

The release is split in to 7 categories – Briefing Request Emails, Emails with Skills Development Scotland, Emails with Scottish Enterprise, Emails with Ministers Office, Emails Considering Meeting, One Notes and Briefings and Minutes. Emails and documents within the categories, are in date order, as far as possible, notwithstanding multiple email chains.

Briefing Request Emails

RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

From: [Redacted]

Sent: 21 September 2022 16:16

To: Whoriskey M (Margaret) Margaret.Whoriskey@gov.scot; [Redacted]; [Redacted]

CC: [Redacted]; [Redacted]; [Redacted]; [Redacted]

[Redacted]

[Redacted]

- Welcome the update on the work of TCS in relation to health & social care (eldercare);
- Keen that TCS continue working with the Digital Health & Care Innovation Centre (DHI) as the Scottish Government's preferred partner for ongoing engagement.
- Note that Professor George Crooks (CEO of DHI) can update on progress via the Digital & Data Sub-Group of the ILG.

[Redacted]

[Redacted]

Digital Health & Care

From: Whoriskey M (Margaret) <Margaret.Whoriskey@gov.scot>

Sent: 21 September 2022 13:22

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Importance: High

[Redacted] – are you able to do this? I am at an event all day today

Margaret

Dr Margaret Whoriskey

Head of Technology Enabled Care and Digital Healthcare Innovation

Digital Health and Care Directorate

2ES, St Andrews House, Edinburgh, EH1 3DG | Tel: 0131 244 3365 | Mob: 07789617146 |

Twitter: @Mgtwhoriskey @tecscotland @DigiCare4Scot

www.TEC.Scot www.digihealthcare.scot

Please note that we are working remotely so only use mobile phone number if calling

From: [Redacted]

Sent: 21 September 2022 13:08

To: Whoriskey M (Margaret) <Margaret.Whoriskey@gov.scot>; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Thanks Margaret

Could you give me some lines that the Minister can use at the meeting?

Kind regards

[Redacted]

[Redacted] | [Redacted] | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: Whoriskey M (Margaret) <Margaret.Whoriskey@gov.scot>

Sent: 21 September 2022 12:27

To: [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Hi [Redacted] - it is a form of telecare supporting older people at home

It is a TCS platform, previously trialled in Singapore, for data gathering and analysis. Looking at proof of concept application in Scotland as part of Moray growth deal (potentially) (it is what is referred to in the Nov 2019 note)

As per e mail [Redacted] is the main contact lead for this with TCS and main contact for DHI at present.

Margaret

Dr Margaret Whoriskey

Head of Technology Enabled Care and Digital Healthcare Innovation

Digital Health and Care Directorate

2ES, St Andrews House, Edinburgh, EH1 3DG | Tel: 0131 244 3365 | Mob: 07789617146 |

Twitter: @Mgtwhoriskey @tecscotland @DigiCare4Scot

www.TEC.Scot www.digihealthcare.scot

Please note that we are working remotely so only use mobile phone number if calling

From: [Redacted];

Sent: 21 September 2022 12:25

To: [Redacted]; Whoriskey M (Margaret) <Margaret.Whoriskey@gov.scot>; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

[Redacted] – Its ‘care of the elderly’ – so think care homes, care at home etc; it’s just an alternative way of talking about social care, as a phrase it tends to be quite common in the US (and, I guess, India!). In Scotland, the closest comparison to what TCS are interested in is our use of Telecare/Community Alarms.

From our perspective, TCS are already tied into the aspects that they can add value to, as per the note from Margaret below. One thing to add is that that original engagement came via DFM.

[Redacted]

[Redacted]

Digital Health & Care

From: [Redacted]

Sent: 21 September 2022 12:16

To: Whoriskey M (Margaret) <Margaret.Whoriskey@gov.scot>; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Hi Margaret/ [Redacted]

Can you give me any info on what Eldercare is?

Kind regards

[Redacted]

[Redacted] | [Redacted] | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' **[Redacted]** | È **[Redacted]**

From: Whoriskey M (Margaret) <Margaret.Whoriskey@gov.scot>

Sent: 21 September 2022 11:39

To: **[Redacted]**; **[Redacted]**

Cc: **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Hi **[Redacted]**, myself , Colin Cook and colleagues (including Digital Health and Care Innovation Centre, and Local Government Digital Office) had a number of meetings with TATA TCS during 2019 on the back of engagement they had with DFM. In November 2019 we agreed next steps with DHI taking a lead role in considering a proof of concept (see attached note).

Update from DHI below:

DHI supported TCS in the development of an Innovate UK bid in partnership with Tunstall Healthcare and Scottish Universities and Storm ID (a Scottish SME) looking innovative data linkages in support of COPD management.

DHI is currently progressing the establishment of a formal collaboration as part of the Moray Growth deal to undertake R+D activities focussed on healthy ageing, smart housing and resilient communities using next generation digital tools and services focussed on the needs of citizens.

As part of a possible Innovation Partnership Tata have discussed how they can bring existing assets and partner organisations to the table to benefit the overall Deal. Finally on smart housing DHI are introducing Tata to the Crighton initiative in Dumfries, with the support of SOSE, as they are keen to link what DHI are seeking to progress in Moray to the South of Scotland.

DHI is working with Ved Sen Head of Business Innovation, Gopalan Rajagopalan Head of TCS Scotland and colleagues in progressing the strategic relationship.

The Eledecare work is part of the considerations being progresses.

Hope this is sufficient but let me now if you need anything further.

Margaret

Dr Margaret Whoriskey
Head of Technology Enabled Care and Digital Healthcare Innovation
Digital Health and Care Directorate

2ES, St Andrews House, Edinburgh, EH1 3DG | Tel: 0131 244 3365 | Mob: 07789617146 |

Twitter: @Mgtwhoriskey @tecscotland @DigiCare4Scot

www.TEC.Scot www.digihealthcare.scot

Please note that we are working remotely so only use mobile phone number if calling

From: Whoriskey M (Margaret)

Sent: 21 September 2022 10:22

To: [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Hi [Redacted] – we did have some follow up with Tata and agreed that Digital Health and Care Innovation Centre took a lead on engagement - will get an update to you by 12

Margaret

Dr Margaret Whoriskey

Head of Technology Enabled Care and Digital Healthcare Innovation
Digital Health and Care Directorate

2ES, St Andrews House, Edinburgh, EH1 3DG | Tel: 0131 244 3365 | Mob: 07789617146 |

Twitter: @Mgtwhoriskey @tecscotland @DigiCare4Scot

www.TEC.Scot www.digihealthcare.scot

Please note that we are working remotely so only use mobile phone number if calling

From: [Redacted]

Sent: 21 September 2022 09:40

To: [Redacted]

Cc: [Redacted]; [Redacted]; Whoriskey M (Margaret)

<Margaret.Whoriskey@gov.scot>; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

And copying in [Redacted] this time!

[Redacted]

[Redacted]

**People, Strategy and Corporate Services
Digital Directorate**

mobile: [Redacted]

[Redacted]

From: [Redacted]

Sent: 21 September 2022 09:38

To: [Redacted]

Cc: [Redacted]; [Redacted]; Whoriskey M (Margaret)

<Margaret.Whoriskey@gov.scot>

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS)
Investor Meeting - 23 September

Importance: High

Hi [Redacted]

As per our Teams conversation just now: this would probably have been something that Colin Cook supported Margaret on. Simplifying for brevity here, but Digital Health and Social Care is a separate strand of work that is led by a different Directorate. I see from her out of office that Margaret is away today, with no access to emails. I've copied [Redacted] [Redacted] who is named as the contact for urgent matters.

[Redacted], can you help with this – the deadline is noon today.

Regards

[Redacted]

[Redacted]

[Redacted]

**People, Strategy and Corporate Services
Digital Directorate**

mobile: [Redacted]

[Redacted]

From: [Redacted]

Sent: 21 September 2022 09:22

To: [Redacted]

Cc: [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS)
Investor Meeting - 23 September

Hi [Redacted]

According to SDI TCS was in discussion with Colin Cook and Margaret Whoriskey about Eldercare (2019?). Don't know if this was on your radar when you provided your original contribution but could you have a rummage and give me a light summary of discussion, when it took place and where it got to to include in the briefing pack?

Kind regards

[Redacted]

[Redacted] | **[Redacted]** | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' **[Redacted]** | **È [Redacted]**

From: [Redacted]

Sent: 16 September 2022 07:21

To: [Redacted]

Cc: [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

[Redacted]

Thanks for this & in such a tight deadline. Very much appreciated.

Kind regards

[Redacted]

[Redacted] | **[Redacted]** | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' **[Redacted]** | **È [Redacted]**

From: [Redacted]

Sent: 15 September 2022 16:56

To: [Redacted]

Cc: [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

[Redacted]

As requested. Apologies for running right up to the deadline on this, but I've been the only member of my team in the office for the best part of today. It's worth noting that Mr McKee is very hands on with our work, and has regular meetings with our Director so he knows this brief well – hence my keeping this at a high level.

Public sector digital change programmes

- 1.
2. The Digital Directorate's core purpose is to provide strategic leadership on issues such as the design and delivery of cross-cutting digital components and services across the Scottish Government.

- Central to achieving this are priority actions in the Digital Strategy for Scotland around the development of common platforms based on component based digital architecture, facilitated by the adoption of cloud-based technology, that cut across organisational boundaries to focus resources and innovation on frontline services and release investment.
- This will help to maximise the value of investments in strategic platforms such as Digital Identity and Payments, and see us evolve a public sector digital ecosystem – thus achieving a shared vision of a modern, digital and collaborative government, designed around the people we serve.
- The Digital Directorate’s key work programmes on common platforms, connectivity, the Scottish Digital Academy, and CivTech, are commitments which deliver tangible, real-world impacts, and feature in high-profile publications such Programme for Government, the SNP Manifesto, the National Strategy for Economic Transformation and provide the foundations for transforming the way government operates and support the development of modern citizen-focused public services that are responsive, inclusive and simple to use and serve an important ‘enabling’ function in light of the resource challenges facing the public sector. They will also enable more effective delivery by going further and faster than more traditional methods and helps ensure we get the maximum value from our investments.

[Redacted]

[Redacted]

**People, Strategy and Corporate Services
Digital Directorate**

mobile: **[Redacted]**

[Redacted]

From: Turner Y (Yorath) <Yorath.Turner@gov.scot>

Sent: 15 September 2022 16:49

To: **[Redacted]**

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS)
Investor Meeting - 23 September

[Redacted]

Thanks for this. Given the focus of the meeting and the limited time here I’m content for this to go as is.

Yorath Turner Chartered FCIPD | Deputy Director, People, Strategy and Corporate Services
Digital Directorate | Area 1G South | Victoria Quay | Edinburgh EH6 6QQ
Tel: 0131 244 0061 | Mob: 07880 795610

Pronouns: he, him, his

Business Manager: **[Redacted]**

From: [Redacted]

Sent: 15 September 2022 16:44

To: Turner Y (Yorath) <Yorath.Turner@gov.scot>

Subject: FW: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Importance: High

Yorath

We've been asked to provide briefing form Mr McKee by COB today. This is what I'm proposing to put up. [Redacted] It may feel a bit short, but I've been copied into responses from other areas (who have picked up all other aspects of the briefing request) and all are about the same length

Are you content for this to go?

Public sector digital change programmes

- The Digital Directorate's core purpose is to provide strategic leadership on issues such as the design and delivery of cross-cutting digital components and services across the Scottish Government.
- Central to achieving this are priority actions in the Digital Strategy for Scotland around the development of common platforms based on component based digital architecture, facilitated by the adoption of cloud-based technology, that cut across organisational boundaries to focus resources and innovation on frontline services and release investment.
- This will help to maximise the value of investments in strategic platforms such as Digital Identity and Payments, and see us evolve a public sector digital ecosystem – thus achieving a shared vision of a modern, digital and collaborative government, designed around the people we serve.
- The Digital Directorate's key work programmes on common platforms, connectivity, the Scottish Digital Academy, and CivTech, are commitments which deliver tangible, real-world impacts, and feature in high-profile publications such Programme for Government, the SNP Manifesto, the National Strategy for Economic Transformation and provide the foundations for transforming the way government operates and support the development of modern citizen-focused public services that are responsive, inclusive and simple to use and serve an important 'enabling' function in light of the resource challenges facing the public sector. They will also enable more effective delivery by going further and faster than more traditional methods and helps ensure we get the maximum value from our investments.

[Redacted]

[Redacted]

**People, Strategy and Corporate Services
Digital Directorate**

mobile: [Redacted]

[Redacted]

[Redacted]

From: [Redacted]

Sent: 15 September 2022 10:15

To: [Redacted] [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Hi [Redacted]

We will provide lines on public sector digital transformation.

Regards

[Redacted]

[Redacted]

[Redacted]

**People, Strategy and Corporate Services
Digital Directorate**

mobile: [Redacted]

[Redacted]

From: [Redacted]

Sent: 15 September 2022 09:53

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Importance: High

Morning All

Cc – all else for info on attached company info.

With apologies for pulling you in so late on, Mr McKee is meeting with representatives of Tata Consultancy Services (TCS) on Friday 23 September for 10:30 until 11:15 – venue to be decided. TCS has provided the following by way of agenda/ discussion points for the meeting –

Key points for discussion from TCS:

Intro to TCS and Diligenta to help Mr McKee understand

- o our presence as an inward investor
- o the strong symbiotic relationship between TCS and Diligenta

Topics to cover

- o Key facts and figures on employees, clients, STEM/Digital Skills, Sustainathon
- o Our investments in entrepreneurship e.g. Innovation Lab, COIN
- o Our experience in public sector digital change programmes (e.g. work done in India)

Key points we would like the Minister to cover (there may be others):

- o Support in pushing along the initiatives that TCS has committed to invest in since 2018 e.g. eldercare
- o Guidance on Skilling agenda – e.g. launching a platform that we can do together - upskilling/reskilling

I would be grateful if you could provide lines/ discussion points (2 or 3 bullets) and light background briefing (1/2 page max) for the points above as they may relate to your policy area by close today.

Kind regards

[Redacted]

[Redacted] | [Redacted] | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted];

Sent: 21 September 2022 08:42

To: [Redacted]; [Redacted]

Cc: [Redacted]

Subject: RE: prev tata correspondence

Hi

According to SDI TCS was in discussion with Colin Cook and Margaret Whoriskey about Eldercare (2019?). Can you give me a light summary of discussion, when it took place and where it got to?

Thanks

[Redacted]

[Redacted] | [Redacted] | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]

Sent: 20 September 2022 13:49

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]

Subject: RE: IMMEDIATE: TATA Consultancy Service (TCS)

Through searching on erdm for "tata" I have found the attached. As below, I had left procurement by January of 2020 when this was ongoing, so would not have been involved, but [Redacted] – as it appears that Tata's issue was with ICT T&Cs, did your team deal with this by any chance? Note [Redacted] is looking for something today.

[Redacted]

[Redacted]

[Redacted] | Scottish Procurement & Property Directorate | Scottish Government |
Mob: [Redacted]

www.gov.scot/procurement

PLEASE NOTE : To the extent that this e-mail contains any comment in relation to matters concerning procurement law such comments do not constitute advice to you. The contents of this e-mail are not to be construed as legal advice or a substitute for such advice, which you should obtain from your own legal advisers if required. We are not and shall not be held responsible for anything done or not done by you as a result of comments in this e-mail.

Attachment: [Redacted]

From: [Redacted]

Sent: 20 September 2022 13:17

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]

Subject: RE: IMMEDIATE: TATA Consultancy Service (TCS)

Hi [Redacted]

If you can forward the original correspondence at least, I can try to take a stab at who it might have gone to based on what Tata were actually asking for.

[Redacted]

[Redacted]

[Redacted] | Scottish Procurement & Property Directorate | Scottish Government |
Mob: [Redacted]

www.gov.scot/procurement

PLEASE NOTE : To the extent that this e-mail contains any comment in relation to matters concerning procurement law such comments do not constitute advice to you. The contents of this e-mail are not to be construed as legal advice or a substitute for such advice, which you should obtain from your own legal advisers if required. We are not and shall not be held responsible for anything done or not done by you as a result of comments in this e-mail.

From: [Redacted]

Sent: 20 September 2022 12:26

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]

Subject: RE: IMMEDIATE: TATA Consultancy Service (TCS)

Hi [Redacted]

Your three names were the ones I was given. That's about all I know – sorry.

Kind regards

[Redacted]

[Redacted] | [Redacted] | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]

Sent: 20 September 2022 12:23

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]

Subject: RE: IMMEDIATE: TATA Consultancy Service (TCS)

[Redacted]

Who were the details of this correspondence passed to for action? I wasn't in procurement in January 2020, so it wouldn't have been me that dealt with it, I'm afraid. Not sure if others on the copy list recall it.

[Redacted]

[Redacted]

[Redacted] | Scottish Procurement & Property Directorate | Scottish Government | Mob: [Redacted]

www.gov.scot/procurement

PLEASE NOTE : To the extent that this e-mail contains any comment in relation to matters concerning procurement law such comments do not constitute

advice to you. The contents of this e-mail are not to be construed as legal advice or a substitute for such advice, which you should obtain from your own legal advisers if required. We are not and shall not be held responsible for anything done or not done by you as a result of comments in this e-mail.

From: [Redacted]

Sent: 20 September 2022 12:07

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]

Subject: IMMEDIATE: TATA Consultancy Service (TCS)

Importance: High

Hi All

With apologies for coming to you so late in the day on this! Mr McKee (Minister for Business, Trade, Tourism & Enterprise) is meeting with representatives from TCS on Friday 23 September and one of the agenda items is Guidance on Skilling agenda – e.g. launching a platform that we can do together - upskilling/reskilling.

Digital Economy colleagues have informed me that TCS were provided with your contact details to further discussion on its proposal for a Digital Skills Hub –

- Most recently in January 2020, Ms Forbes sent correspondence to Tata regarding the possibility of an introduction to Procurement Scotland officials and the opportunity to engage with the Digital Technologies Skills Group. We passed their details to Procurement Scotland and they would be in touch directly with Tata to discuss the technicalities involved in their processes.
 - o Tata advised it made it difficult for Tata to be able to accept certain terms. They welcomed the opportunity to discuss, with Scottish Procurement, the best way in which they could support Scottish Government and bid for a broader range of opportunities in the coming years.
 - o Digital Economy colleagues have not heard any updates since.

Can you confirm if TCS has been in contact and, if so, provide an update on where discussions are by close today.

Thanks and happy to discuss.

Kind regards

[Redacted]

[Redacted] | [Redacted] | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]
Sent: 20 September 2022 11:07
To: [Redacted]; [Redacted]
Cc: [Redacted]
Subject: RE: prev tata correspondence

Hi [Redacted],

No, I havent came across or heard of Eldercare.

The procurement details were discussed with the following:

- [Redacted]
- [Redacted]
- [Redacted]

Thanks,
[Redacted]

From: [Redacted]
Sent: 20 September 2022 10:32
To: [Redacted]; [Redacted]
Cc: [Redacted]
Subject: RE: prev tata correspondence

Hi again

Also, can you confirm who in Procurement were passed the details for TCS so I can check what, if anything has happened since?

Thanks

[Redacted]
[Redacted] | [Redacted] | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]
Sent: 20 September 2022 09:54
To: [Redacted]; [Redacted]
Cc: [Redacted]
Subject: RE: prev tata correspondence

Thanks [Redacted]

Have you ever discussed Eldercare with TCS? It's another thing they would like the Minister to talk about.

Kind regards

[Redacted]

[Redacted] | [Redacted] | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]

Sent: 16 September 2022 14:00

To: [Redacted]; [Redacted]

Subject: RE: prev tata correspondence

Hi [Redacted],

Please see lines below for info on our engagement with Tata in the past few years

Digital Skills – Tata Consultancy

Following meetings between Tata and Mr Hepburn and Ms Forbes in 2019, officials across SG (incl Digital Economy) have engaged with Tata on their proposals to develop a Digital Skills Hub. The most recent engagement Officials in Digital Economy are aware of was in early 2020 when Tata was in discussions with procurement colleagues. [Redacted].

Potential points to raise:

- What their engagement has been with procurement colleagues since those proposals on the Digital Skills Hub
- What their engagement has been with the wider skills landscape in Scotland (as in 2019 it was suggested they familiarise themselves with stakeholders and do so directly)

Background

- In Sept 2019, Ms Forbes met with Tata's Martin Mulholland-Business Development Manager- Tata Consultancy and Nikhil Sharma-European Lead-Tata Consultancy.
 - The meeting was set up following a conversation with Mr Hepburn and TCS around digital skills in Scotland and how TCS may be able to help with the SGs overall Digital Skills Agenda.
- In November 2019, a request was sent through to our Digital Skills Group for Tata to be connected to our stakeholders as they were keen to assist the Scottish Government with the digital skills challenges we faced and wanted to get connected to the skills group and others across Scotland to discuss their plans and to see where they can add additional value and they shared their proposals.
- In December 2019, email correspondence was sent to Ms Forbes Private Office as an update on Tata.
- Since then, Tata have provided the Digital Skills team with proposals that they see as an answer to the skills issues Scotland is facing. [Redacted]. We carefully explained to Tata that if SG were in a position to approve such a project then we would need to do so under an open procurement process and invite bids from across the sector [Redacted]. The proposals also included illustrations on where Tata believed they could improve and transform public sector skills delivery.

- o Tata wanted to come to the Digital Skills Group to present these proposals. However, **[Redacted]** in an already busy Skills Group agenda - would not be the best place for those discussions. Instead, members agreed that Tata would be better served to contact them individually and directly to discuss what was happening and where there may be opportunities for closer working. These members include, Microsoft, Scottish Power, HIE, SQA, ScotlandIS , Cisco and JP Morgan amongst others. Details of members were passed onto Tata.
- o Further to this, we advised Tata that the second phase of the Digital Start Fund would soon be live and that this represents an ideal opportunity there for them to get actively involved in the scene and deliver something of worth on SG behalf in partnership with others. They did not indicate that they were interested in doing this.
- o Everyone from the digital skills group were keen for Tata to come forward over the coming months and add their knowledge to the process and to see where they could assist in helping fill the gaps and getting more hands on.
- o **[Redacted]**
- o Digital Economy then wrote out correspondence to HIE on behalf of Ms Forbes to get them engaged and connected with those leading on the skills development and delivery in Scotland.
- Most recently in January 2020, Ms Forbes sent correspondence to Tata regarding the possibility of an introduction to Procurement Scotland officials and the opportunity to engage with the Digital Technologies Skills Group. We passed their details to Procurement Scotland and they would be in touch directly with Tata to discuss the technicalities involved in their processes.
 - o **[Redacted]** They welcomed the opportunity to discuss, with Scottish Procurement, the best way in which they could support Scottish Government and bid for a broader range of opportunities in the coming years.
 - o Digital Economy colleagues have not heard any updates since
- Also for awareness: in 2019 (and we haven't heard anything on this since) Skills Development Scotland were active with TATA Consultancy and there were talks on the area around their new eLearning platform which they used for staff and family of staff to show career pathways, learning and enable upskilling. Tata were looking to see how they could connect this into the public skills system. SDS were looking at the viability of them working as an employer partner to cascade into the Digital Skills delivery of their offering as a business development proposition. However, secondary to this is its potential relevance to the Scottish market place and education offering.

Thanks,

[Redacted]

From: [Redacted]

Sent: 15 September 2022 16:47

To: [Redacted]; [Redacted]

Subject: RE: prev tata correspondence

Hi **[Redacted]**,

Thank you for your email.

Please see lines below on digital skills. I am trying to get information on Tata from a colleague who set up meetings with them, but not managed to hear back from him. If it is ok if we can send this information to you tomorrow?

Many thanks,
[Redacted]

Digital skills & Scottish Technology Ecosystem Review (STER)

TOP LINES

Digital Skills

- Digital Technology is transforming society, and as such **digital skills development is critical across the economy and a key driver of economic and inclusive growth.**
- Scotland has the ambition, innovative spirit and champions required to drive economic transformation toward **becoming a world class digital nation.**
- However there is **critical need and importance to address the current digital skills gap** and to build upon the digital economy of Scotland.
- We are committed to ensuring our people and businesses have the future skills needed to capitalise on improving digital connectivity.
- **Digital skills challenges will only increase as technologies advance**, and so the Scottish Government must continue to work in partnership to ensure our people and our businesses are not disadvantaged or disrupted and have the skills to take advantage of the endless opportunities of the digital age.
- On the immediate need to address the digital skills gap, **we are currently investing £800k on upskilling and reskilling to develop the digital talent pool.** Skills Development Scotland are taking forward programmes on Scottish Government's behalf supporting the digital skills pipeline to support young people into intro training, and digital tech roles.

STER

- The **Scottish Technology Ecosystem Review (STER) programme** is well underway to deliver this transformation, with various work streams such as Infrastructure, People and Education, and Investment.
- **We've committed £60m so far to the implementation of the STER recommendations.**
- In July 2022 we awarded a five year £42m contract to **Codebase** for the delivery of a national network of **Tech Scalars**, seven technology hubs delivering world-class commercial education, available both online and person, to support the next generation of Scottish start-ups.
- **Tech scalars** are a major piece of infrastructure designed to support the creation of more tech start-ups in Scotland, and to help them to grow to scale. The tech scalars are dedicated to the intensive schooling of tech entrepreneurs and will provide: long-term incubation space, access to experienced mentors, intensive founder team education where our start-ups will be exposed to the most current and best tech playbooks.

- **Supporting the upskilling and reskilling of advanced digital skills supports a core recommendation of the STER report**, serving to widen the foundational talent pipeline by providing alternative routes into Scotland's growing technology sector, particularly for those affected by COVID-19 who require retraining as well as increasing the inclusivity and accessibility of Scotland's technology ecosystem.
- On supporting **computing Science education and computing science skills**, we have committed to a number of key interventions throughout the education system, being informed by a **Computing Science in Schools senior steering group** led by the Cabinet Secretary for Education and Skills, and a newly formed **Scottish Teachers Advancing Computer Science (STACs)** organisation run by and for computing science teachers.
- Our £1m **Ecosystem Fund** has made strategic investments in the organisations and activities that create the best possible environment for our start-ups to succeed.

Background briefing – Skills and STER

Skills

- Our **Digital Skills Group** is a public sector partnership with companies such as JP Morgan, Hewlett Packard Enterprise, and Cisco has delivered a range of projects to both respond to immediate needs of industry and broaden the future talent pool.
- SDS are in the process of developing a **Digital Economy Skills Action Plan [redacted]** and we are in the final stages of this process and would hope to publish the DESAP in the autumn.

STER

- The economic potential of Scotland's tech sector is high and the sector contributed **£5.1 billion Gross Value Added (GVA)** to Scotland's economy in 2020.
- **Tech is forecast to be the second fastest growing sector in Scotland to 2029** in terms of GVA (26%) – growing 1.5 times faster than the economy overall (18%) – our tech sector has the dynamism and growth potential to support our economic transformation.
- **Supporting the creation and growth of start-ups is a key way to boost our economy**, unlocking sustainable growth and better career opportunities for more people in Scotland.
- **New businesses (i.e. start-ups) account for nearly all net new job creation and almost 20 percent of gross job creation.**
- The Scottish Technology Ecosystem Review (STER) programme is well underway to deliver this transformation, with various work streams such as Infrastructure, People and Education, and Investment.
- **We've committed £60m so far to the implementation of the STER recommendations.**
- In May 2020, Mark Logan (former Skyscanner COO) was commissioned by Kate Forbes, Cabinet Secretary for Finance, to undertake a short-life review into how Scotland's technology sector can contribute to Scotland's economic recovery following the COVID-19 pandemic.

- The Scottish Technology Ecosystem Review (STER) programme is well underway to deliver this transformation, with various work streams such as Infrastructure, People and Education, and Investment.
- Recommendations in Education and People focus on improving the foundational talent pipeline in schools, universities and ‘funnel wideners’ such as Codeclan, extra-curricular organisations and attracting external talent and experience into the ecosystem.
- We formed **STACS (Scottish Teachers Advancing Computing Science)**, an organisation for and run by Computing Science teachers, is spreading best practice in Computing Science across all schools. STACS is housed within University of Glasgow’s School for Computing Science and are currently leading work on the creation of a new suite of teaching resources and a proposal on teacher upskilling.
- STACS have created a **Computing Science Teacher Reference Group** to ensure that teachers are involved and able to feedback on in the design of improvement initiatives.
- A senior steering group has been set up led by Mark Logan and Shirley Anne Somerville (Cab Sec for Education & Skills) with the most senior leaders from education and skills agencies is bringing forward change in Computing Science in Schools.

From: [Redacted]

Sent: 15 September 2022 12:06

To: [Redacted]

Cc: [Redacted]

Subject: FW: prev tata correspondence

Hi [Redacted]

Think it would be helpful to have some background and lines on where this got to and where it is now/ reason for being discontinued so we can make the Minister aware. I realise that this might be tricky due to staff changes within the team when it was initially raised but think it would be really good to know.

Thanks

[Redacted]

[Redacted] | [Redacted] | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]

Sent: 15 September 2022 11:17

To: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS)
Investor Meeting - 23 September

[Redacted]

For STEM Strategy:

- - Scotland is a science and research nation and we continue to punch above our weight and enjoy a global reputation for research and innovation.
- - STEM - Science, Technology, Engineering and Mathematics - is integral to our future economic and social development and we want everyone in Scotland to build a strong foundation of STEM skills and knowledge.
- - Our most recent report on the [STEM Education and Training Strategy](#) notes that the challenges and opportunities facing STEM education and training, initially identified in the 2017 STEM Strategy, have remain broadly similar in 2022. While the pandemic has impacted on many aspects of project and programme delivery, our core policy goals remain unaltered.
- - In relation to equalities, we are working across all sectors of education to change perceptions about STEM and challenge assumptions about who does what job.
- - Data and digital skills are an increasingly prominent feature of the curriculum in schools in Scotland, underpinned by the focus on numeracy and mathematics.
- - The Logan Review of Scotland's Tech Ecosystem includes a range of recommendations for school education. In taking forward the review, we are continuing to develop an action plan; building on what is already in place through the STEM Strategy and the Developing the Young Workforce programme.
- - We have offered up to 150 STEM Bursaries of £20,000 to encourage more people to train as secondary school teachers in physics, chemistry, maths, computing science, technical education and home economics. The scheme has been running for 4 years and has resulted in almost 450 teachers being recruited into Initial Teacher Education STEM courses.
- - Vocational qualifications are increasingly part of the make-up of the Senior Phase of schooling. In 2022, there has been an increase in those undertaking skills-based qualifications, awards and certificates. 64,240 qualifications were awarded in 2022 compared to 55,470 in 2021.
- - In relation to school qualifications, this year has seen particularly positive for Higher results in English, Mathematics and STEM subjects. The Higher results within STEM subjects are consistently high across all STEM areas when comparing 2019 and 2022. Higher pass rates are up in Maths (2.9 percentage points), but they are also up in Biology (up 2.5 percentage points), Chemistry (up 2.7 percentage points), Physics (up 3 percentage points), Computing Science (up 7.2 percentage points), Engineering Science (up 3.9 percentage points) and Graphic Communications (up 13.3 percentage points).

[Redacted]

[Redacted] | Scottish Government || Directorate for Education Reform || STEM Team || **[Redacted]**

From: **[Redacted]**

Sent: 15 September 2022 11:03

To: **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]** **[Redacted]**; **[Redacted]**; **[Redacted]**

Cc: **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Thanks, **[Redacted]**.

[Redacted] – some lines on innovation centres below.

- SG continues to support the accelerated translation of the outputs of Scotland's excellent university research into practical improvements, business innovation and economic growth as well as environmental and societal benefits.
- We continue to fund a network of Innovation Centres in Scotland via SFC and the Enterprise Agencies – up to £80 million for phase 2. They are strategic in focus and build transformational collaborations between businesses, universities, colleges, public sector and others to capitalise on Scotland's world-class research.
- The seven current ICs are focused on different areas but are united in the aim to enhance innovation and knowledge exchange across key economic sectors to create jobs and deliver economic and societal benefit.
- They add value through collaborative projects, consortia building, secondments, industrial studentships as well as providing spaces for collaborative work and shared access to equipment. ICs also support skills and training to develop the next generation of researchers and knowledge exchange practitioners through masters and post-doctoral level provision.
- SFC is currently seeking views on how best to design a succinct SFC process for establishing future IC provision, recognising the need for a wider, strategic view, aligned to the upcoming Innovation Strategy and NSET, as well as ensuring robust testing to earn longer term SFC support.
- A jointly commissioned external evaluation between SFC and the other Enterprise Agencies is currently taking place, with work due to be concluded by the end of the year. This evaluation will inform our evidence base and help our process for determining Infrastructure investments in the programme which will be taken in 2023.

Best wishes,
[Redacted]

[Redacted]

[Redacted] - University Research and Knowledge Exchange
The Scottish Government

Higher Education and Science Division

I am currently working from home.

Mobile: [Redacted] | www.gov.scot; [Redacted]

From: [Redacted]

Sent: 15 September 2022 10:26

To: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Hi – its higher education that lead on innovation centres, I've copied in [Redacted]

[Redacted] | [Redacted]

Innovation Unit | Technology, Innovation and Entrepreneurship | Economic Development | Scottish Government

From: [Redacted]

Sent: 15 September 2022 10:12

To: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

We can provide lines on tech scalers. Is there anything on entrepreneurship more broadly that should be added [Redacted]? Assume [Redacted] / [Redacted] can provide lines on innovation centres?

[Redacted]

Tech Ecosystem | Digital Economy | Technology, Innovation, and Entrepreneurship Division

Economic Development Directorate | Scottish Government

5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU

Mob: [Redacted] | [Redacted]

[Please note - I don't work on Wednesdays](#)

From: [Redacted]

Sent: 15 September 2022 10:08

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted] >; [Redacted]; [Redacted]

Subject: RE: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Hi [Redacted] – [Redacted] team and [Redacted] might be better placed to offer briefing on investments in our area, esp re techscalars and innovation centres.

[Redacted]

[Redacted]

The Scottish Government| Technology, Innovation & Entrepreneurship Division | Directorate for Economic Development | Blackberry: [Redacted] | email: [Redacted]

Please note I am working from home or office and can be most easily reached by email or Teams. I work Mon-Fri and am online from 9.30am.

From: [Redacted]

Sent: 15 September 2022 09:53

To: [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Subject: IMMEDIATE: RE: Mr McKee - Tata Consultancy Services (TCS) Investor Meeting - 23 September

Importance: High

Morning All

Cc – all else for info on attached company info.

With apologies for pulling you in so late on, Mr McKee is meeting with representatives of Tata Consultancy Services (TCS) on Friday 23 September for 10:30 until 11:15 – venue to be decided. TCS has provided the following by way of agenda/ discussion points for the meeting –

Key points for discussion from TCS:

Intro to TCS and Diligenta to help Mr McKee understand

- o our presence as an inward investor
- o the strong symbiotic relationship between TCS and Diligenta

Topics to cover

- o Key facts and figures on employees, clients, STEM/Digital Skills, Sustainathon
- o Our investments in entrepreneurship e.g. Innovation Lab, COIN
- o Our experience in public sector digital change programmes (e.g. work done in India)

Key points we would like the Minister to cover (there may be others):

- o Support in pushing along the initiatives that TCS has committed to invest in since 2018 e.g. eldercare
- o Guidance on Skilling agenda – e.g. launching a platform that we can do together - upskilling/reskilling

I would be grateful if you could provide lines/ discussion points (2 or 3 bullets) and light background briefing (1/2 page max) for the points above as they may relate to your policy area by close today.

Kind regards

[Redacted]

[Redacted] | Policy Executive| Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | **[Redacted] | [Redacted]**

From: [Redacted]

Sent: 14 September 2022 13:0

To: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted] Subject: Mr McKee - Tata Consultancy Service (TCS) Investor Meeting - 23 September

Importance: High

Hi All

With apologies, due the Edinburgh September weekend and the public holiday on Monday I'm going to have to pull the deadline for contributions forward to close of business on Thursday 15th August (tomorrow).

Think this is the only way I'll be able to get the briefing put together for the

Kind regards

[Redacted]

[Redacted] | Policy Executive| Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | **[Redacted] | [Redacted]**

From: [Redacted]

Sent: 13 September 2022 12:31

To: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

Cc: [Redacted]

Subject: Mr McKee - Tata Consultancy Service (TCS) Investor Meeting - 23 September

Importance: High

Hi All

Mr McKee is meeting with representatives of Tata Consultancy Services (TCS) on Friday 23 September for 10:30 until 11:15 – venue to be decided. TCS has provided the following by way of agenda/ discussion points for the meeting –

Key points for discussion from TCS:

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- o our presence as an inward investor

- o the strong symbiotic relationship between TCS and Diligenta

Topics to cover

- o Key facts and figures on employees, clients, STEM/Digital Skills, Sustainathon
- o Our investments in entrepreneurship e.g. Innovation Lab, COIN
- o Our experience in public sector digital change programmes (e.g. work done in India)

Key points we would like the Minister to cover (there may be others):

- o Support in pushing along the initiatives that TCS has committed to invest in since 2018 e.g. eldercare
- o Guidance on Skilling agenda – e.g. launching a platform that we can do together - upskilling/reskilling

I would be grateful if you could provide lines/ discussion points (2 or 3 bullets) and light background briefing (1/2 page max) for the points above as they may relate to your policy area by close on Friday 16 September. If there are others who should be copied in please forward this to them and copy me in.

Kind regards

[Redacted]

[Redacted] | Policy Executive | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

Emails with Skills Development Scotland

From: [Redacted]

Sent: 20 September 2022 13:49

To: [Redacted], [Redacted]

Cc: [Redacted]; [Redacted]; >

Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

Thanks [Redacted].

Hi [Redacted]

Just to confirm my last engagement with TCS was with [Redacted] alongside my colleague, [Redacted], ccd in above, when we had a call with him on 28th August 2019.

The summary below I would say is accurate and from memory was a high level discussion around Scottish skills landscape in advance of a meeting with Ms Forbes 3rd September 2019. Im unsure if this meeting went ahead.

I have had no further contact with TCS since this date however, perhaps [Redacted] has had some engagement?

Following our calls with [Redacted], [Redacted] provided comprehensive updates to both [Redacted] and [Redacted] from SG.

Hope this helps.

Many thanks.

[Redacted]

[Redacted] [Redacted]

Tel: [Redacted] Mobile: [Redacted]

Skills Development Scotland Leasachadh Sgilean na h-Alba

79 Shandwick Place, Edinburgh, EH2 4SD

myworldofwork.co.uk – for all your work, skills and learning needs

ourskillsforce.co.uk – making skills work for employers

apprenticeships.scot – for all the latest on apprenticeships

skillsdevelopmentscotland.co.uk – corporate website

Working pattern: Monday – Thursday

Planned Annual Leave: 14th-15th Sept (incl)

From: [Redacted]

Sent: 20 September 2022 12:45

To: [Redacted]

Cc: [Redacted]; [Redacted]; [Redacted]>

Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

Morning [Redacted]

Apologies, [Redacted] (cc'd) was on leave last week when this came through but just confirmed this morning there was engagement but very limited and it didn't go anywhere.

[Redacted], please see note below...anything you can add?

[Redacted]

[Redacted]

[Redacted]

Skills Development Scotland

[Redacted]

Address: Skills Development Scotland, The Russell Institute, 30 Causeyside Street, Paisley, PA1 1UR

www.myworldofwork.co.uk – The help you need for the career you want
www.ourskillsforce.co.uk – Making skills work for employers
www.apprenticeships.scot – Find an apprenticeship. Recruit an apprentice
www.sds.co.uk – Making skills work for Scotland

Find us on

From: [Redacted]

Sent: 20 September 2022 12:10

To: [Redacted]

Cc: [Redacted]; [Redacted]

Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

Importance: High

Caution: This email originated outside of the organisation. **Think** before you click on any links or open any attachments. Is it safe to do so? **Always** carry out appropriate checks or use the Report Message button if suspicious.

Hi Again [Redacted]

Our Digital Economy colleagues have indicated that SDS was/ is in direct contact as follows –

Also for awareness: in 2019 Skills Development Scotland was active with TATA Consultancy and there were talks on the area around their new eLearning platform which they used for staff and family of staff to show career pathways, learning and enable upskilling. Tata were looking to see how they could connect this into the public skills system. SDS were looking at the viability of them working as an employer partner to cascade into the Digital Skills delivery of their offering as a business development proposition. However, secondary to this is its potential relevance to the Scottish market place and education offering.

Can you check and see if this line of communication is still open and, if so, what the latest on it is? Grateful for speediest turnaround.

Kind regards

[Redacted]

[Redacted] | [Redacted] | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]

Sent: 15 September 2022 15:30

To: [Redacted]

Cc: [Redacted]; Kenneth MacEachen <Kenneth.MacEachen@sds.co.uk>
Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

Thanks [Redacted] ...

Both for the speedy turnaround and the info given – much appreciated. If I should happen to need anything else I'll get in touch.

Kind regards

[Redacted]
[Redacted] | [Redacted] | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]
Sent: 15 September 2022 15:26
To: [Redacted]
Cc: [Redacted]; [Redacted]
Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

Afternoon [Redacted]

I was hoping there may have been some engagement with TATA CS elsewhere across the business from which we may have been able to take a more focussed angle on the support they could consider however there is no engagement. In 2019, they had 1 apprentice complete the IT & Telecommunications framework however no other apprenticeship activity. They appear to be keen on developing solutions/activity that produces talent so some of the following may be worth considering. Please give me a shout if you need anything else -

Skills Development Scotland support individuals and employers from across all of the country in accessing and developing the skills required to enhance our economy. Whether through apprenticeships, engaging with future talent or helping to shape the content and delivery of industry recognised programmes, SDS and partners can help you meet your business objectives through your people and skills strategy.

Aligned to your STEM engagement strategy, we can facilitate links to education establishments across Scotland through our networks and partnerships with www.dyw.scot as you look to engage and inspire the workforce of tomorrow.

As employers face up to current recruitment challenges, support is available in diversifying your strategy where required. SDS can provide a dedicated resource to support you in accessing the right apprenticeships for your business. Not only can we support you in engaging and recruiting the right talent, as an employer, would you like to help create high-quality apprenticeships?

Given TCS's track record in developing and engaging in innovative programmes, by participating in the [development of apprenticeships](#) you will be supporting employees to develop the skills that businesses need to thrive, now and in the future. Whether through specific development groups or the [Scottish Apprenticeship Advisory Board](#), SDS are always looking to involve innovative industry leaders and businesses to help shape the apprenticeship offer through their expert knowledge.

[Redacted]
[Redacted]

Skills Development Scotland
[Redacted]

Address: Skills Development Scotland, The Russell Institute, 30 Causeyside Street, Paisley, PA1 1UR

www.myworldofwork.co.uk – The help you need for the career you want
www.ourskillsforce.co.uk – Making skills work for employers
www.apprenticeships.scot – Find an apprenticeship. Recruit an apprentice
www.sds.co.uk – Making skills work for Scotland

Find us on

From: [Redacted]
Sent: 14 September 2022 12:18
To: [Redacted]
Cc: [Redacted];
Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

Will do

I've reached out to sector managers on any activity over and above SDS bau offer would be. With no links to the company it's a bit of guess work as to how things would align, but will look to get back to you tomorrow afternoon.

Cheers
[Redacted]

[Redacted]
[Redacted]

Skills Development Scotland
[Redacted]

Address: Skills Development Scotland, The Russell Institute, 30 Causeyside Street, Paisley, PA1 1UR

www.myworldofwork.co.uk – The help you need for the career you want
www.ourskillsforce.co.uk – Making skills work for employers
www.apprenticeships.scot – Find an apprenticeship. Recruit an apprentice
www.sds.co.uk – Making skills work for Scotland

Find us on

From: [Redacted]

Sent: 14 September 2022 12:13

To: [Redacted]

Cc: [Redacted]

Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Sorry [Redacted]

If you do have a couple of lines to feed in could I have them by close tomorrow?

\

Thanks

[Redacted]

[Redacted] | [Redacted] | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

From: [Redacted]

Sent: 14 September 2022 11:10

To: [Redacted]

Cc: [Redacted]

Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi [Redacted]

The info we have on TCS is as follows along with its main areas of interest –

Global:

1. TCS is an Indian MNC IT service, consulting and business solutions company
2. HQ in Mumbai and a subsidiary of the Tata Group, operating in 46 countries

3. TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India
4. TCS employs more than 50% of the entire Tata Group workforce globally and is the largest private sector employer in India with over 60,000 graduates globally.
5. TCS has consolidated revenues of USD 20.9 Billion
6. 236 offices across 46 countries with 149 delivery centres
7. Total of 67 subsidiary companies
8. 424,000 employees worldwide, across subsidiaries representing 120 nationalities
9. Over 100,000 female employees

In Scotland:

TCS has been working in partnership with businesses, the public sector and communities in Scotland since 1982, helping them adapt to and take advantage of emerging technologies. Today, both public and private sector organisations are striving to adapt existing processes, services, and business models to take advantage of digital technologies such as social media, mobile, big data, cloud and artificial intelligence. These technologies have led to a rapid and on-going transition into a new economic era; one where analytics rules over instinct, where customer experience defines your brand, and where the winners will be determined not by size and scale but by innovation, insight, and agility. At TCS we call this Business 4.0. TCS Scotland supports the technology needs of two out of three of Scotland's largest banks, its five top insurers and most of its utility providers, by helping them to adapt to the opportunities and challenges of the digital economy. It is a significant IT and Business Services employer with nearly 3,000 employees working for Scotland based clients, both at major centres in Edinburgh, Stirling and Glasgow, and elsewhere in Scotland and across the UK.

To address the STEM skills graduate shortfall in Scotland, volunteers from TCS Scotland have for several years engaged students through various university, college, school, and family events. 2018 saw TCS launch their highly successful Digital Explorers event in Scotland, with over 1100 secondary students from 24 schools in the Lothians, Glasgow, Lanarkshire, Alloa, Falkirk and Fife attending, and more than 60 TCS employees volunteering their time to engage with the students, educating and encouraging them towards a career in technology. Following the success of Digital Explorers, 2019 saw TCS launch one-day STEM events in two schools, Auchmuty High School in Fife and Royal High School Edinburgh, with over 400 students taking part over the two days. The Auchmuty event received a mention of support in Scottish Parliament for encouraging the 200 girls present towards careers in technology. Additional one-day STEM events are planned in schools across the country, along with the week-long Digital Explorers event due in the new academic year. This and other UK wide CSR initiatives led to TCS winning the "CSR of the Year Award 2018" at the HR Networks Scotland Awards held in Glasgow in November 2018.

Digital Regeneration:

10. TCS to have made a profound shift from the Internet Economy to what they call the Digital Consumer Economy. TCS's emphasises its priorities around

the Five extremely powerful digital forces— mobility, Big Data, social media, cloud computing, and artificial intelligence to empower their customer base.

11. Through its Digital Enterprise Unit, TCS engage and innovate with multi-partner testbeds and adopt best practices to drive digital transformation for their customers.
12. As part of the above, TCS have developed their own platform, BANCS. This is one of their USPs at present and is a unique platform allowing customisation and the ability to build upon. TCS intend to move the backing systems for Diligenta to Bancs and believe this will open more opportunities

Digital Explorers Program - STEM:

1. TCS launched a Digital Explorers Program in Scotland, encouraging STEM skills in young people
2. 175 students across 10 schools attended a range of workshops and interactive sessions with engineers, industry professionals and TCS executives
3. The overall aim to motivate young people in Scotland about the possibilities of pursuing a career in STEM
4. TCS believe there to be a shortfall of 40,000 graduates in STEM subjects
5. Next steps are to run a week-long event for 14-17-year olds later this year.

[Redacted]

[Redacted] | **[Redacted]** | **Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' **[Redacted]** | **È [Redacted]**

From: [Redacted]

Sent: 13 September 2022 16:25

To: [Redacted]

Cc: [Redacted]

Subject: RE: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

Good to hear from you **[Redacted]**

Do we have any more background on the company? Obviously a massive company covering many different sectors/job areas. My limited understanding of their strategy on eldercare is enhancing technology to provide support around wellness through things such as data analytics. Is that what we're looking at?

Apologies, they aren't a company which SDS have been brought into the discussion so im not familiar with their background.

If it is around developing those type of skills and how we can work in partnership, certainly there are plenty of areas of activity we can signpost/highlight.

Many thanks

[Redacted]

[Redacted]

[Redacted]

Skills Development Scotland

[Redacted]

Address: Skills Development Scotland, The Russell Institute, 30 Causeyside Street, Paisley, PA1 1UR

www.myworldofwork.co.uk – The help you need for the career you want

www.ourskillsforce.co.uk – Making skills work for employers

www.apprenticeships.scot – Find an apprenticeship. Recruit an apprentice

www.sds.co.uk – Making skills work for Scotland

Find us on

From: [Redacted]

Sent: 13 September 2022 15:51

To: [Redacted]

Cc: [Redacted]

Subject: Ministerial Meeting - Leading Investor Meeting - TATA Consultancy Service

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi [Redacted]

Mr McKee is meeting with representatives from TCS, a leading investor, later this month and they're looking to talk about retraining etc. would you like us to feed in a few lines? Points for discussion are –

Key points we would like the Minister to cover (there may be others):

- o Support in pushing along the initiatives that TCS has committed to invest in since 2018 e.g. eldercare
- o Guidance on Skilling agenda – e.g. launching a platform that we can do together - upskilling/reskilling

Kind regards

[Redacted]

[Redacted] | [Redacted] | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | È [Redacted]

Emails with Scottish Enterprise

From: [Redacted]

Sent: 19 September 2022 22:05

To: [Redacted]

Subject: FW: Leading Investor Meetings - TCS - 23 September - [Redacted]
Hi [Redacted],

As per brief, [Redacted] will be joining me on Friday and no, neither of us have access to AQ. We should both be arriving around 9:30 however if that is a problem with access, we can come along just in time for the pre meet.

Thanks,

[Redacted]

From: [Redacted]

Sent: 19 September 2022 22:03

To: [Redacted]

Subject: FW: Leading Investor Meetings - TCS - 23 September - [Redacted]

Hi [Redacted],

Apologies but that is not my understanding!

I'm in back to back meetings tomorrow from 8:30am so have spent some time this evening populating the attached. This is not the format I have used for the last two Ivan McKee briefings, so not one I'm used to but hopefully the info you need is all there.

I have left blank the areas where you have the information, in the hope that you can populate to save me some time, ie – bios, date / time / location / attendees from TCS etc. You will have all that info in last week's emails.

Any problems, give me a call and I will come back when I can.

Thanks,

[Redacted].

Attachment:

MINISTERIAL ENGAGEMENT BRIEFING: IVAN McKEE

Engagement title		
Engagement timings		
Organisation		Tata Consultancy Service (TCS)
Venue and full address		Postcode
MACCS reference if any		

Background/Purpose
(including invitation history)

As part of leading investor outreach, SDI have reached out to TCS, to arrange a meeting with Mr McKee in September.

TCS are a significant investor, now recognised as the No. 1 IT services provider and top employer in the UK. There are currently 3000 FTEs employed by TCS in Scotland, and recently won a large contract with Student Loans, for £175m over 7 years. The company has close connections to Glasgow Uni and the University of Edinburgh, both of which have MoUs in place where TCS is the service provider to the Universities.

In a broader context, Tata Group, which owns TCS, is one of the largest foreign investors in the UK economy, including in its Regulated Life & Pensions service business, Diligenta, and Jaguar Land Rover amongst many others. Across the wider UK, TCS has over 200 customers including some of the UK's best-known brands (Aviva, Boots, British Airways, Lloyds, BT, NEST, Marks & Spencer, Thames Water and Virgin Atlantic).

- In 2012, TCS opened an office in South Gyle, Edinburgh, with the Scottish TCS operating model focusing on Banking, Financial, Insurance and Utilities sectors
- TCS are developing other new sectors **[Redacted]**.
- Diligenta, TCS's UK subsidiary won a 15-year deal from Scottish Widows insurance company to provide end-to-end policy administration services for its 4 million heritage customers in September 2017. **600 roles** will remain in Edinburgh under Transfer of Undertakings (Protection of Employment) (TUPE) along with 400 in Bristol.
- The majority of the Scottish FTEs are housed within the Scottish Widows site in Edinburgh
- TCS also won the MG Prudential contract (Stirling), previously serviced by Capita plc. consisting **of 600 FTE's**
- TCS's focus is to further grow the long-term contracts they have recently won. **[Redacted]**

- This brings **TCS's Scottish FTE figure to over 3,000**, with an additional 2,500+ people offshore providing services to Scotland based customers.
- Turnover for TCS in Scotland is **estimated at £345 million, [Redacted]**.

Global:

- TCS is an Indian MNC IT service, consulting and business solutions company
- HQ in Mumbai and a subsidiary of the Tata Group, operating in 46 countries
- TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India
- TCS employs more than 50% of the entire Tata Group workforce globally and is the largest private sector employer in India with over 60,000 graduates globally.
- TCS has consolidated revenues of **USD 20.9 Billion**
- **236 offices across 46 countries with 149 delivery centres**
- Total of **67 subsidiary companies**
- **424,000 employees** worldwide, across subsidiaries representing **120 nationalities**
- **Over 100,000 female employees**

TCS – Co-Innovation Network (COIN):

- TCS place a lot of emphasis on Innovation and have formed TCS' Co-Innovation Network (COIN). A collaborative partnership, bringing together several groups of experts across the research, academic, start-up and corporate worlds through COIN.
- Their focus is on new technologies, such as; artificial intelligence, augmented reality, virtual reality, smart machines, robotics, drones, cybersecurity, design and the Internet of Things
- **[Redacted]**.

TCS and Living Labs proposition:

- SHINE is an assisted living project which Tata Sons are running in Singapore.

	<ul style="list-style-type: none"> • TCS provided a proposition to the SG (Colin Cook) on rolling this out across Scotland • This is has not materialised however TCS are working with Moray council on the above. <p>Digital Skills Challenge:</p> <ul style="list-style-type: none"> • TCS met with Ms Forbes pre covid, to discuss digital skills in Scotland and how TCS may be able to help • [Redacted] • TCS believe this would be an asset to Scotland and would like to discuss how they can assist with the SGs overall Digital Skills Agenda <p>Digital Explorers Program - STEM:</p> <ul style="list-style-type: none"> • TCS launched a Digital Explorers Program in Scotland, encouraging STEM skills in young people • 175 students across 10 schools attended a range of workshops and interactive sessions with engineers, industry professionals and TCS executives • The overall aim to motivate young people in Scotland about the possibilities of pursuing a career in STEM • TCS believe there to be a shortfall of 40,000 graduates in STEM subjects <p>TCS have a new Head of Public and Corporate Affairs based in London and from an initial conversation she would like to form more of a partnership with UKG and in particular SG.</p>
<p>Relevance to core script</p>	
<p>Meeting attendees/ Greeting party</p>	
<p>Supplementary information/ Sensitivities</p>	<p>[Redacted]</p> <p>TCS Meeting Purpose</p> <p>[Redacted]</p> <p>This meeting is also an opportunity to discuss [Redacted] and potential support that SG/Team Scotland could offer, as well as other plans for scaling up its CSR programmes, for which the</p>

	<p>company won “CSR of the Year Award 2018”, for its promotion of STEM in Scottish schools.</p> <p>Gopalan Rajagopalan, TCS’ head of Scotland and Ireland, is an advocate for Scotland and a Global Scot [Redacted].</p>
Twitter handles of main representatives, organisations and suggested tweet cleared by comms	
Official support and mobile number	<p>[Redacted] - [Redacted] , SDI – [Redacted] [Redacted] – [Redacted] , SDI - [Redacted]</p>
Ministerial car/ parking details	
<p>Briefing contents</p> <p>Annex A – <i>Suggested Points to Make – tailored to this meeting</i> Annex B – <i>Background – on points in Annex A</i> Annex C – <i>Biographies of those he will meet with photos</i> Annex D – <i>Agenda including arrive, depart timings</i></p> <p>ADDITIONAL BACKGROUND BRIEFING</p> <p><i>Essential, tailored annexes of crisp concise briefing with name/ ext for sources</i></p>	

ANNEX A

SUGGESTED POINTS TO MAKE TAILORED TO THIS EVENT – 1 PAGE MAX

Transformation Programme between TCS and Phoenix Group

- We are delighted to hear of the partnership agreement between TCS and Pheonix Group and would welcome the opportunity to discuss this further with you.
- I understand this is a fabulous opportunity for TCS and for Diligenta, helping you grow your footprint in Scotland and in turn, grow the TCS brand in Scotland.
- **[Redacted]**

- Scotland, through Scottish Enterprise would like to encourage and support TCS's growth in Scotland.

ANNEX B

BACKGROUND – TAILORED TO ANNEX A – 2 PAGE MAX

<Insert area of discussion 1>

- *Background paragraph on the point to make (see Annex A) to be inserted here.*

<Insert area of discussion 2>

ANNEX C

BIOGRAPHIES

Ivan McKee MSP, Minister for Trade, Investment and Innovation

Photos should always be added to allow the Minister to identify who is who in the room.

Key things for the Minister to know about this person should be added, this allows the Minister to steer the conversation.

Any details that would allow the Minister to engage/relate to the person should be added – do they have any shared interests/background?

If the person has a specific title, this should be added, as should phonetic spellings for any names you do not know how to pronounce, if you don't, the Minister might not!

From: [Redacted]

Sent: 16 September 2022 11:48

To: [Redacted]

Cc: [Redacted]

Subject: RE: Leading Investor Meetings - TCS - 23 September - [Redacted]

Caution: This email originated outside of the organisation. **Think** before you click on any links or open any attachments. Is it safe to do so? **Always** carry out appropriate checks or use the Report Message button if suspicious.

Hi [Redacted]

Just to confirm that the meeting will take place in Baird A, 5 Atlantic Quay. Mr McKee would like a pre-meet from 10:15 to 10:30.

Do you have a pass to get into AQ? Can you let me know if anyone will be coming with you to the pre-brief (if so do they have a pass?) and main meeting?

Thanks

[Redacted]

[Redacted] | Policy Executive | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | **[Redacted] | [Redacted]**

From: [Redacted]

Sent: 16 September 2022 09:31

To: [Redacted]

Cc: [Redacted]

Subject: RE: Leading Investor Meetings - TCS - 23 September - [Redacted]

Importance: High

Hi **[Redacted]**

Thanks for this. When we discussed the ministerial template for meetings I thought you had it and what you sent would be in that format (see attached). Ideally what we're looking for is -

- the strategic context for the meeting – why the meeting is happening and what the company hopes to get from it and what we want the Minister to get out of it,
- points for the Minister to make linked directly to the what the company is going to be talking to him about – **[Redacted]**
- light background on the company – just an overview – doesn't have to be war & peace
- who from SDI will be attending along with short biogs.

The template is laid out so this information can be inserted and easily identified.

If you have any queries on the template don't hesitate to get in touch.

I would be grateful if you could return the populated template to me by 3pm on Tuesday 20th.

Kind regards

[Redacted]

[Redacted] | [Redacted] | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | **[Redacted] | [Redacted]**

Attachment: [Redacted]

From: [Redacted]

Sent: 15 September 2022 17:21

To: [Redacted]

Subject: FW: Leading Investor Meetings - TCS - 23 September - [Redacted]

Hi [Redacted],

Conscious I promised to provide you background info to help supplement the brief for Mr McKee by COP today, however I'm not sure what more to add!

The attached and info below was sent across last month and there is no real update since then. Hopefully this has what you're looking for and happy to chat through on my return next week (off Fri / Mon).

Hope that's ok [Redacted].

[Redacted]

Attachment: Already provided attached to email dated 05 August 2022 10:06

From: [Redacted]

Sent: 13 September 2022 08:11

To: [Redacted]

Subject: FW: Mr McKee Meeting

Thanks [Redacted] and I will do re location.

See attached email from Gopalan with key discussion points and bios. All seems fine to me.

I'm off today but returning tomorrow so maybe catch up then.

[Redacted]

Attachments: [Redacted]

From: [Redacted]; [Redacted]

Sent: 12 September 2022 08:58

To: [Redacted]

Cc: [Redacted] [Redacted]

Subject: RE: Mr McKee Meeting

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi [Redacted]

Thanks for this. Can you check if TCS representatives would be available from 10:30 until 11:15. On venue, can you check if TCS would be open to the meeting

being held at 5 Atlantic Quay, Glasgow - this is Mr McKee's preferred location for the meeting that day. I've asked PO about a 5 or 10 min pre-brief immediately in advance of the meeting – come back to you on that in due course.

Thanks

[Redacted]

[Redacted] | **Policy Executive| Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | **[Redacted]** | **[Redacted]**

From: [Redacted]

Sent: 12 September 2022 08:38

To: [Redacted]

Subject: FW: Mr McKee Meeting

Morning **[Redacted]**,

Latest form TCS. I will hopefully have confirmation, bios and any key topics for discussion later today.

[Redacted]

From: [Redacted]

Sent: 07 September 2022 14:54

To: [Redacted]

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi **[Redacted]**

Hope you're well.

Just wanted to check and see where we are with the agenda etc. for the TCS meeting on the 23rd. I know we don't have a venue or timing yet but to leave time to get policy input to the briefing it would be good to know pretty soon.

Thanks

[Redacted]

[Redacted] | **Policy Executive| Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | **[Redacted]** | **[Redacted]**

From: [Redacted]

Sent: 31 August 2022 12:46

To: [Redacted]

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Thanks **[Redacted]**

Can we go for tomorrow from 10:30 for 10 or 15 minutes? If so I'll send a Teams calendar invite.

Kind regards

[Redacted]

[Redacted] | Policy Executive | Trade and Investment Delivery | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' **[Redacted]** | **[Redacted]**

From: **[Redacted]**

Sent: 31 August 2022 09:48

To: **[Redacted]**

Cc: **[Redacted]**; **[Redacted]**

Subject: RE: Submission - TCS Investor Meeting - 23 September

That's great news **[Redacted]** – thanks.

Happy to chat through but I have no time today between meetings and then a workshop.

Tomorrow between 10:30 – 1pm are free if that could work?

Thanks **[Redacted]**.

[Redacted]

From: **[Redacted]**

Sent: 31 August 2022 08:12

To: **[Redacted]**

Cc: **[Redacted]**; **[Redacted]**

Subject: RE: Submission - TCS Investor Meeting - 23 September

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi **[Redacted]**

Mr McKee is content to stick to the 23rd.

Can we arrange a chat through at short order – especially an agenda with timings & anything in particular TCS will now want to discuss with Mr McKee so I can gather appropriate briefing – do you have time today?

Kind regards

[Redacted]

[Redacted] | Policy Executive | Trade and Investment Delivery | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' **[Redacted]** | **[Redacted]**

From: [Redacted]

Sent: 30 August 2022 12:15

To: [Redacted]

Cc: [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted]

I've gone back to PO with the other dates that were originally provided and also advised as per your email that changing now might mean a significant delay in the meeting taking place. I'll let you know what PO says when I hear.

Kind regards

[Redacted]

[Redacted] | **Policy Executive | Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

From: [Redacted]

Sent: 30 August 2022 12:11

To: [Redacted] [Redacted]

Cc: [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Thanks [Redacted], I didn't realise! Good luck and enjoy your new challenge.

Hi [Redacted], can I leave this one with you – see my note below. Happy to chat through if needs be.

[Redacted]

From: [Redacted]

Sent: 30 August 2022 09:10

To: [Redacted]

Cc: [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Morning [Redacted],

Thanks for the email. I've now finished my placement with Inward Investment and have moved across to Adult Social Care. [Redacted] will be picking up the TCS meeting on our side.

All the best,

[Redacted]

From: [Redacted]

Sent: 30 August 2022 08:58

To: [Redacted]

Subject: FW: Submission - TCS Investor Meeting - 23 September

Morning [Redacted],

Not sure how we respond to this! Great news Mr McKee is happy to meet, however due to the level of seniority of the individuals attending (albeit yet tbc who) the date of the 23rd has been saved in their diaries. I fear we would upset the client and may well end up pushing this date out another 6wks if we ask for alternative dates. Providing the same dates is not an option as they were provided a month ago and diaries fill up fast.

I would be keen to stay with the same date if this is an option.

Happy to chat through [Redacted] – free from 10:30 this morning.

[Redacted]

From: [Redacted]

Sent: 05 August 2022 10:06

To: [Redacted]

Cc: [Redacted]; [Redacted]

Subject: RE: Leading Investor Meetings - TCS - 23 September - [Redacted]

Hi [Redacted],

I'm eventually getting to this – apologies again.

See attached background info and in addition to that, see below bullets from my last call with Gopalan (17/7/22):

[Redacted]

Let me know if this fits the bill and if you need more info [Redacted]. Sorry it's pretty lengthily.

[Redacted]

Attachment:

COMPANY NAME	Tata Consultancy Services (TCS)
Account Manager & Date of Briefing	[Redacted]
Company Background (<i>incl Scotland & HQ locations, incl</i>	In Scotland: TCS has been working in partnership with businesses, the public sector and communities in Scotland since 1982, helping them adapt to and take advantage of emerging

summary of global scale)

technologies. Today, both public and private sector organisations are striving to adapt existing processes, services, and business models to take advantage of digital technologies such as social media, mobile, big data, cloud and artificial intelligence. These technologies have led to a rapid and on-going transition into a new economic era; one where analytics rules over instinct, where customer experience defines your brand, and where the winners will be determined not by size and scale but by innovation, insight, and agility. At TCS we call this Business 4.0

TCS Scotland supports the technology needs of two out of three of Scotland's largest banks, its five top insurers and most of its utility providers, by helping them to adapt to the opportunities and challenges of the digital economy. It is a significant IT and Business Services employer with nearly 3,000 employees working for Scotland based clients, both at major centres in Edinburgh, Stirling and Glasgow, and elsewhere in Scotland and across the UK.

TCS has a number of high-profile customers in Scotland including some of the country's best-known brands. It is supporting major digital transformation projects in Scotland for Standard Life, Prudential, Scottish Widows, Scottish Water, The Improvement Service and Diageo.

TCS is also committed to fuelling growth in the Scottish economy. To address the STEM skills graduate shortfall in Scotland, volunteers from TCS Scotland have for several years engaged students through various university, college, school, and family events. 2018 saw TCS launch their highly successful Digital Explorers event in Scotland, with over 1100 secondary students from 24 schools in the Lothians, Glasgow, Lanarkshire, Alloa, Falkirk and Fife attending, and more than 60 TCS employees volunteering their time to engage with the students, educating and encouraging them towards a career in technology. Following the success of Digital Explorers, 2019 saw TCS launch one-day STEM events in two schools, Auchmuty High School in Fife and Royal High School Edinburgh, with over 400 students taking part over the two days. The Auchmuty event received a mention of support in Scottish Parliament for encouraging the 200 girls present towards careers in technology. Additional one-day STEM events are planned in schools across the country, along with the week-long Digital Explorers event due in the new academic year. This and other UK wide CSR initiatives led to TCS winning the "CSR of the Year Award 2018" at the HR Networks Scotland Awards held in Glasgow in November 2018.

In a broader context, Tata Group, which owns TCS, is one of the largest foreign investors in the UK economy, including in its Regulated Life & Pensions service

business, Diligenta, and Jaguar Land Rover amongst many others. Across the wider UK, TCS has over 200 customers including some of the UK's best-known brands (Aviva, Boots, British Airways, Lloyds, BT, NEST, Marks & Spencer, Thames Water and Virgin Atlantic).

- In 2012, TCS opened an office in South Gyle, Edinburgh, with the Scottish TCS operating model focusing on Banking, Financial, Insurance and Utilities sectors
- TCS are developing other new sectors including Energy, Food and Drink and Life Sciences
- Diligenta, TCS's UK subsidiary won a 15-year deal from Scottish Widows insurance company to provide end-to-end policy administration services for its 4 million heritage customers in September 2017. **600 roles** will remain in Edinburgh under Transfer of Undertakings (Protection of Employment) (TUPE) along with 400 in Bristol.
- The majority of the Scottish FTEs are housed within the Scottish Widows site in Edinburgh
- TCS also won the MG Prudential contract (Stirling), previously serviced by Capita plc. consisting of **600 FTE's**
- TCS's focus is to further grow the long-term contracts they have recently won. For example, changing Diligenta's business model to reflect both open and closed book operations will present more opportunities
- This brings **TCS's Scottish FTE figure to over 2,500**, with an additional 2,500+ people offshore providing services to Scotland based customers.
- Turnover for TCS in Scotland is **estimated at £170 million**

Global:

- TCS is an Indian MNC IT service, consulting and business solutions company
- HQ in Mumbai and a subsidiary of the Tata Group, operating in 46 countries
- TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India
- TCS employs more than 50% of the entire Tata Group workforce globally and is the largest private sector employer in India with over 60,000 graduates globally.
- TCS has consolidated revenues of **USD 20.9 Billion**
- **236 offices** across **46 countries** with **149 delivery centres**

- Total of **67 subsidiary companies**
- **424,000 employees** worldwide, across subsidiaries representing **120 nationalities**
- **Over 100,000 female employees**

TCS – Co-Innovation Network (COIN):

- TCS place a lot of emphasis on Innovation and have formed TCS' Co-Innovation Network (COIN). TCS have forged collaborative partnerships, bringing together several groups of experts across the research, academic, start-up and corporate worlds through COIN. TCS' model is to maintain market leadership through a collaborative innovation ecosystem
- TCS are focusing their attention on the adoption of several new technologies, such as; artificial intelligence, augmented reality, virtual reality, smart machines, robotics, drones, cybersecurity, design and the Internet of Things
- TCS have recently signed a MoU with TCS. The MoU is broad and is designed to let both TCS and the University of Glasgow talk more freely about research problems of mutual interest focusing on IT, wearable technologies, metagenomics, metabolic disease and microbiomes.

TCS and Living Labs proposition:

- SHINE is an assisted living project which Tata Sons are running in Singapore.
- TCS provided a proposition to the SG (Colin Cook)
- A workshop was held on 27th Aug with Colin Cook, where Kamesh Gupta, from Tata Sons Ltd will be attending
- Follow up meetings are progressing with the last one in June 2020

Digital Skills Challenge:

- The meeting with Ms Forbes was set up on the back of a conversation with Mr Hepburn around digital skills in Scotland and how TCS may be able to help
- TCS have developed a platform where they are encouraging learning, free of charge, for their own workforce and families and friends
- They have developed a physical and digital ecosystem, bringing learners, training providers, awarding bodies and employers together on one platform, where journeys can be mapped and tracked, bridging the skills gap
- The above has been deployed in Mexico and India with partnership with the local Governments

	<ul style="list-style-type: none"> • TCS believe this would be an asset to Scotland and would like to discuss how they can assist with the SGs overall Digital Skills Agenda <p>Digital Regeneration:</p> <ul style="list-style-type: none"> • TCS to have made a profound shift from the Internet Economy to what they call the Digital Consumer Economy. TCS's emphasises its priorities around the Five extremely powerful digital forces— mobility, Big Data, social media, cloud computing, and artificial intelligence to empower their customer base. • Through its Digital Enterprise Unit, TCS engage and innovate with multi-partner testbeds and adopt best practices to drive digital transformation for their customers. • As part of the above, TCS have developed their own platform, BANCS. This is one of their USPs at present and is a unique platform allowing customisation and the ability to build upon. TCS intend to move the backing systems for Diligenta to Bancs and believe this will open more opportunities <p>Digital Explorers Program - STEM:</p> <ul style="list-style-type: none"> • TCS launched a Digital Explorers Program in Scotland, encouraging STEM skills in young people • 175 students across 10 schools attended a range of workshops and interactive sessions with engineers, industry professionals and TCS executives • The overall aim to motivate young people in Scotland about the possibilities of pursuing a career in STEM • TCS believe there to be a shortfall of 40,000 graduates in STEM subjects • Next steps are to run a week-long event for 14-17-year olds later this year.
SE/SDI/SIB Support	<ul style="list-style-type: none"> • No financial support provided to date • [Redacted] from our India team is heavily involved with TCS
SG Policy Alignment <i>(does the company align with any existing SG policy – i.e. low carbon, NMIS,</i>	<ul style="list-style-type: none"> • Low carbon, circular economy, stem in schools, digital, green energy • TCS and Living Labs proposition, see above – DFM involved • Digital Skills Challenge, see above – Kate Forbes involved

<i>circular economy etc.)</i>	<ul style="list-style-type: none"> • Pheonix Group Partnership – please see Pheonix group press release
Sensitivities <i>(including sensitivities in relation to existing SG policies)</i>	<ul style="list-style-type: none"> • TCS have a new Head of Public and Corporate Affairs based in London and from an initial conversation she would like to form more of a partnership with UKG and in particular SG.
Previous Ministerial/Senior SE Engagement? <i>(list any previous meetings or visits in past 18months)</i>	<ul style="list-style-type: none"> • Ongoing engagement with Mr Swinney and Ms Frobes
Is the company a Scottish Business Pledge Signatory/Living Wage commitment?	<ul style="list-style-type: none"> • No
Connections with other organisations? <i>(i.e. trade organisations, boards etc.)</i>	<ul style="list-style-type: none"> • Tbc
Key company contacts/email & tel no (max of 3)	<ul style="list-style-type: none"> • Gopalan Rajagopalan [Redacted] • Sandy Ellen (PA to Gopalan) Mailto: [Redacted] • Rifka Noronha - Head Corp & Public Affairs (London based) [Redacted]

From: [Redacted]

Sent: 03 August 2022 08:55

To: [Redacted]

Cc: [Redacted] [Redacted]

Subject: RE: Leading Investor Meetings - TCS - 23 September

[Redacted], thanks so much for the prompt and yes, I did say to [Redacted] I'd be back in touch on the 29th – totally slipped my mind and just back today from leave so apologies.

I will be back in touch later today with additional info.

Thanks [Redacted].

[Redacted]

From: [Redacted]

Sent: 03 August 2022 08:55

To: [Redacted]

Cc: [Redacted]; [Redacted]

Subject: RE: Leading Investor Meetings - TCS - 23 September

Importance: High

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Morning [Redacted]

Hope things are good with you.

[Redacted]

Just wanting to check that this sounds right to you and if you have sent the additional information (can't see it in my inbox so if you have can you forward it to me please) and if not can you let me know when we'll have this?

Kind regards

[Redacted]

[Redacted] | **Policy Executive | Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

Emails with Ministers Office

From: [Redacted]

Sent: 16 September 2022 11:25

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted] >; [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Importance: High

Thanks [Redacted]

We've booked Baird A from 10:10 to 11:30 & will confirm official support in advance.

Kind regards

[Redacted]

[Redacted] | **Policy Executive | Inward Investment Unit | Trade and Investment Delivery** | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

From: [Redacted] **On Behalf Of** Minister for Business, Trade, Tourism & Enterprise

Sent: 16 September 2022 10:39

To: T [Redacted]; Minister for Business, Trade, Tourism & Enterprise

<MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Thanks [Redacted]. I have firmed up in the diary now and added in the pre-brief as you suggest. Would it be possible for officials to book a room for this? We only have access to a couple of rooms to book on the 7th floor and these don't accommodate many attendees.

Wednesday 21st is great for the briefing.

Best,

[Redacted]

[Redacted]

[Redacted]

The Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG

T: [Redacted] | E: MinisterBTTE@gov.scot

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From: [Redacted]

Sent: 15 September 2022 10:34

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Importance: High

Hi [Redacted]

TCS has confirmed that AQ5 on 23 September from 10:30-11:15 works for them – grateful for confirmation if the meeting will be held in the Ministerial suite and a calendar invite for the meeting? I'll put a visitor form to reception for the TCS representatives. Also grateful if you would confirm the deadline for briefing – will by close on Wednesday 21st be acceptable?

I would also be grateful if Mr McKee would confirm if he would like a short pre-brief by SDI immediately in advance of the meeting (10 mins, 10:15-10:25) for the latest information on TCS' plans (recommended) - if so grateful for a calendar invite to forward to those to attend.

Kind regards

[Redacted]

[Redacted] | Policy Executive | Inward Investment Unit | Trade and Investment Delivery | Directorate for International Trade and Investment | Scottish Government | 5 Atlantic Quay | Glasgow G2 8LU | **[Redacted] | [Redacted]**

From: [Redacted] On Behalf Of Minister for Business, Trade, Tourism & Enterprise
Sent: 11 September 2022 10:54
To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>; **[Redacted]**
Cc: [Redacted]; [Redacted]
Subject: RE: Submission - TCS Investor Meeting - 23 September

Apologies actually we can offer 10:30 – 11:15 if this would be better?

Many thanks,
[Redacted]

[Redacted]
[Redacted]
The Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG
T: **[Redacted]** | E: MinisterBTTE@gov.scot

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From: [Redacted] On Behalf Of Minister for Business, Trade, Tourism & Enterprise
Sent: 11 September 2022 10:17
To: **[Redacted]**; Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>
Cc: [Redacted]; [Redacted]
Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi **[Redacted]**

Very sorry at the delay on this! Would it be at all possible to have this meeting in Glasgow rather than Edinburgh? Mr McKee has meetings all day in Glasgow and we would struggle to get him through to Edinburgh just for one meeting. We could offer perhaps 16:00 – 16:45 in AQ?

Many thanks,
[Redacted]

[Redacted]
[Redacted]

The Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG
T: [Redacted] | E: MinisterBTTE@gov.scot

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From: [Redacted]

Sent: 07 September 2022 14:48

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted] [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted]

Just wanted to check if there is any news on the venue and timing for Mr McKee's meeting with TCS on 23 September?

Kind regards

[Redacted]

[Redacted] | **Policy Executive** | **Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

From: [Redacted]

Sent: 05 September 2022 07:26

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted]

If it would help TCS is open to the meeting being held in amore central Edinburgh location should this be more accessible to Mr McKee – perhaps either SAH or at Parliament?

Grateful if you could come back to me with preferred location and timing.

Thanks

[Redacted]

[Redacted] | **Policy Executive** | **Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

From: [Redacted]

Sent: 31 August 2022 09:53

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Sorry [Redacted]

Apex House or TCS premises at Edinburgh Park were floated as possible locations.

Kind regards

[Redacted]

[Redacted] | [Redacted] | **Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

From: [Redacted]

Sent: 31 August 2022 09:52

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted]

TCS has an AM placeholder with the Minister to provide availability on the 23rd. Can you have a look and let me know what works for the Minister?

Thanks

[Redacted]

[Redacted] | **Policy Executive** | **Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' [Redacted] | [Redacted]

From: [Redacted] **On Behalf Of** Minister for Business, Trade, Tourism & Enterprise

Sent: 31 August 2022 08:37

To: [Redacted]; Minister for Business, Trade, Tourism & Enterprise

<MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Thanks [Redacted] – do we have confirmed timings?

[Redacted]

[Redacted]

[Redacted]

The Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG

[Redacted] | E: MinisterBTTE@gov.scot

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From: [Redacted]

Sent: 31 August 2022 08:28

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted]

Great, thanks.

Think all we would need just now is a calendar appointment that gives the timeline for the briefing being submitted to PO and a separate calendar appointment we can send to SDI for onward transmission to TCS.

Kind regards

[Redacted]

[Redacted] | Policy Executive | Trade and Investment Delivery | Scottish Government | Atlantic Quay | Glasgow G2 8LU | [Redacted] | [Redacted]

From: [Redacted] On Behalf Of Minister for Business, Trade, Tourism & Enterprise

Sent: 30 August 2022 21:04

To: [Redacted]; Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted],

Ok – let's stick with 23rd September then. Let me know what else you need from me at this stage.

Many thanks,

[Redacted]

[Redacted]

[Redacted]

The Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG
[Redacted] | E: MinisterBTTE@gov.scot

All e-mails and attachments sent by a Ministerial Private Office to another official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the primary recipient. Private Offices do not keep official records of such e-mails or attachments.

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From: [Redacted]

Sent: 30 August 2022 11:57

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted]

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted]

SDI has commented as follows on your email –

“due to the level of seniority of the individuals attending (albeit yet tbc who) the date of the 23rd has been saved in their diaries. I fear we would upset the client and may well end up pushing this date out another 6wks if we ask for alternative dates. Providing the same dates is not an option as they were provided a month ago and diaries fill up fast.

I would be keen to stay with the same date if this is an option.”

Worth bearing in mind if the 23rd is no longer the prime choice.

Kind regards

[Redacted]

[Redacted] | Policy Executive | Trade and Investment Delivery | Scottish Government | Atlantic Quay | Glasgow G2 8LU | [Redacted] | [Redacted]

From: [Redacted]

Sent: 30 August 2022 08:52

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: [Redacted]; [Redacted] >

Subject: RE: Submission - TCS Investor Meeting - 23 September

Hi [Redacted]

[Redacted] has now moved on to his new Graduate Development Programme posting so removing him from emails going forward.

The dates on offer from TCS in September were:-

Thursday 15th

Friday 16th

Wednesday 21st

Friday 23rd
Monday 26th

Let me know if any of these suit better or if we should try secure another mutually convenient date from TCS.

Kind regards

[Redacted]

[Redacted] | **Policy Executive | Trade and Investment Delivery** | Scottish Government | Atlantic Quay | Glasgow G2 8LU | ' **[Redacted]** | **[Redacted]**

From: **[Redacted]** **On Behalf Of** Minister for Business, Trade, Tourism & Enterprise

Sent: 29 August 2022 21:01

To: **[Redacted]**; Minister for Business, Trade, Tourism & Enterprise

<MinisterBTTE@gov.scot>

Cc: McLellan J (James) <James.McLellan@gov.scot>; **[Redacted]**; **[Redacted]**;

[Redacted]; **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**; **[Redacted]**;

Higgins K (Kate) <Kate.Higgins@gov.scot>; Matheson C (Catriona)

<Catriona.Matheson@gov.scot>

Subject: RE: Submission - TCS Investor Meeting - 23 September

[Redacted],

Many thanks for this. Mr McKee is content to meet. He has asked me if I can again review the dates they offered to check if a non-constituency date might be possible for this meeting. Apologies but could you resend me the dates they offered and I can review the diary again?

Appreciate your help,

[Redacted]

[Redacted]

[Redacted]

The Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG

T: **[Redacted]** | E: MinisterBTTE@gov.scot

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From: **[Redacted]**

Sent: 26 August 2022 11:50

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: McLellan J (James) <James.McLellan@gov.scot>; **[Redacted]**; **[Redacted]**;

[Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted];
Higgins K (Kate) <Kate.Higgins@gov.scot>; Matheson C (Catriona)
<Catriona.Matheson@gov.scot>

Subject: Submission - TCS Investor Meeting - 23 September

PO/ Minister BTTE,

Please see below a submission regarding a potential Leading Investor meeting with TCS on 23 September.

Priority

Routine

TCS Leading Investor Meeting Proposal

As part of leading investor outreach, SDI have reached out to Tata Consultancy Services (TCS), to arrange a meeting with Mr McKee in September. TCS have offered a number of dates for the meeting, of which Mr McKee is only available on Friday 23 September. PO have placed a provisional hold in the diary for the morning of the 23rd.

TCS are a significant investor, now recognised as the No. 1 IT services provider and top employer in the UK. There are currently 3000 FTEs employed by TCS in Scotland, and recently won a large contract with Student Loans, for £175m over 7 years. The company has close connections to Glasgow Uni and the University of Edinburgh, both of which have MoUs in place where TCS is the service provider to the Universities.

- [Redacted]

TCS Meeting Purpose

[Redacted]

This meeting is also an opportunity to discuss [Redacted] and potential support that SG/Team Scotland could offer, as well as other plans for scaling up its CSR programmes, for which the company won “CSR of the Year Award 2018”, for its promotion of STEM in Scottish schools.

Gopalan Rajagopalan, TCS’ head of Scotland and Ireland, is an advocate for Scotland and a Global Scot [Redacted].

Recommendation

- [Redacted]

Kind regards,

[Redacted]

[Redacted] | Inward Investment Team | Trade and Investment Delivery | Directorate for International Trade & Investment | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
Mobile: [Redacted] | Email: [Redacted]
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Emails Considering Meeting

From: McLellan J (James) <James.McLellan@gov.scot>
Sent: 17 August 2022 12:01
To: [Redacted]; [Redacted]
Cc: [Redacted]; [Redacted]; [Redacted]
Subject: RE: Mr McKee - TCS Investor Meeting - 23 September

[Redacted],

Sorry for the delay in coming back on this. Your note below is a good summary [Redacted]. Happy for this to go up to Mr McKee but can you make the following tweaks to the final section to make it clear what we're recommending:

- Move the first two bullets from the recommendation section up to the top of the purpose of meeting section.
- Amend the third bullet of the recommendation section to include a line saying that on balance we would recommend Mr McKee meeting TCS.

When you send up could you copy in both Cat and Kate?

James

From: [Redacted]
Sent: 17 August 2022 12:01
To: [Redacted]; McLellan J (James) <James.McLellan@gov.scot>
Cc: [Redacted]; [Redacted]; [Redacted]
Subject: RE: Mr McKee - TCS Investor Meeting - 23 September

Hi [Redacted], I have spoken with [Redacted] today and I would be very supportive of the meeting going ahead with TCS who are one of our leading investors in Scotland.

[Redacted]

[Redacted]

[Redacted]
Scottish Development International | www.sdi.co.uk
Scottish Enterprise | www.scottish-enterprise.com
Skype [Redacted]

Mob [Redacted]

[Redacted]

From: [Redacted]

Sent: 16 August 2022 14:43

To: James.McLellan@gov.scot; [Redacted] >

Cc: [Redacted]; [Redacted]; [Redacted]

Subject: Mr McKee - TCS Investor Meeting - 23 September

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi James, [Redacted],

The purpose of this email is to seek views on a potential meeting between Mr McKee and Tata Consultancy Services (TCS). [Redacted]. We've been working with [Redacted] on this after securing tentative time in Mr McKee's diary. [Redacted]

[Redacted]

I would be grateful for views on the meeting by **COP Tuesday 23 August**.

Thanks

[Redacted]

=====

TCS Leading Investor Meeting Proposal

As part of leading investor outreach, SDI have reached out to Tata Consultancy Services (TCS), to arrange a meeting with Mr McKee in September. TCS have offered a number of dates for the meeting, of which Mr McKee is only available on Friday 23 September. PO have placed a provisional hold in the diary for the morning of the 23rd.

TCS are a significant investor, now recognised as the No. 1 IT services provider and top employer in the UK. There are currently 3000 FTEs employed by TCS in Scotland, and recently won a large contract with Student Loans, for £175m over 7 years. The company has close connections to Glasgow Uni and the University of Edinburgh, both of which have MoUs in place where TCS is the service provider to the Universities.

[Redacted]

TCS Meeting Purpose

Both TCS and Phoenix Group are leading investors with significant presences in Scotland. We believe that it would be appropriate for Mr McKee to meet with TCS in September to explore all avenues around this partnership.

This meeting is also an opportunity to discuss [Redacted] and potential support that SG/Team Scotland could offer, as well as other plans for scaling up its CSR programmes, for which the company won “CSR of the Year Award 2018”, for its promotion of STEM in Scottish schools.

Gopalan Rajagopalan, TCS' head of Scotland and Ireland, is an advocate for Scotland and a Global Scot [Redacted].

Recommendation

- [Redacted]

[Redacted] | Inward Investment Team | Trade and Investment Delivery | Directorate for International Trade & Investment | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
Mobile: [Redacted] | Email: [Redacted]
Find us on Twitter [@DITScotland](#)

From: [Redacted]

Sent: 11 August 2022 14:30

To: [Redacted]; [Redacted]

Subject: FW: Leading Investor Meetings - TCS - 23 September - [Redacted]

Hi

Yeah, no worries. I take it [Redacted] has it and will either copy me in or you will?

Kind regards

[Redacted]

[Redacted] | Policy Executive | Trade and Investment Delivery | Scottish Government | Atlantic Quay | Glasgow G2 8LU | [Redacted] | [Redacted]

From: [Redacted]

Sent: 11 August 2022 14:27

To: [Redacted]; [Redacted]

Subject: RE: Leading Investor Meetings - TCS - 23 September - [Redacted]

Hi [Redacted] – thanks, [Redacted] has pulled a sub together (have attached) but once [Redacted] is happy with it, are you okay to take forward please? Think the

plan was to send to James M, [Redacted] and [Redacted] to get their endorsement for a meeting [Redacted].

Best,
[Redacted]

[Redacted] | [Redacted] | Directorate for International Trade & Investment | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
Tel: [Redacted] | Mobile: [Redacted] | e-mail: [Redacted]

Attachment already included - Email dated: 10 August 2022 14:18

From: [Redacted]
Sent: 11 August 2022 14:23
To: [Redacted]; [Redacted]
Subject: FW: Leading Investor Meetings - TCS - 23 September - Please note NDA in PLACE

Hi

Just wanted to check if I was to take forward the beefing of TCS now that [Redacted] has come back with additional info? If so, is the original sub in the Min Events & Meetings eRDM?

Kind regards

[Redacted]
[Redacted] | Policy Executive | Trade and Investment Delivery | Scottish Government | Atlantic Quay | Glasgow G2 8LU | [Redacted] | [Redacted]

From: [Redacted]
Sent: 10 August 2022 14:18
To: [Redacted]; [Redacted]
Cc: [Redacted]
Subject: RE: Leading Investor Meetings - TCS - September

Hi all,

Please see below a draft of my email to go to James M and SDI colleagues about the planned meeting between TCS and Mr McKee in September. Apologies for the length – it includes some short company background [Redacted].

[Redacted]

Let me know what you think.

Thanks,

[Redacted]

Hi all,

The purpose of this email is to seek views on a potential meeting between Mr McKee and Tata Consultancy Services (TCS). **[Redacted]**

As part of leading investor outreach, SDI have reached out to Tata Consultancy Services (TCS), to arrange a meeting with Mr McKee in September. TCS have offered a number of dates for the meeting, of which Mr McKee is only available on Friday 23 September. PO have placed a provisional hold in the diary for the morning of the 23rd.

TCS are a significant investor, now recognised as the No. 1 IT services provider and top employer in the UK. There are currently 3000 FTEs employed by TCS in Scotland, and recently won a large contract with Student Loans, for £175m over 7 years. The company has close connections to Glasgow Uni and the University of Edinburgh, both of which have MoUs in place where TCS is the service provider to the Universities.

TCS has a strategic partnership with Phoenix Group, another leading investor, **[Redacted]**.

Phoenix Group is the UK's largest savings and retirement business, with approximately 7500 employees in Scotland. SE have worked closely with Phoenix Group since they acquired Standard Life Aberdeen's Insurance Business in 2018. Phoenix acquired the Standard Life brand in May 2021.

- **[Redacted]**

Both TCS and Phoenix Group are leading investors with significant presences in Scotland. We believe that it would be appropriate for Mr McKee to meet with TCS in September to explore all avenues around this partnership. **[Redacted]**

This meeting is also an opportunity to discuss **[Redacted]** and potential support that SG/Team Scotland could offer, as well as other plans for scaling up its CSR programmes, for which the company won "CSR of the Year Award 2018", for its promotion of STEM in Scottish schools.

Gopalan Rajagopalan, TCS' head of Scotland and Ireland, is an advocate for Scotland and a Global Scot **[Redacted]**.

[Redacted]

I would be grateful for views on the meeting by **COP Weds 17 August**.

Thanks

[Redacted]

[Redacted] | Inward Investment Team | Trade and Investment Delivery |
Directorate for International Trade & Investment | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
Mobile: [Redacted] | Email: [Redacted]
Find us on Twitter [@DITScotland](#)

From: [Redacted]
Sent: 29 July 2022 19:34
To: [Redacted]; [Redacted]
Cc: [Redacted]
Subject: RE: Leading Investor Meetings - TCS - September

Hi [Redacted],

Apologies – realise that I didn't respond to this question earlier. [Redacted]

I also reached out to BBU but received no reply.

Thanks,

[Redacted]

From: [Redacted]
Sent: 29 July 2022 19:28
To: [Redacted]
Cc: [Redacted]
Subject: RE: Leading Investor Meetings - TCS - September

Hi [Redacted],

Very sorry for the multiple emails – I should have put them all in one!

[Redacted]

[Redacted].

There is currently a hold in the Minister's diary for the morning of 23rd September, but I have been as yet unable to confirm this date with TCS [Redacted]. [Redacted] has advised that the meeting should take no longer than 1 hour.

Hope this makes sense,

[Redacted]

From: [Redacted]
Sent: 25 July 2022 14:05

To: [Redacted]
Cc: [Redacted]
Subject: TCS Investor Meeting

Hi [Redacted],

Thanks for this. I'm going to have to pick this up again on Friday – out of the office until then and had hope to get to it this morning but that just isn't happening.

I'll be back in touch then if that's ok.

[Redacted]

From: [Redacted]
Sent: 25 July 2022 14:05
To: [Redacted]
Cc: [Redacted]
Subject: TCS Investor Meeting

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Hi [Redacted],

Hope you're well.

Apologies for the delay in getting back to you. Unfortunately, I've been unable to set up a meeting with Kate Higgins because she is on AL until 02 August.

After discussing with colleagues, it probably makes sense for us to pull together the info we have on the meeting and share with Mr McKee and Spads, beefing up the meeting rationale with any pipeline opportunities for TCS, as well as any interventions or grant support that we have provided to them, in order to ensure he has the info he needs to make a fully informed decision on the meeting.

[Redacted], in advance of re-engaging with SpAds, my Unit Head has asked we pull together a short submission on this visit to share with our Heads of (James McLellan, [Redacted], [Redacted]). I'd be grateful for any info on potential pipeline opportunities or support we have provided to TCS, or anything more generally which would bolster our position to gain buy-in for this meeting, which I'll integrate into a draft submission for input. I will share with you before putting up to James, [Redacted] and [Redacted].

Happy to chat this through.

Thanks,

[Redacted]

[Redacted] | Trade and Investment Delivery | Directorate for International Trade & Investment | Scottish Government

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Mobile: 07394312813 | **Email:** [Redacted]

Find us on Twitter [@DITScotland](#)

From: [Redacted]

Sent: 25 July 2022 13:53

To: [Redacted]

Subject: TCS Investor Meeting

Looks good to me, I've made a few small changes to the framing. For context, [Redacted] boss would be [Redacted] and [Redacted] would subsequently be his. I thought it would be better to frame it in a way that you and [Redacted] are pulling together a joint submission for your respective heads so it doesn't look like we're stepping on toes. Make sense?

Also on the point from the other chain, can you check with BBU and/or [Redacted] re. any meeting please?

[Redacted] | [Redacted] | Directorate for International Trade & Investment | Scottish Government

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Find us on Twitter [@DITScotland](#)

From: [Redacted]

Sent: 25 July 2022 13:20

To: [Redacted]

Subject: TCS Investor Meeting

Hi [Redacted],

Does this sound alright to you?

Thanks

[Redacted]

Hi [Redacted],

Hope you're well.

Apologies for the delay in getting back to you. Unfortunately, I've been unable to set up a meeting with Kate Higgins because she is on AL until 02 August.

After discussing with colleagues, it probably makes sense for us to pull together the info we have on the meeting and share with Mr McKee and Spads, beefing up the meeting rationale with any pipeline opportunities for TCS, as well as any

interventions or grant support that we have provided to them, in order to ensure he has the info he needs to make a fully informed decision on the meeting.

[Redacted], in advance of re-engaging with SpAds, my Unit Head has asked we pull together a short submission on this visit to share with our Heads of (James McLellan, **[Redacted]**, **[Redacted]**). I'd be grateful for any info on potential pipeline opportunities or support we have provided to TCS, or anything more generally which would bolster our position to gain buy-in for this meeting, which I'll integrate into a draft submission for input. I will share with you before putting up to James, **[Redacted]** and **[Redacted]**.

Happy to chat this through.

Thanks,

[Redacted]

[Redacted] | Trade and Investment Delivery | Directorate for International Trade & Investment | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
Mobile: 07394312813 | **Email:** **[Redacted]**
Find us on Twitter [@DITScotland](https://twitter.com/DITScotland)

From: **[Redacted]**
Sent: 25 July 2022 10:52
To: **[Redacted]**; **[Redacted]**
Cc: **[Redacted]**
Subject: RE: Leading Investor Meetings - TCS - September

Ok so we probably want to continue with a similar approach as outlined below where we square off meeting rationale across relevant policy areas pre any renewed push with Kate.

From what you learned retrospectively re comms to McKee from BBU/Financial Services, was there any suggestion of a meeting in any of the exchanges as a part of any awareness raising to the Minister?

[Redacted], any further comms to Min / Spads on this has to include these other two policy areas when it goes forward.

PS welcome back...hope you enjoyed your break **[Redacted]**.

From: **[Redacted]**
Sent: 25 July 2022 10:33
To: **[Redacted]**; **[Redacted]**
Cc: **[Redacted]**
Subject: RE: Leading Investor Meetings - TCS - September

[Redacted]. Fin Services and BBU were leading on this and I don't believe we were copied. SDI then flagged it to us although had already spoke to TCS directly about dates. So we should also consider the fact they are being kept warm on this one at the request of us.

[Redacted]

Best,

[Redacted]

[Redacted] | [Redacted] | Directorate for International Trade & Investment | Scottish Government

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Find us on Twitter [@DITScotland](#)

From: [Redacted]

Sent: 25 July 2022 10:16

To: [Redacted]; [Redacted]

Cc: [Redacted]

Subject: RE: Leading Investor Meetings - TCS - September

Hi [Redacted],

Thanks very much for the steer. I'll go back to [Redacted] to see if she can help beef up the rationale for the meeting, and then start drafting the version II sub.

Cheers,

[Redacted]

From: [Redacted]

Sent: 22 July 2022 17:33

To: [Redacted]; [Redacted]

Cc: [Redacted]

Subject: RE: Leading Investor Meetings - TCS - September

Hi [Redacted]

[Redacted]. So a bit of potential work here with the acc mngr to help shape thinking and focus minds:

- A *short* bit of punchy script on why *both* of these businesses investments in Scotland are important, eg, what the businesses do, job numbers etc
- [Redacted]
- Can we get [Redacted] to articulate in any way what future pipeline opps might look like with either of these businesses
- Is there any outstanding interventions / grant support to either of these businesses (that'll be useful to know anyway [Redacted])

So if you treat your first note to McKee as a short email meeting invite sub; this note would be a version II based on **[Redacted]**. Except once the above is secured we are going to share your new email sub with James, **[Redacted]**, **[Redacted]**, and **[Redacted]** at BBU.

[Redacted]

[Redacted]

Ok? Does all this makes sense?

Best

[Redacted]

From: [Redacted]

Sent: 20 July 2022 16:56

To: [Redacted]

Subject: Leading Investor Meetings - TCS - September

Hi **[Redacted]**,

Below is an email I've drafted to go out to spads RE a potential meeting between Mr McKee and TCS in September. **[Redacted]**. I had a discussion with **[Redacted]** and we agreed that having a call with Kate Higgins would be the best way forward, but she's out of office until 2 August.

I've therefore drafted an email to Leanne outlining the situation and looking for a steer/her thoughts, but wanted to sense check with you before sending. For context, I've attached the initial email to PO and Kate's response.

Thanks,

[Redacted]

Hi Leanne,

Hope you're well. As part of Mr McKee's Leading Investor outreach, SDI have reached out to Tata Consultancy Services (TCS) for a meeting in September, and they have suggested Friday 23 September.

TCS and another leading investor, Phoenix Group, entered into a partnership in November 2019 to transfer Standard Life's (bought by Phoenix Group in 2018) pensions and savings operations onto a new Digital platform.

[Redacted]

In this context, I liaised with PO regarding Mr McKee's availability with Kate Higgins cc'ed in. [Redacted] I would be keen for a discussion with either yourself or Kate, but recognise Kate is on leave until 02 August.

Grateful for your views on options for this potential engagement. Please let me know if you would like any further info.

[Redacted] | Trade and Investment Delivery | Directorate for International Trade & Investment | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
Mobile: [Redacted] | Email: [Redacted]
Find us on Twitter [@DITScotland](#)

Attachment: Emails below dated 11 and 12 July 2022

From: Higgins K (Kate) <Kate.Higgins@gov.scot>
Sent: 12 July 2022 11:53
To: [Redacted]; Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>;
Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted] **Subject:** RE: Routine: Leading Investor Meeting with TCS - September 2022

[Redacted].

It is always better I think to try and avoid Fridays for Ministerial activity if we can?

Kate Higgins
Special Advisor to the First Minister
Local Government and Transport
(interim Business, Trade, Tourism and Enterprise)
0131 244 3460/07790 363 195

Scottish Government
St Andrew's House, 2 Regent Road, Edinburgh, EH1 3DG
Scottish Ministers, Special advisers and the Permanent Secretary to the Scottish Government are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot.

From: [Redacted] **On Behalf Of** Minister for Business, Trade, Tourism & Enterprise
Sent: 12 July 2022 11:44
To: [Redacted]; Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>; Higgins K (Kate) <Kate.Higgins@gov.scot>
Cc: [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]
Subject: RE: Routine: Leading Investor Meeting with TCS - September 2022

Hi [Redacted],

The only day Mr McKee has availability is the morning of the 23rd and as this is a constituency day we would prefer to keep as much of the afternoon free as possible, could you advise on how long this visit it anticipated to be?

[Redacted] I will hold the time in the minister's diary, but wait until you have cleared this with SpAds before informing the minister.

Best,

[Redacted]

From: [Redacted]

Sent: 11 July 2022 14:55

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: **[Redacted]**; **[Redacted]**; **[Redacted]**; S **[Redacted]**; **[Redacted]** **Subject:**
Routine: Leading Investor Meeting with TCS - September 2022

Good afternoon PO,

As part of Leading Investor outreach, SDI have reached out to Tata Consultancy Services (TCS) to enquire about potential dates for Mr McKee to visit.

They have suggested that the Minister visits the Phoenix Lab, a collaboration between Standard Life, Phoenix Group, and TCS, the latter two being leading investors.

[Redacted]. I will **[Redacted]** and provide further information to the Minister in due course.

In the meantime, I would be grateful if you could advise whether Mr McKee is available to meet on any of the below dates that TCS have suggested:

- Thursday 15th September
- Friday 16th September
- Wednesday 21st September
- Friday 23rd September
- Monday 26th September

Please note that it may be difficult to secure official support for 23 and 26 September due to Glasgow's Autumn Bank Holiday on 26 September, so any of the three options earlier in the month would be preferable.

Thanks,

[Redacted]

[Redacted] | Trade and Investment Delivery | Directorate for International Trade & Investment | Scottish Government

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Mobile: **[Redacted]** | **Email:** **[Redacted]**

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From: [Redacted]
Sent: 07 July 2022 15:26
To: [Redacted]; [Redacted];
Cc: [Redacted]
Subject: Investor Meetings - DSM and TCS

Thanks both – happy to chat on Mon.

Best,
[Redacted]

**[Redacted] | [Redacted] | Directorate for International Trade & Investment |
Scottish Government**
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
Find us on Twitter [@DITScotland](#)

From: [Redacted]
Sent: 07 July 2022 14:08
To: [Redacted]; [Redacted]
Cc: [Redacted]
Subject: RE: Investor Meetings - DSM and TCS

Hi [Redacted],

Thanks for this, also happy to pick up the potential engagement with TCS. I'll put some time in the diary to discuss on Monday. [Redacted] – please come along if you think it'd be useful.

Thanks,

[Redacted]

From: [Redacted]
Sent: 07 July 2022 13:53
To: [Redacted]; [Redacted]
Cc: [Redacted]
Subject: RE: Investor Meetings - DSM and TCS

Hi [Redacted],

Thanks for the heads up. Happy to pick this up while you are on leave. I'll take a look through the previous subs to help with some background context and will be sure to shout if I have any Qs!

[Redacted]

From: [Redacted]

Sent: 07 July 2022 13:47

To: [Redacted];[Redacted]

Cc: [Redacted]

Subject: Investor Meetings - DSM and TCS

Hi [Redacted]

I have just had a call with SDI about a couple of leading investor meetings. Given I am going off next week, rather than me getting the ball rolling and passing over, I would be grateful if you pick these up please?

[Redacted]

[Redacted] - TCS

As part of the leading investor outreach, Tata Consultancy Service's (TCS) account manager reached out to them asking for potential dates for Mr McKee to visit. They suggested some in September (Thursday 15th, Friday 16th, Wednesday 21st, Friday 23rd, Monday 26th). They suggested the Minister visits the Phoenix lab – which is a partnership between Standard Life, Phoenix Group and TCS (the latter 2 of which are leading investors). [Redacted]. [Redacted]

[Redacted]. I'm not precious either way. Once we've got advice that folk are happy for the meeting to go ahead, you'll need to put advice up to Min ensuring he is happy (and prob also worth checking the dates in the background). These are being held by TCS so good if this can be turned around quite quickly. Then we will need to chat to FS about who should lead the visit.

Happy to chat through either or both over the next few days to get the ball rolling.

[Redacted] in SDI is the acc manager and will be able to answer any questions. I'll link you both in to her so you have each other's contact details.

Many thanks,

[Redacted]

**[Redacted] | Directorate for International Trade & Investment |
Scottish Government**

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

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One Notes

[Redacted]

12/09/2022

TCS confirmed on 23 September - time/location tbc - [Redacted] agreed to provide OS

TCS - official support - morning of fri before sept weekend - likely in AQ5

Briefing and Minutes

From: [Redacted]

Sent: 21 September 2022 17:12

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: Deputy First Minister and Cabinet Secretary for Covid Recovery <DFMCSCR@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>;

McLellan J (James) <James.McLellan@gov.scot>; [Redacted]; [Redacted];

[Redacted]; [Redacted]; [Redacted]; [Redacted] >; Business Engagement

<businessengagement@gov.scot>; [Redacted]; Matheson C (Catriona)

<Catriona.Matheson@gov.scot>; Spads Admin <Spads_Admin@gov.scot>;

Communications Finance & Economy

<CommunicationsFinance&Economy@gov.scot>; [Redacted]; [Redacted];

[Redacted]; [Redacted]; [Redacted]; Whoriskey M (Margaret)

<Margaret.Whoriskey@gov.scot>; [Redacted] **Subject:** Briefing: Mr McKee - Tata

Consultancy Services (TCS) Investor Meeting - 23 September

Sensitivity: Confidential

****commercially sensitive – please do not share widely****

PO Minister BTTE,

Please see attached briefing for the Ministers meeting with TCS on Friday 23 September in AQ5. Please note, the pre-brief will be held with [Redacted] and [Redacted] from SDI at 10.15 and [Redacted] will provide official support.

Many thanks,
[Redacted]

[Redacted] | [Redacted] | Directorate for International Trade & Investment |
Scottish Government

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Tel: [Redacted] | Mobile: [Redacted] | e-mail: [Redacted]

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Attachment:

MINISTERIAL ENGAGEMENT BRIEFING: IVAN MCKEE

Engagement title	Ministerial meeting with TATA Consultancy Services (TCS)	
Engagement timings	Friday 23 September 2022, 10:30 – 11:15 (pre-brief at 10:15)	
Venue and full address	Baird A, 1st Floor, 5 Atlantic Quay, Glasgow	Postcode G28LU
Background /purpose (including invitation history)	Part of leading investor outreach. This meeting provides an opportunity to discuss TCS's presence as an inward investor. The meeting can be used to explore [Redacted] and potential support that SG/Team Scotland could offer, as well as other plans for scaling up its CSR programmes. [Redacted]	

Relevance to core script	Engagement with leading (top 50) investors.
Meeting attendees	Meeting attendees: <ul style="list-style-type: none"> • Daniel Praveen, CEO Diligenta • Gopalan Rajagopalan, Country Head TCS Scotland & Sales Director • Rifka Noronha, Head Corporate Affairs • [Redacted], SDI • [Redacted], SDI
Supplementary information / sensitivities	[Redacted]
Twitter	No tweets recommended.
Official support	[Redacted] - Inward Investment - [Redacted]
Briefing contents <i>Annex A – Strategic Context and Suggested Points to Make</i> <i>Annex B – Background</i> <i>Annex C – Biographies and Agenda</i> <i>Annex D – Recent Engagement</i> <i>Annex E – Additional Background Briefing</i>	

ANNEX A **STRATEGIC CONTEXT**

This meeting provides an opportunity to gain an insight into what TCS plans are for its Scottish operations broadly and similarly Diligenta (a subsidiary of TCS). Both TCS and Phoenix Group are leading investors with significant presences in Scotland. [Redacted]

SUGGESTED POINTS TO MAKE TAILORED TO THIS EVENT

TCS/ Phoenix/ Diligenta

- Delighted to hear of the partnership agreement between TCS and Phoenix Group, I understand this is a great opportunity for TCS and for Diligenta, helping you grow your footprint in Scotland and in turn, grow the TCS brand in Scotland.
- Team Scotland would like to encourage and support TCS's growth in Scotland, interested to find out more about your long term plans for investing in Scotland.

[Redacted]

Skilling Agenda

I'm aware of your discussions and proposal for a Digital Skills Hub and the advice that TCS was given with regards to Procurement Scotland. I'd be interested to hear more about this and would be happy to re-introduce you to relevant officials within SG.

Health and Social Care (incl. eldercare)

- Welcome the update on the work of TCS in relation to health & social care (eldercare);
- Keen that TCS continue working with the Digital Health & Care Innovation Centre (DHI) as the Scottish Government's preferred partner for ongoing engagement.
- Note that Professor George Crooks (CEO of DHI) can update on progress via the Digital & Data Sub-Group of the ILG.

ANNEX B

BACKGROUND

TCS/ Phoenix/ Diligenta

TCS is a global leader in IT services, consulting & business solutions with a large network of innovation & delivery centres and has a significant presence in Scotland. There are currently 3000 FTEs employed by TCS in Scotland, and recently won a large contract with Student Loans, for £175m over 7 years. The company has close connections to the Universities of both Glasgow and Edinburgh, both of which have MoUs in place where TCS is the service provider to the Universities.

Tata Group, which owns TCS, is one of the largest foreign investors in the UK economy, including in its Regulated Life & Pensions service business, Diligenta. Across the wider UK, TCS has over 200 customers including some of the UK's best-known brands (Aviva, Boots, British Airways, Lloyds, BT, NEST, Marks & Spencer, Thames Water and Virgin Atlantic).

- In 2012, TCS opened an office in South Gyle, Edinburgh, with the Scottish TCS operating model focusing on Banking, Financial, Insurance and Utilities sectors
- Diligenta, TCS's UK subsidiary won a 15-year deal from Scottish Widows insurance company to provide end-to-end policy administration services for its 4 million heritage customers in September 2017. **600 roles** will remain in Edinburgh under Transfer of Undertakings (Protection of Employment) (TUPE) along with 400 in Bristol.
- TCS also won the MG Prudential contract (Stirling), previously serviced by Capita plc. consisting of **600 FTE's**

Health and Social Care (incl. eldercare)

Digital Health & Care Innovation Centre (DHI) is currently progressing the establishment of a formal collaboration as part of the Moray Growth deal to undertake R+D activities focussed on healthy ageing, smart housing and resilient communities using next generation digital tools and services focussed on the needs of citizens.

As part of a possible Innovation Partnership, Tata have discussed how they can bring existing assets and partner organisations to the table to benefit the overall Deal. Finally on smart housing, DHI are introducing Tata to the Crighton initiative in

Dumfries, with the support of SOSE, as they are keen to link what DHI is seeking to progress in Moray to the South of Scotland.

DHI is working with Ved Sen Head of Business Innovation, Gopalan Rajagopalan Head of TCS Scotland and colleagues in progressing the strategic relationship. The Eldercare work is part of the considerations being progressed.

Skilling Agenda

In January 2020, Ms Forbes sent correspondence to Tata regarding the possibility of an introduction to Procurement Scotland officials and the opportunity to engage with the Digital Technologies Skills Group. Digital Economy passed TCS' details to Procurement Scotland to make direct contact with TCS to discuss the technicalities involved in their processes. TCS advised that it made it difficult for TCS to be able to accept certain terms. They welcomed the opportunity to discuss, with Scottish Procurement, the best way in which they could support Scottish Government and bid for a broader range of opportunities in the coming years. Scottish Procurement officials are aware and happy to pick up the thread with TCS again.

ANNEX C

BIOGRAPHIES



Gopalan Rajagopalan, Country Head TCS Scotland & Sales Director TCS UK&I

Started his IT career with Tata Consultancy Services (TCS) in 1990 and undertook various technical and managerial assignments for TCS UK customers before taking over as the Regional Manager (Scotland) in 1996. He successfully grew the region for TCS over a 4 year period developing and managing several long standing client relationships including Royal Bank of Scotland, Standard Life, Aegon (Scottish Equitable) and Scottish Life. He left and joined Sopra Group (then Newell & Budge) where he worked for 10 years undertaking several senior IT and business management roles. He re-joined TCS in 2011 leading a now considerably expanded Scottish operation and moved on to become Country Head.

Gopalan is an advocate for Scotland and a GlobalScot, [Redacted].

Rifka Noronha, Head Corporate Affairs TCS UK&I

Previous to joining TCS in September 2021, Rifka was Head of UK Retail Public Affairs at Boots UK, leading government engagement on retail issues, most latterly Covid trading impact, sustainability, and the future of high street retail. Prior to that, Rifka worked at Tesco and Barclays Bank in several UK and International roles covering government relations, internal communications, and CSR.



Daniel Praveen, CEO, Diligenta

Daniel Praveen is the CEO of Diligenta, a regulated UK based subsidiary of Tata Consultancy services (TCS) which employs a diverse workforce of 8,000 people across the UK and India. Daniel has played a significant role in transforming Diligenta into the largest life and pensions platform service provider for the UK industry. Under

Daniel's leadership the company has grown from serving 8 million customers to over 18 million in the UK as well as securing a number of landmark business deals.

AGENDA

Key points for discussion from TCS:

Intro to TCS and Diligenta to help Mr McKee understand:

- presence as an inward investor.
- the strong symbiotic relationship between TCS and Diligenta.
- Topics to cover
- Key facts and figures on employees, clients, STEM/Digital Skills, Sustainathon.
- Investments in entrepreneurship e.g. Innovation Lab, COIN.
- Experience in public sector digital change programmes (e.g. work done in India).

Key points TCS would like to cover:

- Support in pushing along the initiatives that TCS has committed to invest in since 2018 e.g. eldercare.
- Guidance on Skilling agenda – e.g. launching a platform that we can do together - upskilling/reskilling.

ANNEX D

Recent Engagement

- **September 2019**, Ms Forbes met with Martin Mulholland, Business Development Manager, TCS and Nikhil Sharma, European Lead, TCS. The meeting was set up following a conversation with Mr Hepburn and TCS around digital skills in Scotland and how TCS may be able to help with SG overall Digital Skills Agenda.
- **November 2019**, a request was sent through to our Digital Skills Group for TCS to be connected to our stakeholders as they were keen to assist the Scottish Government with the digital skills challenges we faced and wanted to get connected to the skills group and others across Scotland to discuss their plans and to see where they can add additional value and they shared their proposals.
- **2019**, SDS active with TCS regarding its eLearning platform - used for staff and family of staff to show career pathways, learning and enable upskilling. TCS was looking to see how it could connect this into the public skills system.
- **January 2020**, Ms Forbes contacted TCS regarding the possibility of an introduction to Procurement Scotland officials and the opportunity to engage with the Digital Technologies Skills Group.
- **May 2022**, Ms Forbes visited Phoenix Groups' new Innovation Centre in Edinburgh.

ADDITIONAL BACKGROUND BRIEFING

TCS – Co-Innovation Network (COIN):

- TCS place a lot of emphasis on Innovation and have formed TCS' Co-Innovation Network (COIN). A collaborative partnership, bringing together several groups of experts across the research, academic, start-up and corporate worlds through COIN.
- Their focus is on new technologies, such as; artificial intelligence, augmented reality, virtual reality, smart machines, robotics, drones, cybersecurity, design and the Internet of Things
- TCS have recently signed a MoU with TCS. The MoU is broad and is designed to let both TCS and the University of Glasgow talk more freely about research problems of mutual interest focusing on IT, **[Redacted]**

TCS and Living Labs proposition:

- SHINE is an assisted living project which Tata Sons are running in Singapore.
- TCS provided a proposition to the SG (Colin Cook) on rolling this out across Scotland
- This is has not materialised however TCS are working with Moray council on the above.

Digital Explorers Program - STEM:

- TCS launched a Digital Explorers Program in Scotland, encouraging STEM skills in young people
- 175 students across 10 schools attended a range of workshops and interactive sessions with engineers, industry professionals and TCS executives
- The overall aim to motivate young people in Scotland about the possibilities of pursuing a career in STEM
- TCS believe there to be a shortfall of 40,000 graduates in STEM subjects
- TCS has a new Head of Public and Corporate Affairs based in London and from an initial conversation she would like to form more of a partnership with UKG and in particular SG.

From: [Redacted]

Sent: 27 October 2022 18:41

To: Minister for Business, Trade, Tourism & Enterprise <MinisterBTTE@gov.scot>

Cc: Deputy First Minister and Cabinet Secretary for Covid Recovery

<DFMCSCR@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>;

McLellan J (James) <James.McLellan@gov.scot>; **[Redacted]**; **[Redacted]**;

[Redacted]; **[Redacted]**; **[Redacted]**; **[Redacted]**; Business Engagement

<businessengagement@gov.scot>; **[Redacted]**; **[Redacted]**; Matheson C

(Catriona) <Catriona.Matheson@gov.scot>; Spads Admin

<Spads_Admin@gov.scot>; Communications Finance & Economy

<CommunicationsFinance&Economy@gov.scot>; **[Redacted]**; **[Redacted]**

; **[Redacted]**; **[Redacted]**; **[Redacted]**; Whoriskey M (Margaret)

<Margaret.Whoriskey@gov.scot>; **[Redacted]**

Subject: Readout - Minister BTTE - Tata Consultancy Services (TCS) Investor Meeting - 23 September
Sensitivity: Confidential

PS/Minister

Please see below the readout from Mr McKee's recent meeting with Tata Consultancy Services (TCS) in Glasgow.
I would be grateful if you could advise if the Minister is content.

Many thanks,

TATA (TCS CONSULTING)

Atlantic Quay, Glasgow, 23 September 2022

Attendees

Ivan McKee – Minister BTTE

Daniel Praveen – CEO Diligenta

Gopalan Rajagopalan – Country Head TCS Scotland & Sales Director

Rifka Noronha – Head Corporate Affairs

[Redacted] Scottish Enterprise

[Redacted]

[Redacted] – Senior Policy Advisor, Scottish Government

Discussion

- GR began by providing an overview of Tata's historical presence in Scotland and ongoing commitment, noting that the organisation has roots in Scotland stretching back to 1982 and a current headcount of over 3000 employees based in Scotland. Recent engagement with SG includes delivery of the National Entitlement Card and 'Digital Explorers' programme promoting STEM in Scottish schools.
- GR reinforced TCS' priorities around research & innovation including their partnership with the National Robotarium, and MoUs with both the University of Glasgow and Heriot-Watt University – IM welcomed TCS' long term commitment to Scotland, stressing our shared values and the important role TCS play as a long term strategic partnership to help us deliver key priorities.
- **[Redacted]**
- **[Redacted]**
- IM noted feedback from industry around skills shortages. referenced work being carried out by Mr Hepburn in his role as Minister for Further Education, Higher Education and Science, to progress the skills agenda with a focus on developing digital skills in schoolchildren as well as retraining the workforce. Cited CodeClan as an example, as well as wider work focusing on engagement with minority groups.
- IM also referenced long-standing challenges around attracting talent and the Scottish Government's approach, distinctive from the UK Government, noting that SG continues to engage with UKG around Free Trade Agreement

discussions and Scotland's positive perspective towards immigration and attracting talent to Scotland.

- GR highlighted that TCS are keen to work with government to develop a proposition around the targeted, digital upskilling of public sector staff. GR stated that TCS would be interested in working with SG to develop an initial proof of concept – IM noted his portfolio responsibility includes corporate transformation and wider interest in upskilling experienced people, signalled initial interest in exploring a pilot project and for TCS to be connected with SG Director of Digital to discuss.

Action point – SG officials have requested additional information around digital upskilling proposition – to connect TCS with Digital leads once received. SDI to continue to liaise with TCS around ongoing transformation programme.

[Redacted]

Senior Policy Advisor | Inward Investment
Directorate for International Trade and Investment | The Scottish Government
Tel: **[Redacted]** | e-mail: **[Redacted]**

From: [Redacted]

Sent: 21 December 2022 10:43

To: [Redacted]

Cc: Business Engagement <businessengagement@gov.scot>

Subject: 23/09/2022 - TCS Investor Meeting – Ivan McKee

Hi **[Redacted]** – please see readout in the link below. **[Redacted]**, copied, provided OS so will be able to answer any additional queries.

[Redacted]

Best,

[Redacted]

[Redacted] | [Redacted] | Directorate for International Trade & Investment | Scottish Government

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Tel: **[Redacted]** | Mobile: **[Redacted]** | e-mail: **[Redacted]**

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From: [Redacted]

Sent: 21 December 2022 10:27

To: [Redacted]

Cc: Business Engagement <businessengagement@gov.scot>

Subject: 23/09/2022 - TCS Investor Meeting – Ivan McKee

Notified of engagement via Forward Look – Request for Readout

Hello

I work in the Analysis and Co-ordination Team of the Strategic Business Engagement and Events Division. Our work is linked to the Business Partnership Working Group which aims to strengthen our relationship with business.

Ms Forbes and Mr McKee have highlighted the importance of involving businesses throughout policy development and deepening their relationships with key businesses in Scotland. To support this work, it is important that we track engagement levels and use intelligence, outputs and actions from these exchanges to shape our communications activity and future engagement plans. We currently do this through monthly summaries and more detailed quarterly reports which are circulated to Ministers. Our reports are not published or circulated externally.

I have identified the following Ministerial engagement with business which I believe you may have attended:

23/09/2022 - TCS Investor Meeting – Ivan McKee

To assist with our analysis work I'd be grateful if you could provide a copy of the readout from this engagement or detail the top (up to) three key discussion points.

If you didn't attend this engagement with the Minister, please let me know and, if possible, point me in the direction of the relevant contact.

If this engagement did not offer the opportunity for the business to have a discussion with the Minister, or if no readout was taken, please advise me of this.

Feedback by cop 28/12/2022 would be much appreciated.

If you have any questions please do not hesitate to get in touch.

Kind regards,

[Redacted]

Business Engagement Mailbox
businessengagement@gov.scot