeavour to fight against climate change.

Acquisition & Retention of Right People



Our inability to attract and retain relevant talent, who have specialised technical skills (e.g., sales, product development, data analytics, managed services, engineering, and so on) could negatively impact our ability to execute our business strategies. Further, in recent times, attrition and increase in lead times to onboard new and/or replacement of talent has added to the severity of this risk.

Mitigation Strategy

Given the technical knowledge and expertise needed in our industry space, we put significant efforts in recruiting and retaining the right employees who match our expectations. We strive to create a collaborative, inclusive and diverse environment that is employee friendly and provide professional and personal growth opportunities. We also train and nurture young minds to be leaders of tomorrow as a part of our succession planning practice.

Employee Health & Safety



Pandemics such as COVID-19 pose significant risks to the health and safety of our employees and contractors. While Tata Communications takes all possible measures towards ensuring the health and safety of its employees and contractors, such pandemics may materially impact the health of our employees and contractors. This may restrict our ability to sustain quality operations and services.

Mitigation Strategy

Ensuring health, safety and wellbeing of our employees remains a priority for us at Tata Communications, especially in challenging times like pandemics. We remain proactive in ensuring not only physical wellbeing but also mental wellbeing of our employees. Further, our workplace is designed to ensure it is hazard-free and we maintain a healthy and conducive work environment by providing proper illumination, low noise levels, good ventilation systems, hygienic food and water. We have also made provisions for medical rooms, resting places and visiting doctors' services, along with pantry, break areas and sports facilities at most of our facilities.

Business excellence

At Tata Communications, business excellence is focussed on developing and strengthening our organisation's key management systems and processes to continuously improve our performance, and create greater value for our stakeholders. To achieve this, we leveraged the Tata Business Excellence Model (TBEM), which provides a framework to enhance our business processes related to leadership, strategy, customers, measurement, analytics, knowledge management, workforce, operations, and business outcomes. The TBEM framework emphasises the management of various quality management systems in an organisation, including TL9000, ISO27000, and CMMI. As part of the model, a rigorous assessment is carried out every two years to help achieve a higher level of excellence.

In 2021, we underwent simultaneous assessments for business excellence assessment using TBEM and Data Maturity using DATOM (Data and Analytics Target Operations Model). Tata Communications achieved a TBEM score of 605 points (an improvement of 30 points compared to 575 in 2018). DATOM assessment score of 3.17 (previous score of 2.86, maturity level 'scaled' in 2019 to 'synergised' in 2021), was largely driven by improvement in data quality and related processes for all products.



Conducting business with integrity



Respect for human rights, and incorporation of ethically and environmentally sound business practices as well as fair and safe working conditions and employees' wellbeing, are fundamental parts of our culture and identity.

Tata Communications is dedicated to ensuring that the fundamental rights of people involved in our operations throughout the value chain are never violated. Our Company has a zero-tolerance policy for illegal and immoral practices, such as child labour, forced labour, and modern slavery, including human trafficking, as stated in our Code of Business Conduct and Ethics.

Governance framework and policies

Our Tata Code of Conduct (the Code) outlines our Company's values and approach toward human rights. The Code describes our commitment towards combatting human trafficking and rejecting forced and child labour, demonstrates our commitment towards the human rights of all our stakeholders, including freedom from slavery, discrimination, servitude and forced labour. All our contractors, suppliers, and other business partners are expected to be compliant and follow our Code. These third parties must abide by the Code, and the standard terms and conditions outlined in the Code, when they sign any contract with us. Our security and functional teams also guide our visitors and guests appropriately, when they enter our premises.

We are focussed on eliminating all forms of bullying, discrimination, and retaliation of our policies through our 'Global Dignity in the Workplace Policy.' This includes any action that could amount to human trafficking, forced labour, and/or any other behaviour deemed to be modern-day slavery and sexual harassment, under applicable laws. This policy applies to all workplaces, guests or visitors, employees, temporary workers, contractors, apprentices, and trainees in our Company. This policy also applies to all corporate offices and other workplaces of our Company.

We are focussed on eliminating all forms of bullying, discrimination and retaliation of our policies through our Global Dignity in the Workplace Policy.

We have also published a standalone [Network Shutdown Policy](#) ('Policy') to describe our network management and human rights commitments, thereby achieving maximum transparency. The Policy is aligned with the principles contained in the Universal Declaration of Human Rights, International Labour Organisation Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights, and is consistent with the Tata Code of Conduct.

Conducting business with integrity

We have set out clear roles and responsibilities within our Company to ensure respect for human rights is reflected across our business. The structure of our Board and extended mandate of the CSR, Health and Safety and Sustainability Committee reinforces this by leading the oversight of human rights issues. This Committee comprises two Non-Executive Independent Directors and one Executive Director.

We initiated the Business and Human Rights (BHR) Assessment to identify and evaluate human rights issues present within the Company's value chain. We plan to report the gap assessment and its result to CSR, Safety and Sustainability committee.

Against child and forced labour

Our human resource policies also ensure that our employees and contractors are hired and treated fairly and humanely while working or contracting with Tata Communications. When recruiting and providing employment, our Company does not use deception, fraud, or coercion. It also does not employ recruiters, who violate labour laws or charge recruitment fees in countries that violate the law. None of our operations and suppliers in all geographies are deemed to pose a significant risk of child labour or forced labour incidents. In addition, we have not received any complaints or claims regarding a child or forced labour in our operations, and supply chain from internal and external stakeholders.

Zero cases of Child, Forced or Bonded labour

Freedom of association and collective bargaining

All our employees have the right to join associations or engage in civil or public affairs in accordance with local law. Our employees are expected to confirm with the Management Team the formation of unions in the workplace, under the 'Conflicts of Interest' clause in our Code of Conduct.

None of our operations and suppliers are at risk where freedom of association and collective bargaining are not allowed. All employees are free to choose to join, not join or leave unions and associations and choose their representatives in accordance with local and international practice. We encourage active and open communication and dialogue with our employees and/or their representatives. We understand the importance of collective bargaining in avoiding labour disputes and maintaining peace, and we encourage unions at all our sites. If necessary, our Company also ensures that the employment contract and other related labour documents are drawn up in the employee's local language and informs him/her of his/her rights and remedies,

according to the applicable laws. Any modifications to the conditions of service and employability are the subject of prior discussions with employee representatives and unions. All these changes and their impact will then be evaluated and, accordingly, final changes will be communicated to employees within a period of 2 to 3 weeks, before the changes are implemented.

We encourage active and open communication and dialogue with our employees and/or their representatives



Percentage of employees covered by Collective Bargaining (CB) agreements

Region	Total number of employees	Number of employees covered under the CB agreement	(%) of employees covered under collective bargaining
India	11,491	203	2%
America and Canada	382	27	7%
Europe	283	43	15%
MENA	42	0	0%
APAC	245	0	0%



Conducting business with integrity

Awareness and training

We have launched a series of HR policies including the Whistleblower Policy, Sexual Harassment Charter (India), Leave Policy – India and Global, Work-from-Home Policy. We regularly review and revise these policies, including our Code based on feedback received through various communication forums and also evaluate them against industry standards and best practices. Our Company provides supplementary trainings to employees and contractors on specific ethics and compliance subjects, throughout the year. This includes topics on how employees should treat everyone in the workplace, freedom of expression, information, data privacy, etc. In addition, our Company's contractual employees are also trained on Prevention of Sexual Harassment (POSH), Dignity at Workplace, Information Security Awareness, etc.

96%



Employees undertook training on the Tata Code of Conduct, and Global Dignity in the Workplace policy

Reporting concerns

Anyone who suspects or is aware of a violation of the Code and other Tata Communications policies may raise a concern through any of the various channels

outlined in our whistle-blower policy. This includes the ability to report concerns confidentially and, if desired, anonymously to our third-party whistle-blower hotline, available in multiple languages. We have published our whistle-blower policy on our corporate website and in our staff training and communication efforts. Concerns can be reported to both, internal contacts and external parties. Employees can raise their concerns to internal points of contact as well as to external parties.

Zero concerns related to Human Rights issues received in this reporting period

Assessment and results

The ICT industry works to increase connectivity, enable communication, and make significant contributions to socio-economic development. However, ICT organisations may also engage in human rights violations in the form of network shutdown, data breaches, invasion of privacy, and restricting freedom of expression. Therefore, to maintain a continuing commitment to our stakeholders, Tata Communications focusses on Business

and Human Rights (BHR). The need for this has emerged from the increased scale of operations, the complex value chain that makes up our Company, the emerging importance by investors and customers on adhering to certain standards regarding human rights, the emergence of legislature related to business and human rights, and existing policies at Tata Communications which aim to protect human rights and prevent violations.

This year, we conducted a BHR assessment to identify and evaluate human rights issues present within our Company's value chain. The study aimed to review existing policies with Tata Communications, code of conduct, global policies for the sector, appropriate industry benchmarking, and understand key stakeholder expectations and challenges. The human rights salience also involved the prioritisation of the actual and potential human rights relevant to our Company's business activity. Further, the study pertained to a corporate-wide assessment that considered human rights impact across our entire value chain, including all business lines, functions, operations, and supply chains, as well as an issue-specific assessment to identify where human rights risks lie within our Company's value chain.

The assessment was carried out in a consultative and participatory approach, while engaging with relevant stakeholders. A sensitisation workshop was also conducted



with Tata Communications employees to create awareness of the importance of the BHR assessment and its impact on human rights issues. Various relevant stakeholders, including employees, vendors, community, etc. were included through in-depth interview sessions and surveys to understand key human rights issues and concerns. Based on the discussions with the stakeholders, peer analysis, compliance with the international and national level commitment to human rights, a human rights salience matrix was developed that covers risk rating for relevant BHR areas as per the extent of control and risk exposure.

Furthermore, we plan to work towards bridging the gaps identified including the formulation and implementation of a standalone human rights policy that delineates our Company's commitment to important human rights aspects, such as freedom of expression, information, data privacy, etc.



Guarding information, being vigilant



While we are moving towards digitalisation, data privacy and information security have emerged as important aspects of our business, and also, a part of our corporate governance system. At Tata Communications, we are committed to protecting the personal information and private communication of our customers from sophisticated cyber-crimes through the effective implementations of digital technologies.

We recognise that data privacy and information security are not only an integral part of our responsibility to ensure compliance with applicable regulations, but are also vital to our customers' continued trust in the business.

Privacy policy

Our comprehensive privacy policy outlines our commitment to ensure compliance with applicable privacy laws and describes how we collect, use, disclose and protect personal data. We continue to enhance and expand our governance measures to raise awareness of and promote compliance with our data protection obligations and responsibilities. Our policy provides insights into the use of cookies, tracking mechanisms, and third-party ad networks as well as purpose of sharing information with third parties.

We have safeguards and security measures in place for identifying, assessing, investigating, and reporting personal data breaches. Through an user-friendly interface accessible via a web link embedded in our privacy policy, data subjects can exercise their data privacy rights such as requesting personal data correction, access or erasure, restricted processing and transferring personal data, erasure as well as submitting data processing objections. We have not received any substantiated complaints regarding breaches of customer privacy, and data subject requests received in the past year have been addressed in accordance with statutory requirements.

We have not received any substantiated complaints regarding breaches of customer privacy.

Guarding information, being vigilant

Cybersecurity awareness month

At Tata Communications, we celebrated October 2021, as 'cybersecurity awareness month.' The main goal of this programme was to create increased awareness about the importance of cyber security and ensure that all our employees have the information they need to be safer and more secure, while online.

Data and information security

Our robust Information Security Management system is certified with ISO 27001:2013, Information Security standard, with a scope of services covering Information Security Management System, service delivery and support operations of 'Enterprise IT Services, IT Data Centre Operations and Global Information Security Group.' We have an Information Security Policy, formulated in line with ISO 27001 Information Security standard, applicable to all employees and third parties, having access to our information. The objective of our policy and processes is:

- Protect the confidentiality of sensitive information from unauthorised access
- Maintain integrity by ensuring accuracy and completeness of the information
- Make sure that users are aware of, and

comply with, all current and relevant legal, regulatory, and contractual requirements

- Ensure that all users understand their responsibilities for protecting the confidentiality and integrity of the data that they handle
- Provide the principles by which a safe and secure information systems working environment can be established for all authorised users
- Respond to changes in the context of the organisation as appropriate, and initiate a cycle of continuous improvement

We also have an Information Security organisation structure, led by the Chief Information Security Officer to ensure the security of information and information systems, to provide an overall direction to sustain and improve the security posture of Tata Communications, and to define and drive the implementation of our Company's information security policies, procedures, and standards. Security assurance at Tata Communications comprises several security testing tracks to ensure the organisation's digital ecosystem is adequately protected and sustained. The tracks include both, internal and external vulnerability, and penetration testing of infrastructure, red teaming engagement, Blackbox testing, and regulatory audits. In addition, security assurance is audited and certified for compliance with ISO 27001, SOC 2 Type II, Statutory ITGC, and regulatory requirements.



Security assurance at Tata Communications comprises several security testing tracks to ensure the organisation's digital ecosystem is adequately protected and sustained.

Information Security Assurance (ISA)

It is a comprehensive security assurance framework that is a one-point security posture and compliance review for the information assets. This framework includes key control areas, but is not limited to security architecture and design review, infra and application security testing, cloud security, access controls review, end-user security exceptions, governance risk, and compliance asset monitoring. All new applications/infrastructure and changes to the existing infrastructure and applications hosted in the Tata Communications network are to be reviewed for security exposure, remediated, and signed off before production deployment. The ISA framework integrates seamlessly with the software development phases, including DevOps, and introduces appropriate security checkpoints to IT release and change management processes. This framework helps uncover and reduce vulnerabilities early in SDLC, before production release, and builds security into SDLC effectively.



Committed to responsible sourcing



Our supply chain is a critical component of our reputation and extended impact. We collaborate with suppliers to promote long-term transparency, sustainability, and ethical business practices.

Our suppliers are an integral part of our business success. Therefore, we understand that a reliable and sustainable supply chain is critical to sustaining our growth as an efficient and responsible business. We have 2,000+ suppliers across our locations, and those are subjected to our local sourcing norm and our Code of Conduct and Human Rights philosophy.

We rely on Indian and international supply chains that span across multiple Tiers. We source our supplies from original equipment manufacturers, either directly or from their authorised distributors. For general services, we rely on contractors who undertake end-to-end responsibility for projects.

We have implemented a Sustainable Supply Chain Framework to enhance responsible sourcing in our supply chain. Our suppliers meet and comply with our environmental, ethical, and social requirements as detailed in our contracts, and as mentioned under the Sustainable Supply Chain policy, Supplier Code of Conduct, and Mandatory Safety Standards (MSS). Our suppliers are accountable for managing risks in their operations and we also expect them to hold their suppliers accountable to the same high standards.

2,000+



Suppliers across our locations

Criteria for supplier selection

All our equipment suppliers and service providers are required to adhere to the Supplier Code of Conduct and MSS requirements as applicable from time-to-time. The Code requires that suppliers act with integrity and comply with laws and conform to the following principles:

Principle 1

Ethics and Transparency

Supplier must uphold honesty, integrity, and fair dealing while doing business.

Principle 2

Labour and Human Rights

Suppliers shall uphold the highest standards of labour and human rights and treat workers with the utmost dignity and respect. No form of forced/bonded labour or child labour should be employed.

Principle 3

Environment, Health and Safety

Supplier must conduct business in an environmentally responsible manner and providing a safe and healthy environment for all impacted by its operations.

Principle 4

Anti-corruption and Anti-bribery

Supplier must have a zero tolerance approach towards anti-corruption and anti-bribery practices.

Principle 5

Information Security

Supplier must comply with all applicable data privacy and information security laws and associated contractual obligations.

Committed to responsible sourcing

All our suppliers must adhere to the above-highlighted requirements. Along with these requirements, our suppliers are required to include regular operational mandates and features relating to quality, product-specific requirements, occupational health, and safety as well as legal and ethical compliance.

While selecting a new supplier or continuing a relationship with an existing supplier, we assess each supplier's compliance with our rules on health, safety, and responsible behaviour in conjunction with our assessment of commercial factors, such as quality, cost, and ability to deliver on time. Further, we also assess our strategic and key identified suppliers on various sustainability parameters through an ESG checklist. Suppliers of passive infrastructure are also regularly evaluated for their environmental performance. This is an important criterion for the selection of a supplier, along with other commercial aspects.

The Supply Chain Management (SCM) Policy of our Company also ensures that we select suppliers who comply with applicable legal and regulatory obligations, are committed to ethical behaviour, and engage in fair market practices. Suppliers who are found to violate the Code, to have engaged in unethical behaviour, or to have violated laws are barred from being our Company's suppliers in the future.



Supplier coverage and spend¹

Our spend is spread across various categories based on business and customer needs:

- Network equipment and services spanning 329 suppliers
- IT equipment and spend spanning 341 suppliers
- Managed services (standard and non-standard purchases for customers) spanning 326 suppliers
- Access (last mile off-net and backbone) spanning 267 suppliers
- Services procurement (includes purchases for Outside Plant Procurement, corporate services and purchase of passive infrastructure) spanning 1,015 suppliers

We also categorise our suppliers based on their wallet share of spend in Tata Communications. Suppliers are divided into 3 categories², where the % of supplier in each category is:

Category A	7.2%	Category B	21.4%	Category C	71.4%
------------	------	------------	-------	------------	-------

We spend **US \$391.25 million (INR 2,914.80 crore)** for the procurement of equipment and services, with over 1,700+ direct suppliers around the world geographically³ to support our operations and meet customer needs:

India	62%	Europe	12%	America	14%	AMEA	11%
-------	-----	--------	-----	---------	-----	------	-----

¹ Tata Communications total supplier base is 2,027. However, the same supplier supplies to multiple categories based on product applicability. Tata Communications has 177 such suppliers.

² ABC analysis is used to place suppliers in 3 categories. Where suppliers covering 80% of spend are considered in Category A, spending between 79% to 65% is considered in category B, and the balance in Category C.

³ Tata Communications total supplier base is 2027 suppliers. However, the same supplier supplies to multiple regions. Tata Communications has 88 such suppliers.

Sustainable supply chain framework

Our ability to identify, assess, and mitigate supply chain risks is critical in developing long-term supply chains. Risks in the supply chain can disrupt our operations, lowering our overall organisational performance. Tata Communications ensures that the suppliers, who they conduct business with, are also in compliance with all the laws and regulations around environmental, social and governance-related aspects. Before signing agreements, thorough due diligence is performed to ensure that the supplier shares the same values and principles as Tata Communications. The contract also includes sections on the Company's values and assurances that they are not being violated. This year, we have rolled out a comprehensive Sustainability Supply Chain Framework for our operational teams by integrating the all-encompassing sustainability parameters of our supply chain and formulating a framework that comprises three tools of implementation:

1. Sustainable supply chain policy: The policy is a vision document that aims to promote sustainability for our suppliers and business partners.

Committed to responsible sourcing

2. Supplier Code of Conduct: The supplier Code of Conduct ('Code') outlines Tata Communications expectations for supplier conduct in relation to five primary principles: Ethics and Transparency, Labour and Human Rights, Environment, Health and Safety, Anti-corruption and Anti-bribery, and Information Security. Our [Supplier Code of Conduct](#) and [Sustainable Supply Chain Policy](#) are available online.

3. ESG checklist for suppliers: The checklist is used to evaluate the ESG-related practices of Tata Communications suppliers/business partners on an annual basis. Based on the ESG checklist, we also determine the sustainability score of our suppliers to comprehensively evaluate sustainability practices within our Company's key and strategic supplier network.

At Tata Communications, we expect our suppliers to uphold the sustainability vision endorsed in the Company's sustainable supply chain policy, and follow our core principles given in the Supplier Code of Conduct by consenting to adhere to our policy and Code before commencing business with us. We will continue to screen our suppliers and contractors on ESG parameters as part of our due diligence procedure, and strengthen our monitoring mechanisms in place to rigorously monitor their sustainability performance and create scalable impact.

Fostering supplier diversity

Tata Communications recognises the significant role of service providers in supporting our Company's affirmative action agenda. Therefore, in 2020, we revised our supply chain management policy to enhance the focus on greater diversity and inclusion of AA. We remain committed to identifying newer ways of enabling entrepreneurship amongst AA members, and have identified addressable procurement areas which can be offered to entrepreneurs from AA communities. In order to better monitor our efforts, we have also started a system-based tracking of baseline data of engagement with AA vendor partners. Continuing to be committed to increasing our AA vendor-partner base, Tata Communications has also reached out to the Dalit Indian Chamber of Commerce and Industry (DICCI) to explore possibilities of linking AA vendor-partners of the DICCI network with Tata Communications supply value chain vendors.

Inclusion of diverse suppliers through Affirmative Action Agenda.



Supporting small business

Tata Communications recognises its role and responsibility to support and encourage smaller, local companies as well as those under-represented in the industry. Though our main suppliers are multinationals, we aim to create sustainable livelihoods through our operations by emphasising on local procurement of goods and services, and by creating a diverse supplier base. In the reporting year, we spent US \$391.25 million (INR 2,2914.80 million) on orders, out of which 73% were locally procured across

all the primary regions i.e., India, America, AMEA, and Europe, where our Company has a presence.

73%



Procurement budget spent on sourcing local goods and services



Creating positive water footprint



We recognise the value of water as an increasingly global concern and the impact of its use on our business activities. Therefore, we are coordinating our operations with steps to reduce freshwater consumption by minimising the water footprint and maximising the recycling and reusing of water.

Most of our water usage is for office and housekeeping facilities, or in HVAC systems to support cooling equipment. Even though our operations are not as water-intensive as those of manufacturing industries, we consider it to be a material aspect and have undertaken steps for water conservation across our facilities. Since many of our international operations facilities are on a lease, we consider water as a material issue for our Indian operations only.

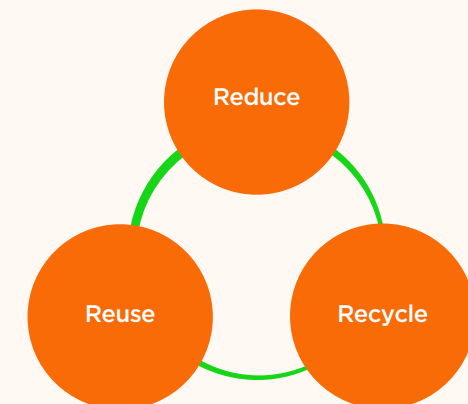
During FY 2021-22, we drew nearly 1,96,122 KL of water, of which 88% was from municipal facilities, 11% from third-party tankers and bottled water, and the remaining 1% through rainwater harvesting and groundwater extraction. We reduced 9% of our consumption due to stringent monitoring of water consumption, arresting leakages, and creating awareness among the contract workforce. Water recycling accounts for 23.5% of the total water withdrawal. In smaller sites where recycling and treating installation are not feasible, the wastewater is discharged into the municipal drainage system after appropriate approvals from the authorities.

Water risk management

We conduct a Water Risk Assessment exercise regularly, which helps us to improve our internal processes, and facilitates the identification of inefficiencies in water use or distribution system. Our Water Risk Assessment exercise for all major facilities was revisited during FY 2020-21, wherein sites falling under critical results were asked to set up objectives and targets, along with plans to conserve and improve water recycling in their region.

9%

Reduction in water consumption as compared to FY 2021-22



Creating positive water footprint

Water management strategy

Our operations and facilities align with the **‘3R’ resource management strategies: reduce, reuse and recycle**, allowing us to mitigate our water footprint throughout our operations by optimising water consumption, and increasing our recycling capacity. Some of our actions include:

Consumption, monitoring and awareness

- Generate monthly water reports
- Internal stakeholder awareness training
- Consumption monitoring through ‘Resustain’

Resource allocation

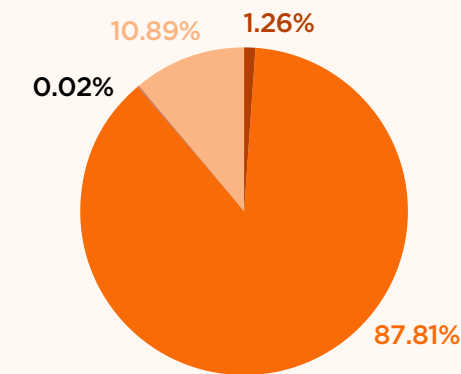
- Determine the share of freshwater and reused water

Minimising waste

- Regularly check water lines and arrest any leakages
- Undertake preventive maintenance
- Installed IoT water meters

Water withdrawal by source* (in KL)

	FY 2019-20	FY 2020-21	FY 2021-22
Groundwater	11,425	3,109	2,479
Municipal water	198,076	186,927	172,222
Rainwater	126	50	55
Purchased water	27,011	25,490	21,367
Recycled water	77,616	50,175	46,116
Total	236,638	215,576	196,123



196,123 KL

Total water withdrawal by source in FY 2021-22

* From FY 2021-22, we have started accounting for only Tata Communications consumption. Water consumption in shared premises is accounted on the basis of charge backs or amount paid by the entities using the Company's water supply. Data figures for FY 2019-20 and FY 2020-21 have also been updated accordingly.

Being water-savvy

Reduce

Technical intervention plays an important role in optimising our water usage. To reduce water consumption, we have installed sensor-based faucets in all toilets and cafeterias in major locations. To further account for our consumption at each activity level, we are automating and increasing water meter installations at all our facilities. Following the success of the pilot IoT water monitoring project at the Dighi campus, Pune (one of our largest campuses), we are installing IoT meters in the rest of our major facilities. The project will be implemented in FY 2022-23, and is expected to strengthen the monitoring of water loss, helping in substantial water savings in the facilities.

Reuse

We utilised nearly 46,116 KL volume of wastewater treated at our sewage treatment plant for landscaping and gardening purposes. This minimised our freshwater withdrawal and resulted in cost savings. To maximise the rainwater harvesting capacity, we have conducted feasibility studies at four of our sites. Based on the results of the studies, we will increase our rainwater harvesting capability beginning FY 2022-23. The total rainwater harvesting capacity is expected to be 13,439 KL, once the project has been implemented at the identified sites. Furthermore, to give back to the environment, we are also developing ground water recharge infrastructure with the recharge potential of 53,520 KL per annum.

Recycle

Water recycling and efficiency are critical aspects in a water-stressed country like India. Therefore, we have installed wastewater

treatment plants at most of our facilities, where the wastewater generated is treated through Sewage Treatment Plants (STP) and recycled for other domestic applications, such as gardening and water sprinkling, etc. For some sites, treated water is discharged to the municipal drains after complying with all regulatory requirements.

46,116 KL

Water recycled back into gainful use in FY 2021-22

Upgradation of STP Plant

We encountered several issues with our old STP plant in GK-1, New Delhi such as, part malfunctioning, excess sludge, degradation of sewage treatment capacity, and water seepage from the roof due to the old structure. Therefore, the main objective of this project was to maintain the STP operations with no impact on the environment. A detailed audit was conducted for STP operations by an expert agency. Based on its suggestions, upgradation was planned to meet the basic operations and maintenance requirements. This upgradation provided three key benefits:

- Reduced frequent breakdown to remove sludge easily
- Improved water filtration to meet the designed capacity
- Ease of maintenance

Towards efficient waste management



Efficient waste management

Effective waste management is an integral part of our sustainability strategy. We focus primarily on waste minimisation to reduce the overall waste footprint. We also use efficient and environmentally friendly disposal methods to minimise the impact of waste generated and reduce the amount of waste that is landfilled.

As a service-oriented Company, we usually do not process or generate waste. We rely on our suppliers to provide the products and services we need to run our business. Therefore, we have minimal control over it. We are committed to reducing waste and expanding our business's recycling capacity. Our products are intangible, therefore, waste

generation and disposal on the customer side, remain a negligible issue.

Waste footprint

We categorise our waste as non-hazardous and hazardous:

Non-hazardous waste

The non-hazardous waste generated at our facilities is municipal solid waste, which is collected and segregated into various categories, such as paper, food, plant thrush, plastic, metal, cartons, and more. We dispose of the non-hazardous waste generated at our facilities through various channels, such as recyclers and municipal corporations. We have installed Organic Waste Convertors (OWCs) in all our major facilities to convert

the food waste generated from our cafeterias into manure, and to reuse it within the facilities. This has helped us in composting ~22,378 kilograms of food waste.

22,378 kgs

Food waste composting in the house

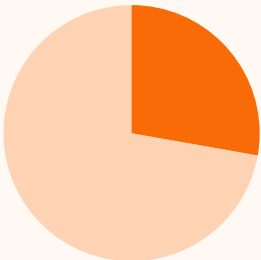


To reduce our waste, we have implemented several initiatives, such as the replacement of plastic water bottles in our meeting rooms with glass bottles, and switching to reusable ceramic or acrylic mugs in our cafeteria. Our Corporate Services team organises regular 'awareness sessions' for waste handlers within the facility, to ensure proper waste management and minimise the risk of contamination and spill.

Non-hazardous waste generated and recycled (in kgs)



Other waste include: plastic, glass, metal, wood, rubber, textile, etc.



In FY 2021-22, we recycled 28% of our 155,180 kgs of non-hazardous waste, generated from our operations

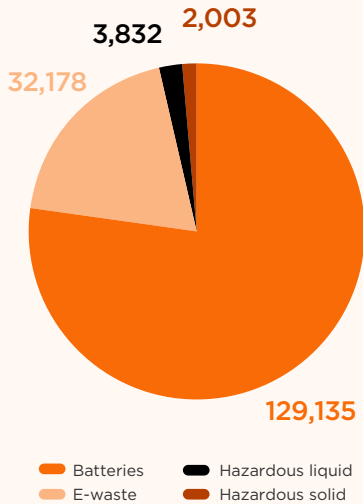
Towards efficient waste management



Hazardous waste

In addition to the non-hazardous waste generated from day-to-day operations, hazardous waste, such as used oil, oil filters, and oil-soaked cotton from diesel generator sets, used batteries from energy utilities and e-waste, are generated from equipment, such as desktops, laptops, and other office and electronic equipment. We ensure adequate storage with secondary containments during the collection and handling of such hazardous waste, and ensure proper training of the waste handlers. The waste is disposed of by authorised recyclers and processors through Metal Scrap Trade Corporation Limited, and it is ensured that all regulatory requirements of waste management rules of relevant regions or countries are followed.

Hazardous waste generated and recycled (in kgs)



Compost from plant trash

We implemented a waste management project focussed on developing compost from our plant trash at Dighi campus, Pune. The main objectives of this project were to:

- To make compost from plant trash
- To use the developed compost to green our campus and enhance the fertility of the soil
- To create awareness of sustainability among our internal and external stakeholders

We collected more than 125 kilograms of trash/month from the campus and decomposed it into our waste pits. This project resulted in the processing of 6,929 kilograms of plant waste within a year.



We collected more than 125 kg of trash/month from the campus and decomposed it into our waste pits.



Towards efficient waste management

Improved waste management at Dighi campus

We focussed on improving our current waste management process at our Dighi Campus in Pune. We created compost pits to recycle plant waste, started waste segregation as hazardous and non-hazardous waste, segregated biomedical waste as per government regulations, and displayed boards at food counters, to create awareness. We also provided training to housekeeping, pantry boys, gardeners and cafeteria staff on a regular basis to create awareness and enhance their skills in waste management. The process is smoothened, and we are now looking towards all the waste generated to be reused and recycled within the campus, and aiming for zero waste disposal.



We are looking towards reusing and recycling waste generated within the campus, aiming for zero waste disposal.

Welfare of Waste (WoW) Initiative

1. Our in-house team segregated the waste and removed the bowl-like cover from the old streetlights' lamp holders.
2. The team converted the scrap into eligible water bowls, which can be placed across open areas for the birds to drink water from it.
3. Each and every light fitting is inspected and the cover is separated from the streetlamps.
4. The good bowls without leakage are chosen and placed across the open spaces on the site to help birds.
5. The dry leaf waste at the campus is converted into bio manure.





Performance table

Category-wise breakup of emissions FY 2021-22

Scope 1	Tonnes of CO ₂ eq.	Operational Boundary	Emission factors source
DG sets	1,631	Global	2006 IPCC Guidelines for National Greenhouse Gas Inventories and IPCC AR5
ODS	3,109	Global	IPCC AR5
Solid waste treatment	1	India	WBCSD GHG Protocol and IPCC AR5
Waste water treatment	3	India	2006 IPCC Guidelines for National Greenhouse Gas Inventories and IPCC AR5
Total	4,744		

Scope 2	Tonnes of CO ₂ eq.	Operational Boundary	Emission factors source
Purchased electricity	88,308	Global	CEA V17; US EPA eGRID 2020 2020 Grid Electricity Emissions Factors v1.1 – June 2020, www.carbonfootprint.com ; European Environment Agency, Greenhouse gas emission intensity of electricity generation in Europe, 18 Nov 2021; UK Government conversion factors for company reporting of greenhouse gas emissions 2021; Energy Market Authority (EMA) 2020

Scope 3	Tonnes of CO ₂ eq.	Operational Boundary	Emission factors source
Business travel by air, road and rail	2,090	Global	WRI, (2015), India Specific Air Transport Emission Factors for Passenger Travel and Material Transport India GHG program; UK Government GHG Conversion Factors for Company Reporting; India GHG Programme, Transport Emission Factors, 2014; US EPA, Supply Chain GHG Emission Factors for US Commodities and Industries v1.1; UK Department for Environment, Food & Rural Affairs (DEFRA), Table 13 - Indirect emissions from the supply chain
Employee commuting-Company provided	432	India	2006 IPCC Guidelines for National Greenhouse Gas Inventories and IPCC AR5
Solid waste disposal	108	India	2006 IPCC Guidelines for National Greenhouse Gas Inventories and IPCC AR5
Waste water disposal	48	India	2006 IPCC Guidelines for National Greenhouse Gas Inventories and IPCC AR5
Capital goods	11,345	Global	Supplier specific
Purchased goods	46,462	Global	Supplier specific
Downstream transportation	35	Dedicated outbound vehicles from Indian warehouses	India specific road transport emission factors, Version 1.0, India GHG Programme, 2015
Purchased fuel	386	Global	UK Government GHG Conversion Factors for Company Reporting, 2021
T&D	19,970	Global	CEA V17; US EPA eGRID 2020 2020 Grid Electricity Emissions Factors v1.1 – June 2020, www.carbonfootprint.com ; European Environment Agency, Greenhouse gas emission intensity of electricity generation in Europe, 18 Nov 2021; UK Government conversion factors for company reporting of greenhouse gas emissions 2021; Energy Market Authority (EMA) 2020
Upstream leased assets	16,517	International	Institute for Global Environmental Strategies (2021). List of Grid Emission Factors, version 10.11. Available at: https://pub.iges.or.jp/pub/iges-list-grid-emission-factors
Total	97,392		



Social

Total number of employees by employment contract(permanent and temporary) and gender

Total No. of Employee	Permanent	Temporary Contract	Total
Male	9,744	5,057	14,801
Female	2,708	875	3,583

Total number of employees by employment contract (permanent and temporary), by region

Region	India	APAC	Americas	EMEA
Permanent	11,511	227	384	330
Temporary	5,926		1	5

Total number of permanent employees by employment type (full-time and part-time) and gender

Total No. of Employee	Full-Time	Part-time(as per the company policy and national laws)	Total
Male	9,744	0	9,744
Female	2,708	0	2,708

Percentage of senior management at significant locations of operation that are hired from the local country

Country	Total no. of Top management employees		Percentage of Senior Management	
	Male	Female	Male	Female
India	14		133	7
APAC	1	1	10	1
EMEA	1		15	1
America & Canada	2		24	1
TOTAL	18	1	182	10

Employee diversity

Category	Age group			Gender	
	Less than 30 years	Between 30-50 years	Above 50 Years	Male	Female
Top Management		11%	89%	95%	5%
Senior Management	0%	56%	44%	95%	5%
Middle Management	0%	79%	20%	90%	10%
Junior Management	31%	65%	4%	77%	23%
Non-Executives	0%	30%	70%	75%	25%

Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation

Employee category	Ratio of remuneration of women to men
Senior Management	0.8 : 1
Middle Management	0.9 : 1
Junior Management	0.7 : 1
Non-Executives	1.2 : 1
Definition used for significant locations of operation	Significant operations are where majority of head count is present i.e., India

Ratios of standard level entry wage by gender compared to local minimum wage

Region/Location	Entry Level (Workmen/Officers/GET/MT-define as per current practice)	Ratio	
		Male	Female
India	Global Campus program hires	9.0	6.8



Rate of new hires and details (by gender, category, age, group, region)

New joinees during FY 2021-22 (Number)

Sr. No.	Category	Unit	Gender		Age group			Region			
			Male	Female	Less than 30 years	30-50 years	More than 50 years	India	Americas	APAC	EMEA
1	Top Management	Nos.									
2	Senior management	Nos.	14			7	7	9	2	1	2
3	Middle Management	Nos.	109	9	2	88	28	83	12	7	16
4	Junior Management	Nos.	2,526	938	1,922	1,493	49	3,333	56	26	49
5	Executive	Nos.	6	1		2	5	1	2		4
Total manpower in FY 2020-21: 12452											
Rate of new hiring: 28.9%											

Employee turnover and details (by gender, category, age group, region)

Employee Turnover (Number)

Sr. No.	Category	Unit	Gender		Age group			Region			
			Male	Female	Less than 30 years	30-50 years	More than 50 years	India	Americas	APAC	EMEA
1	Top Management	Nos.	4				4	3	1		
2	Senior management	Nos.	28			15	13	13	4	5	6
3	Middle Management	Nos.	142	28		135	35	101	27	15	27
4	Junior Management	Nos.	2,200	898	1,278	1,736	84	2,891	59	63	85
5	Executive	Nos.	33	2		3	32	25	9		1

Parental leaves

a. Number of employees entitled to parental leave		b. Number of employees that took parental leave in this FY		c. Number of employees who returned to work after parental leave ended in this FY		Number of employees who returned to work after parental leave ended in the previous FY		d. Number of employees who returned to work after parental leave ended who were still employed 12 months after their return		Return to work of employees that took parental leave		retention rates of employees that took parental leave	
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
2,708	9,744	20	305	18	300	20	287	11	231	90%	98%	55%	80%

Learning and development performance

Average hours of training that the organization's employees have undertaken during the reporting period, by:

Category	Units	Male	Female
Top Management	Number	18	0
	Man hours Avg/Man days	1.57	0.00
Senior Management	Number	179	10
	Man hours Avg/Man days	3.57	4.29
Middle management	Number	949	104
	Man hours Avg/Man days	5.02	5.18
Junior management	Number	8397	2553
	Man hours Avg/Man days	5.88	6.91
Non-Executives	Number	70	45
	Man hours Avg/Man days	1.58	1.26

Performance and career development review

Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.

Category	Units	Male	Female
Top Management	Performance review	100%	100%
Senior Management	Performance review	33%	40%
Middle Management	Performance review	67%	66%
Junior Management	Performance review	81%	82%



Independent assurance statement

Independent Assurance Statement

Introduction

DNV Business Assurance India Private Limited ('DNV') has been commissioned by the management of Tata Communications Limited ('Tata Communications' or 'the Company', Corporate Identity Number (CIN) L64200MH1986PLC039266) to undertake an independent assurance of the Company's Sustainable Development Report 2022 in its online format ('the Report') including references to the Company's Integrated Report 2021-22 and references to the Company's website. The disclosures in this Report have been prepared and presented by Tata Communications based on the key requirements of the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016 ('GRI Standards'), its revised topic-specific Standards and its Core option of reporting.

The intended user of this assurance statement is the Management of Tata Communications ('the Management'). Our assurance engagement was planned and carried out during February 2022 - August 2022 covering the Company's sustainability performance during 1st April 2021 - 31st March 2022. We performed a limited level of assurance based on our assurance methodology, VeriSustainTM.

Responsibilities of the Management of Tata Communications and of the Assurance Provider

The Management has the sole responsibility for the preparation of the Report and are responsible for all information disclosed in the Report as well as the processes for collecting, analyzing and reporting the information presented in the Report. Tata Communications is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on sustainability performance. In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of Tata Communications.

We do not provide any services to Tata Communications which in our opinion constitutes a conflict of interest with this assurance work. Our assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith and are free from misstatements.

Scope, Boundary and Limitations

The reporting scope and boundary encompasses environmental, social and economic/ governance performance of Tata Communications Limited during the financial year ending 31st March 2022 and covering the sustainability performance related to identified material topics for its global operations across the India, America, Canada, Europe and Asia-Pacific regions as brought out in the Report in the section 'About the Report' and 'Approach to Reporting'.

The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions. We did not engage directly with any external stakeholders as part of this assurance engagement.

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement. The reported data on economic performance, expenditure towards Corporate Social Responsibility (CSR) activities, and other financial data are based on audited financial statements issued by Tata Communications' statutory auditors which is subject to a separate audit process. We were not involved in the review of financial information within the Report.

¹The VeriSustain protocol is based on the principles of various assurance standards including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the GRI Principles for Defining Report Content and Quality, international best practices in verification and our professional experience; and is available on request from www.dnv.com

Basis of our Opinion

As part of the assurance process, a multi-disciplinary team of sustainability specialists performed assurance work for selected sample operations of Tata Communications. We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders. We carried out remote assessments and interviews with Tata Communications' data owners and key management personnel in line with DNV's remote assessment methodology, involving the following activities:



Independent assurance statement

- Review of the Company's approach to stakeholder engagement and materiality determination and its outcomes as brought out within the Report, as well as mechanisms for implementing the Company's sustainability policies and strategies. We did not have any direct engagement with external stakeholders.
- Conducted interviews with selected senior managers, data owners and other representatives of the Company responsible for management of sustainability issues and carried out reviews of selected evidence to support topics and claims disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver Tata Communications' sustainability objectives.
- Carried out verification of sustainability performance data and sample evidences to review the processes and systems for aggregating site-level sustainability information, as well as overall aggregation and consolidation of data from sites by the sustainability team at the Corporate Office at Mumbai, India. We were free to choose samples for conducting assessments.
- Reviewed the performance disclosures related to identified material topics reported by Tata Communications based on chosen GRI Topic-specific Standards; that is, carried out an assessment of the processes for gathering and consolidating performance data related to identified material issues and, for samples, checked the processes of data consolidation to assess the Reliability and Accuracy of performance disclosures reported.
- Verification of the data consolidation of reported performance disclosures in context to the Principle of Completeness as per VeriSustain for a limited level of assurance.

Opinion and Observations

Based on the verification undertaken, nothing has come to our attention to suggest that the Report together with referenced information does not properly describe Tata Communications Limited's sustainability performance disclosures for the identified material topics as well as adherence to the requirements related to GRI 102: General Disclosures 2016, GRI 103: Management Approach 2016 and the following GRI topic-specific Standards:

GRI 201: Economic Performance 2016 – 201-1, 201-3, 201-4;
GRI 202: Market Presence 2016 – 202-1;
GRI 203: Indirect Economic Impacts 2016 – 203-1, 203-2;
GRI 204: Procurement Practices 2016 – 204-1;
GRI 205: Anti-corruption 2016 – 205-1, 205-2, 205-3;
GRI 206: Anti-competitive Behavior 2016 – 206-1;
GRI 302: Energy 2016 – 302-1, 302-3, 302-4;
GRI 303: Water and Effluents 2018 – 303-1, 303-2, 303-3;
GRI 305: Emissions 2016 – 305-1, 305-2, 305-3, 305-4, 305-5, 305-6;

GRI 306: Effluents and Waste 2016 – 306-2, 306-3;
GRI 307: Environmental Compliance 2016 – 307-1;
GRI 308: Supplier Environmental Assessment 2016 – 308-1;
GRI 401: Employment 2016 – 401-1, 401-2, 401-3;
GRI 402: Labor/Management Relations 2016 – 402-1;
GRI 403: Occupational Health and Safety 2018 – 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9;
GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;
GRI 405: Diversity and Equal Opportunity 2016 – 405-1, 405-2;
GRI 406: Non-discrimination 2016 – 406-1;
GRI 407: Freedom of Association and Collective Bargaining 2016 – 407-1;
GRI 408: Child Labor 2016 – 408-1;
GRI 409: Forced or Compulsory Labor 2016 – 409-1;
GRI 412: Human Rights Assessment 2016 – 412-1, 412-2;
GRI 413: Local Communities 2016 – 413-1, 413-2;
GRI 415: Public Policy 2016 – 415-1;
GRI 418: Customer Privacy 2016 – 418-1.

Note: Tata Communications monitors and discloses Scope 3 emissions related to business travel, employee commute, wastewater treated in municipal facilities and waste recycled, and solid waste disposal through municipal facilities.

Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain:

Materiality

The process of determining the issues that is most relevant to an organization and its stakeholders.

The Report explains the process through which Tata Communications has identified its material issues considering GRI Standards, Dow Jones Sustainability Index (DJSI), Carbon Disclosure Project (CDP), regulatory reviews, benchmarking of peers, and inputs from stakeholder consultation. The identified topics which are brought out within the Report are prioritized based on potential impacts on business, external environment and stakeholders, and validated by senior management.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.



Independent assurance statement

Stakeholder Inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.

The Report brings out the formal and informal processes of engaging with stakeholders towards identifying their key concerns and inputs towards materiality determination, as well as value created for each stakeholder group. Tata Communications considers its key stakeholders to be customers, employees, investors and shareholders, regulators, communities and non-governmental organisations (NGOs), media and analysts, and suppliers.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report articulates how value is created for each stakeholder group and the Company's responses to key material issues and stakeholder concerns, including descriptions of the structured systems established for engagement with stakeholders aimed at interaction in a consistent manner and timely communication of information. Further, the Report explains the Company's policies, strategies and management systems, and key performance indicators related to identified material topics using selected GRI topic-specific Standards.

Nothing has come to our attention to believe that the Report does not meet the requirements related to the Principle of Responsiveness.

Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

The Report articulates the processes that Tata Communications has established towards capturing and reporting its sustainability performance related to the identified material topics. The majority of data and information verified with the Company's management teams and data owners through our remote assessments and on a sample basis as part of our assurance engagement were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors. These data inaccuracies have been communicated for correction and these errors have been corrected.

Nothing has come to our attention to believe that the Report does not meet the principle of Reliability.

Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported?

The Report brings out the Company's performance during 2021-22 related to material environmental, economic/governance and social topics considering its chosen reporting scope and boundary across the globe, that is, India, America and Canada, Europe and Asia-Pacific regions. Further, the Report addresses the key reporting requirements related to the GRI 101: Foundation 2016 standard and explains the Company's strategies, management approach, as well as key performance indicators and initiatives related to identified material topics.

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

Neutrality

The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.

The Report brings out Tata Communications' sustainability performance during the reporting period in a neutral tone in terms of content and presentation while considering business risks, overall context and business environment, so as to not unduly influence stakeholders' opinions made on disclosed information.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



Independent assurance statement

We have complied with the DNV Code of Conduct during the assurance engagement and maintain independence where required by relevant ethical requirements as detailed in DNV VeriSustain. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any statements or data except for our Assurance Statements, Independent Greenhouse Gas Verification Statement and Management Report. DNV maintains complete impartiality toward stakeholders interviewed during the verification process. We did not provide any services to Tata Communications Limited in the scope of assurance during FY 2021-22 that could compromise the independence or impartiality of our work.

For DNV Business Assurance India Private Limited

Radhakrishnan, Kiran

Digitally signed by
Radhakrishnan, Kiran
Date: 2022.08.23
17:30:30 +05'30'

Kiran Radhakrishnan
Lead Verifier

DNV Business Assurance India Private Limited,
India.

Vadakepatth, Nandkumar

Digitally signed by
Vadakepatth, Nandkumar
Date: 2022.08.23 17:33:44
+05'30'

Vadakepatth Nandkumar
Technical Reviewer

DNV Business Assurance India Private Limited,
India.

23rd August 2022, Bengaluru, India.

DNV Business Assurance India Private Limited is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.com

² The DNV Code of Conduct is available on request from www.dnv.com (<https://www.dnv.com/about/in-brief/corporate-governance.html>)



GRI content index

#	GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Name	Reference (Page no. of the Sustainable Development Report 2022)
1	GRI 102	General Disclosures	102-1	Name of the organization	Front Cover, Pg 1
2	GRI 102	General Disclosures	102-2	Activities, brands, products, and services	8
3	GRI 102	General Disclosures	102-3	Location of headquarters	Annual Report, https://www.tatacommunications.com/about/offices/
4	GRI 102	General Disclosures	102-4	Location of operations	Annual Report, https://www.tatacommunications.com/about/offices/
5	GRI 102	General Disclosures	102-5	Ownership and legal form	Annual Report
6	GRI 102	General Disclosures	102-6	Markets served	Annual Report
7	GRI 102	General Disclosures	102-7	Scale of the organization	9, Annual Report
8	GRI 102	General Disclosures	102-8	Information on employees and other workers	Social Annexure
9	GRI 102	General Disclosures	102-9	Supply chain	84, 85
10	GRI 102	General Disclosures	102-10	Significant changes to the organization and its supply chain	No Change, Annual Report
11	GRI 102	General Disclosures	102-11	Precautionary Principle or approach	15, 16, 17, Annual Report
12	GRI 102	General Disclosures	102-12	External initiatives	5
13	GRI 102	General Disclosures	102-13	Membership of associations	68, 76
14	GRI 102	General Disclosures	102-14	Statement from senior decision-maker	10, 11, 12
15	GRI 102	General Disclosures	102-16	Values, principles, standards, and norms of behavior	7, 8
16	GRI 102	General Disclosures	102-18	Governance structure	17, 74
17	GRI 102	General Disclosures	102-40	List of stakeholder groups	24, 25, 26
18	GRI 102	General Disclosures	102-41	Collective bargaining agreements	80
19	GRI 102	General Disclosures	102-42	Identifying and selecting stakeholders	25, 26
20	GRI 102	General Disclosures	102-43	Approach to stakeholder engagement	24, 25
21	GRI 102	General Disclosures	102-44	Key topics and concerns raised	25, 26
22	GRI 102	General Disclosures	102-45	Entities included in the consolidated financial statements	Annual Report
23	GRI 102	General Disclosures	102-46	Defining report content and topic Boundaries	4
24	GRI 102	General Disclosures	102-47	List of material topics	27
25	GRI 102	General Disclosures	102-48	Restatements of information	64



GRI content index (continued)

#	GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Name	Reference (Page no. of the Sustainable Development Report 2022)
26	GRI 102	General Disclosures	102-49	Changes in reporting	No Change
27	GRI 102	General Disclosures	102-50	Reporting period	4
28	GRI 102	General Disclosures	102-51	Date of most recent report	Aug-21
29	GRI 102	General Disclosures	102-52	Reporting cycle	4
30	GRI 102	General Disclosures	102-53	Contact point for questions regarding the report	5
31	GRI 102	General Disclosures	102-54	Claims of reporting in accordance with the GRI Standards	5
32	GRI 102	General Disclosures	102-55	GRI content index	To be included
33	GRI 102	General Disclosures	102-56	External assurance	To be included
34	GRI 103	Management Approach	103-1	Explanation of the material topic and its Boundary	Each chapter, wherein material topic is discussed
35	GRI 201	Economic Performance	201-1	Direct economic value generated and distributed	30
36	GRI 201	Economic Performance	201-3	Defined benefit plan obligations and other retirement plans	31
37	GRI 201	Economic Performance	201-4	Financial assistance received from government	30
38	GRI 202	Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Social Annexures
39	GRI 203	Indirect Economic Impacts	203-1	Infrastructure investments and services supported	44-52
40	GRI 203	Indirect Economic Impacts	203-2	Significant indirect economic impacts	44-52
41	GRI 204	Procurement Practices	204-1	Proportion of spending on local suppliers	86
42	GRI 205	Anti-corruption	205-1	Operations assessed for risks related to corruption	75
43	GRI 205	Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	75
44	GRI 205	Anti-corruption	205-3	Confirmed incidents of corruption and actions taken	75
45	GRI 206	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	75
46	GRI 302	Energy	302-1	Energy consumption within the organization	64
47	GRI 302	Energy	302-3	Energy intensity	61
48	GRI 302	Energy	302-4	Reduction of energy consumption	61
49	GRI 303	Water and Effluents	303-1	Interactions with water as a shared resource	87, 88



GRI content index (continued)

#	GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Name	Reference (Page no. of the Sustainable Development Report 2022)
50	GRI 303	Water and Effluents	303-2	Management of water discharge-related impacts	87, 88 We are not discharging any effluent in water bodies or anywhere in the environment.
51	GRI 303	Water and Effluents	303-3	Water withdrawal	88
52	GRI 305	Emissions	305-1	Direct (Scope 1) GHG emissions	65,
53	GRI 305	Emissions	305-2	Energy indirect (Scope 2) GHG emissions	65,
54	GRI 305	Emissions	305-3	Scope 3	65, Environment Annexures
55	GRI 305	Emissions	305-4	GHG emissions intensity	64, 65
56	GRI 305	Emissions	305-5	Reduction of GHG emissions	64, 65
57	GRI 305	Emissions	305-6	Emissions of ozone-depleting substances (ODS)	65
58	GRI 306	Effluents and Waste	306-2	Waste by type and disposal method	89, 90
59	GRI 306	Effluents and Waste	306-3	Significant spills	No such incident in this reporting period
60	GRI 307	Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	59
61	GRI 308	Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	84-86
62	GRI 401	Employment	401-1	New employee hires and employee turnover	Social Annexures
63	GRI 401	Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	32
64	GRI 401	Employment	401-3	Parental leave	Social Annexures
65	GRI 402	Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	80
66	GRI 403	Occupational Health and Safety	403-1	Occupational health and safety management system	39
67	GRI 403	Occupational Health and Safety	403-2	Hazard identification, risk assessment, and incident investigation	39, 40
68	GRI 403	Occupational Health and Safety	403-3	Occupational health services	41
69	GRI 403	Occupational Health and Safety	403-4	Worker participation, consultation, and communication on occupational health and safety	40, 43
70	GRI 403	Occupational Health and Safety	403-5	Worker training on occupational health and safety	40



GRI content index (continued)

#	GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Name	Reference (Page no. of the Sustainable Development Report 2022)
71	GRI 403	Occupational Health and Safety	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40, 41
72	GRI 403	Occupational Health and Safety	403-8	Workers covered by an occupational health and safety management system	40
73	GRI 403	Occupational Health and Safety	403-9	Work-related injuries	40
74	GRI 404	Training and Education	404-1	Average hours of training per year per employee	36, Social Annexures
75	GRI 404	Training and Education	404-2	Programmes for upgrading employee skills and transition assistance programs	37, 38
76	GRI 404	Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	Social Annexures
77	GRI 405	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	74
78	GRI 405	Diversity and Equal Opportunity	405-2	Ratio of basic salary and remuneration of women to men	Social Annexures
79	GRI 406	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	75
80	GRI 407	Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	80
81	GRI 408	Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	80
82	GRI 409	Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	80
83	GRI 412	Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	81
84	GRI 412	Human Rights Assessment	412-2	Employee training on human rights policies or procedures	81
85	GRI 413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	44-52
86	GRI 413	Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	44-52
87	GRI 415	Public Policy	415-1	Political contributions	30
88	GRI 418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	82



TATA COMMUNICATIONS

www.tatacommunications.com

Stock images used for representation purposes only.

© 2022 Tata Communications Ltd. All rights reserved.

TATA COMMUNICATIONS and TATA are trademarks or registered trademarks of Tata Sons Private Limited in India and certain countries.