

# A Vision for Global Leadership in Volunteering

#tcsempowers #myPurpose

## TCS Volunteering Strategy

Concept Note: Accelerate to 1M Volunteer hours per Quarter, Enable vision for TCS to be world's #1 company for volunteers

27 January 2023



# TCS Volunteering Strategy: Executive Summary

- A culture of service is deeply entrenched within TCS & embodied by TCSers worldwide
- Trends indicate 700K+ volunteer hours & 70K+ volunteers for TCS in each of the last three FYs
- Demographic & cultural shifts as well as the COVID19 pandemic are contributing to a shift in nature of volunteerism & employee expectations from the company
- Research<sup>1</sup> reveals the need to **expand the “big tent”** of corporate volunteering, support the growth of virtual volunteering, **increase focus on skills-based volunteering**, and leverage the emergence of **younger employees as a leading force** for volunteering
- Against a peer group of large global organizations<sup>2</sup>, we are world #8 in volunteer hours (UPS was #1 with 2.17M hrs) & #15 in per capita volunteer hours (#1: Marriott with 9.2 hrs)

We can meaningfully **connect over 600K TCSers to their personal purpose**, while growing TCS to be the **world’s #1 company for volunteers**

1. IAVE Report: Corporate volunteering for the post pandemic world  
2. TSG Expert Session Presentation Sep '22

# #tcsempowers #mypurpose : Strategy on a Page

## Vision

The World's #1 Company for Volunteers

## Mission

Empower employees to fulfill their personal purpose, solving local societal issues at scale

## Goals

1M volunteer hours per quarter in 2023

4 per capita volunteer hours by FY24

## Purpose Pledge

CEO-led purpose pledge

Cascaded to Business Units, Geographies, Functions & Branches

## Engage

Company Volunteering Program (CVP)

Strategic CSR programs, Skill based volunteering, Company-wide campaigns, Unit/Geo/Branch efforts, Maitree, Other initiatives

Joint Volunteering with Clients (JVC)

Tata Engage

Pro Engage, Tata Volunteering Month, Disaster Response

Employees' Own Initiatives (EOI)

## Evangelize

Personal examples of CEO, Senior Leadership

Company wide campaigns, Unit/Geo/Branch-level campaigns, CMO driven campaigns

Purpose Champions (Similar to Contextual Masters)

#oneTCS sessions, CXO videos, Personalized mailers, Social media hashtags

## Culture

Purpose Councils at unit and regional level

Recognition mechanisms at individual, team, unit, geo level

Policies to enable volunteerism by design, linkage to talent development, performance, high potential & career growth

Social Sabbaticals

## Technology

Reduce barriers of entry, enable access to CVP opportunities  
End-to-end volunteer journey managed on a single platform  
Discover location-based/interest-based opportunities, invite others to join volunteer efforts, immediate recognition of impact

## Reporting

Automatic reporting of CVP, JVC through #mypurpose platform  
Purpose pledge dashboards at unit/geo/function/branch level  
Drive reporting of EOI through personalized messaging campaigns

# Unpacking TCS Volunteering Strategy: Vision, Mission, Goals



## Vision

The World's #1 Company for Volunteers

- Position volunteering specifically as an explicit expectation.
- Demonstrated support and personal engagement from the C-suite.
- Overcome resistance and barriers to engagement.
- Broad participation beyond employees to include family members, retirees, customers, partners, etc.
- Resources to manage programs and invest in developing new ones.



## Mission

Empower employees to fulfill their personal purpose, solving local societal issues at scale

- A sustained, long-term commitment to volunteering as a part of company culture.
- Innovative, impactful volunteering to achieve the Sustainable Development Goals.
- Active public advocacy for volunteering, including partnerships with NGOs, governments and other companies to develop and promote high-impact volunteering.



## Goals

1M volunteer hours per quarter in 2023

- Current run rate is 15K volunteers & 165K volunteer hours per quarter.
- To achieve the goal, we need to increase volunteer hours per quarter by ~6x in terms of volunteers & hours.

4 per capita volunteer hours by FY24

- In 2022, TCS PCVH was 1.23 which is ~0.31 PCVH per quarter
- To achieve the goal of 1M in Q4FY23, we need to achieve 1.62 PCVH, an increase of over 5x.

# Enablers to Achieve our Volunteering Goals

1. Create & cascade a **Purpose Pledge** from CEO & senior leadership to each unit/geo/function. As a TCS wide standard, our expectation is for **every employee to volunteer for at least 1h every month**.
2. **'Big Tent'** Volunteer engagement model to opportunities across dimensions of company's own efforts, partnering for client volunteering efforts, supporting Tata Group efforts & celebrating employees' own efforts.
3. Evangelize across the company through personal stories of leaders, volunteers & impact across every dimension of volunteerism. Create a visible, vibrant **Purpose Champions** network.
4. Establish **Purpose Councils** at unit/geo/region/function level. Deepen the culture of volunteerism through **recognition mechanisms & policies** based on benchmarking of best-in-class organizations.
5. Launch the **#mypurpose** platform to manage the volunteer journey start-to-end, **enable local & virtual opportunities to be discoverable, shareable & recognize impact** instantly.
6. Drive **reporting of volunteering efforts** through personalized campaigns, leverage #mypurpose platform for automated reporting of company, client, Tata group efforts. Use P4L platform for reporting employees' own efforts.

# The Purpose Pledge



## 1 Million Hours

per Quarter in 2023 by TCS employees globally

Commitment from CEO & senior leadership in the form of **personal volunteering hours** & driving company/unit/geo/function/region level volunteerism through their **Purpose Pledge**.



#mypurpose is to create sustainable communities



**400K Hours**

per Quarter by BFSI employees globally



**500K Hours**

per Quarter by EGG employees globally



**200K Hours**

per Quarter by BTG employees globally



**50K Hours**

per Quarter by RIG employees globally



#mypurpose is to empower diverse talent



**100K Hours**

per Quarter by North America employees



**60K Hours**

per Quarter by LATAM employees



**50K Hours**

per Quarter by UK&I employees

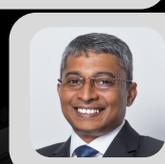


**50K Hours**

per Quarter by APAC employees



#mypurpose is to create inclusive growth



**40K Hours**

per Quarter by Europe employees



**60K Hours**

per Quarter by BFSI Products & Platform employees



**30K Hours**

per Quarter by TCS Interactive employees

**220K Hours**

per Quarter by TCS Chennai employees

**200K Hours**

per Quarter by TCS Hyderabad employees

**200K Hours**

per Quarter by TCS Bangalore employees

**120K Hours**

per Quarter by TCS Mumbai employees

**120K Hours**

per Quarter by TCS Pune employees

**115K Hours**

per Quarter by TCS Kolkata employees

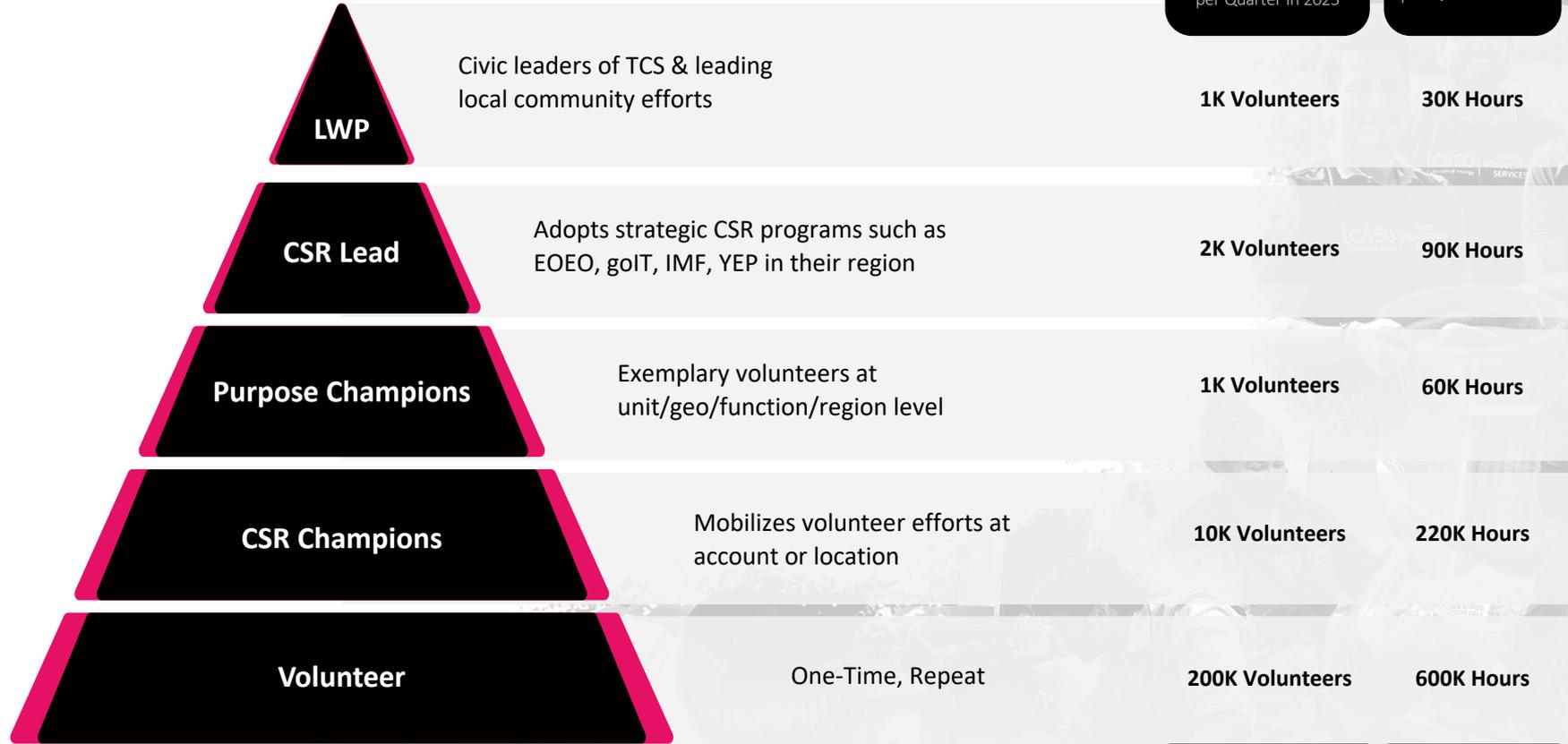
**100K Hours**

per Quarter by TCS Delhi employees

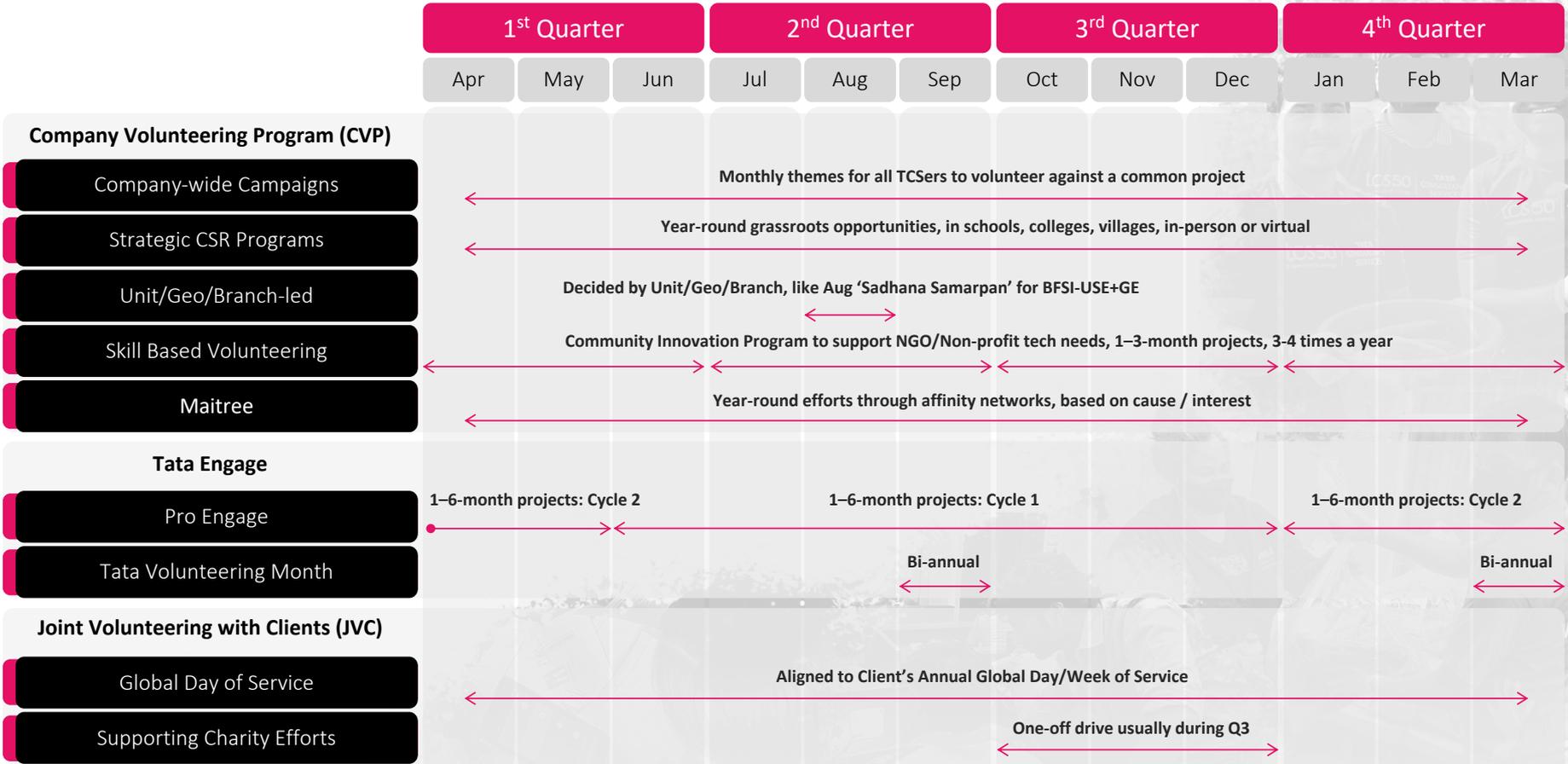
# Volunteer Engagement Model

<p><b>Company Volunteering Program (CVP)</b></p>	<ul style="list-style-type: none"> <li>• Strategic CSR programs</li> <li>• Skill Based Volunteering</li> <li>• Company-wide campaigns</li> <li>• Unit/Geo/Branch efforts</li> <li>• Maitree clubs</li> <li>• Other initiatives</li> </ul> <p>Literacy, Education, Employment, Entrepreneurship, Sustainability / SDGs, Health, WASH One-off, Repeat, Long-term</p>	<p><b>875K Hours</b> per Quarter in 2023 by TCS India employees</p>	<p><b>125K Hours</b> per Quarter in 2023 by TCS Overseas employees</p>
<p><b>Tata Engage</b></p>	<ul style="list-style-type: none"> <li>• Pro Engage</li> <li>• Tata Volunteering Month</li> <li>• Disaster Response</li> </ul>	<p><b>400K Hours</b></p>	<p><b>45K Hours</b></p>
<p><b>Joint Volunteering with Clients (JVC)</b></p>	<ul style="list-style-type: none"> <li>• Global Day of Service</li> <li>• Supporting charity efforts</li> </ul>	<p><b>20K Hours</b></p>	<p><b>5K Hours</b></p>
<p><b>Employees' Own Initiatives (EOI)</b></p>	<ul style="list-style-type: none"> <li>• Big tent of efforts across causes</li> </ul>	<p><b>5K Hours</b></p>	<p><b>15K Hours</b></p>
		<p><b>450K Hours</b></p>	<p><b>60K Hours</b></p>

# Volunteer Engagement Model



# Volunteer Engagement Model



# Evangelize Volunteerism

## Personal Stories from CEO & Senior leadership (examples)



“ I relived my childhood when volunteering at a government school...



“ It was fulfilling to volunteer at a nearby old age home...



“ I was inspired by the girls at the orphanage where me & my wife volunteer...



“ I feel proud of seeing my mentees do well in their board examinations...

## Omni-channel Campaigns



Call to volunteer: Ultimatix messages from CEO & senior leadership team

+

A home page section dedicated to volunteerism on Ultimatix

+

Company-wide campaigns on UTX, Teams, Email, Social media (monthly)

+

Unit/geo level campaigns: theme based, featuring unit/geo leader

+

TCS News/Radio

+

Corp/Unit/Geo MarCom channels

## Purpose Champions



(similar to contextual masters)

Hall of Fame for **Purpose Champions**

Celebrate exemplary volunteers at unit/geo/function/region level

Groom them as ambassadors to promote volunteerism among different demographic groups

Invest in their civic skill set to lead larger CSR efforts in their community

## Storytelling & Personalized Communications



Inspire associates to volunteer through powerful storytelling from volunteer & impact perspective

Personalize communication based on volunteer 'persona'

Increase visibility through #oneTCS sessions, videos by CEO, senior leadership, unit/geo heads

Drive organic engagement in external social channels using curated hashtags

# Nurture Volunteerism Culture



## Purpose Council

Leadership group of CSR SPOCs for a unit/geo/function/region

- 5-7 members nominated by Liaison with CSR team to implement company strategy to their group level.
- Plan for & drive the efforts against the Purpose Pledge of the senior leader.
- Mobilize cross-functional teams to own at regional/local level.
- Organize events & programs against an annual calendar in coordination with CSR team.
- Amplify impact, report efforts.



## Recognition Mechanisms

Individually with letter/email/ certificate, Company-wide recognition on-line or in print, In-person recognition event

- A sustained, long-term commitment to volunteering as a part of company culture.
- Innovative, impactful volunteering to achieve the Sustainable Development Goals.
- Active public advocacy for volunteering, including partnerships with NGOs, governments and other companies to develop and promote high-impact volunteering.



## Policies

Enable volunteerism by design, linkage to talent development, performance, high potential & career growth

- Create country specific policy to allow flexi/time-off for volunteering a minimum of 1hr/month and 12hrs/year.
- Count volunteering towards ADC, behavioral & leadership competencies.
- Link reporting of volunteering efforts to annual performance process.
- Use volunteerism accomplishments as criteria for promotion and role movements.



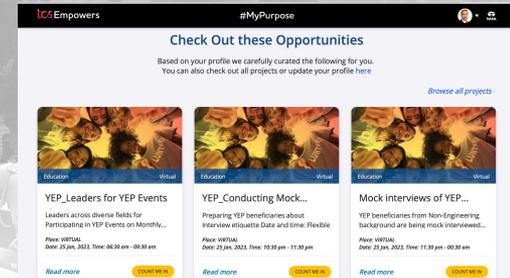
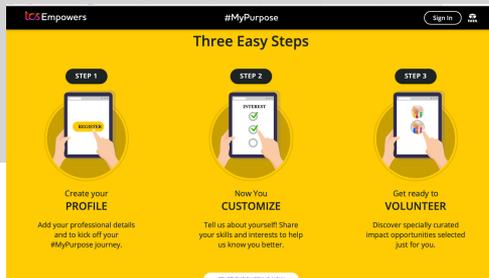
## Social Sabbaticals

3-6-12-month immersive projects to support leadership & SME capacity for TCS strategic CSR programs

- An opportunity for tenured associates to fulfill their personal passion while continuing their career.
- Tap into cultural knowledge of associates who come from rural/marginalized parts of a country.

# #mypurpose Platform

- A reimagined platform to manage the volunteer journey, start-to-end.
- Incorporating the top 3 principles identified by the leading research organizations on how people volunteer: they look for something close to their location, something they hear from friends or trusted circle, and something where they can see the tangible impact of their actions.
- All CVP, JVC efforts can be managed through this platform that also automates reporting of volunteer efforts.
- In addition to aiding search & match of volunteer opportunities, it is also an inspiration platform for impact stories, a hub for leaders to add/invite their entire unit/teams to join common efforts & a recognition platform to honor the top efforts.
- We plan to also integrate external volunteer matching platforms that can provide more choices for associates based on their type of interest, proximity of location & flexibility of time.



# Reporting Volunteering Efforts

- Live Volunteer Hours & Lives impacted counter in UTX (like the eternal flame in Delhi Gate).
- Purpose Pledge Dashboards for CEO, senior leadership, unit/geo/function level.
- Hall of Fame for Purpose Champions & best unit/geo/function.
- CVP, JVC, Tata Engage, EOI dashboards to track progress, arrive at insights & drive efforts.
- Personal purpose trackers to show associates the impact of their own efforts.



## Bridging the chasm between actual vs reported hours

- From our connects with associates, teams & leaders it is evident there is a large gap between actual volunteerism of employees & efforts reported officially. Encouraging & promoting self-reporting is therefore a pivotal part of our strategy.
- The rationale for reporting needs to be made clear, which is to build the worlds' #1 company for volunteers, we need to have visibility to who is volunteering, where are they volunteering, for what causes, what impact are they seeing etc.
- Using past data of volunteers, we will create personalized campaigns to encourage reporting. Using relatable stories & peers as ambassadors, we will convey the intent of the reporting exercise.
- TCS P4L platform's capabilities of reporting of EOI will be leveraged in the immediate & near term, and ultimately folded into the new #mypurpose platform over the coming quarters.

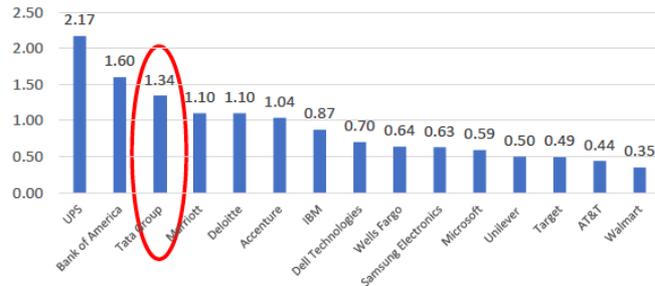
Thank you

# Global Volunteering Leaderboard



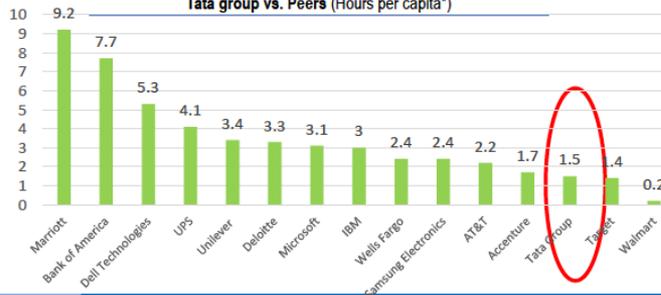
## Benchmarking with global peers – 2022

Tata group vs. Peers (Million volunteering hours\*)



Ranked 3<sup>rd</sup> amongst the top 15 corporate volunteering programmes globally for total hours contributed through volunteering. (In comparison to rank 6 in 2021)

Tata group vs. Peers (Hours per capita\*)



Ranked 13<sup>th</sup> amongst the top 15 corporate volunteering programmes globally for per capita volunteering performance (Same rank as 2021)

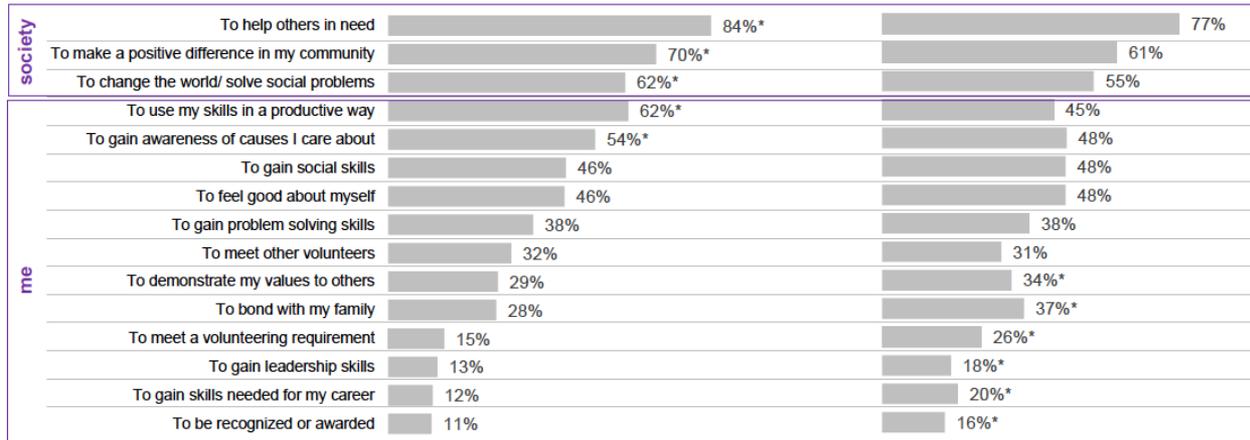
# Research on 'why people volunteer'

Volunteering needs to be mutually beneficial for both society and the volunteer.  
Each volunteer event or activity should be linked to personal gains in addition to societal benefits.

**What motivates you to volunteer?**  
Top two most important

**ADULTS** 

**CHILDREN** 



Base: Family volunteers who serve once a year or more: adults (n=825); children (n=935)

M4/M5: Please read each of the statements below and select the 3 that are the most important to you and the 3 that are least important to you when volunteering.

\*Indicates significantly higher differences between adults/children at 95%

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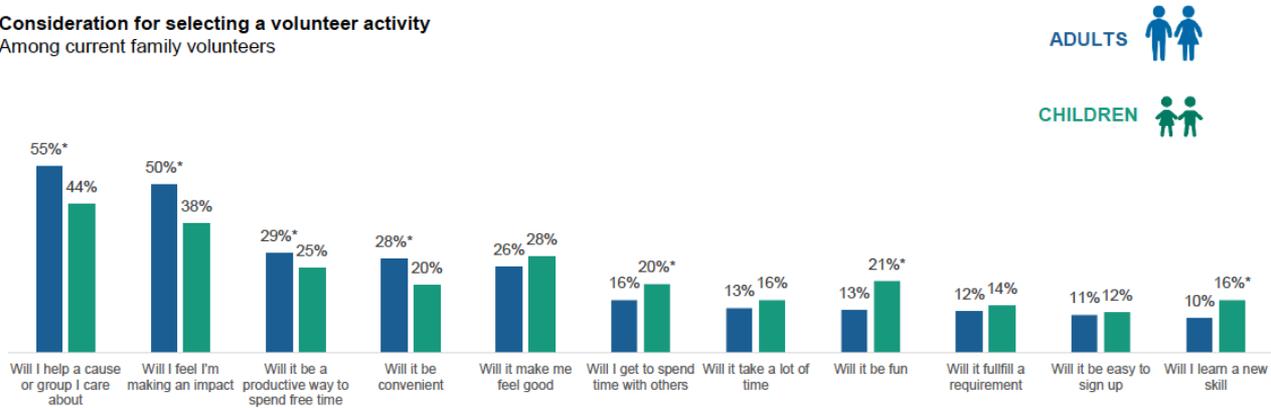
**Kelton**

Source: Points of Light Global Volunteerism Journey Report

# Research on 'why people volunteer'

Societal benefits are more important to adults, while individual benefits (e.g., spending time with others, having fun) are more important to children.

**Consideration for selecting a volunteer activity**  
Among current family volunteers



Base: Family volunteers who serve once a year or more; Individuals (n=841); children (n=945)  
 M8: When you are searching and signing up for an opportunity to participate as a volunteer, what are the three most important things you consider?  
 M7: Set up to three attributes that are important to you when you volunteer with family.  
 \*Indicates significantly higher differences between adults/children at 95%

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Source: Points of Light Global Volunteerism Journey Report

# Policy Inputs from Global Best-in-class Organizations



## Global Company Benchmark on Volunteering

	Bank of America 	Google 	UPS 	Credit Suisse 	Marriott 	Apple 	Wells Fargo 
Features of EVP	1) Internal website with volunteer opportunities, 2) Pro bono or skills-based employee volunteer program, 3) Cross-border employee volunteer program, 4) Nonprofit/NGO board service, 5) Company-wide global month of service, 6) Participation of friends and family in company sponsored volunteer programs, 7) Participation of retirees in company sponsored employee volunteer programs, 8) On-line employee volunteering, 9) "Dollars for Doers" or grants to organizations tied to employees' volunteering, 10) Collaboration with other companies for volunteering 11) Employee volunteer work formally as part of leadership development programmes						
Flagship / Signature EVP	Yes	Yes	Yes	1) Global Citizens Program 2) Board Connect and 3) Virtual Volunteering	Serve 360	Yes	Yes
Paid time off offered for employee volunteering	Yes	2-4 days per year	Unlimited time off to volunteer	2-4 days per year	No paid time off	No paid time off	Up to 16 hours of paid volunteer time
Recognition of employee volunteering	Individually with letter/email/ certificate, Company-wide recognition on-line or in print, In-person recognition event, Recognition dollars and the ability to direct grants	Company-wide recognition on-line or in print in newsletters, etc.	Through letter/email/ certificate	Yes and Varies from region to region	Individually with letter/email/ certificate, Company-wide recognition on-line or in print, In-person recognition event	Yes – details not provided	Yes – details not provided
Percentage of employees who volunteer a minimum of 1 hour per year	26-49%	26-49%	16-25%	26-49%	26-49%	1-15%	
Technology platform used to manage EVPs	Cyber Grant Benevity	Customized program	NA	Cyber Grant	Customized program, Just Report It (internal database)	Benevity	Benevity

Source – IAVE GVC Member Database

**TATA** SUSTAINABILITY GROUP

Tata Sons - Internal

Source: TSG Expert Session Presentation Sep '22

Thank you