

DELIVERING FUTURE, SUSTAINABLY



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WHO WE ARE?

TECH MAHINDRA IS A COMPANY WITH PURPOSE FOR SUSTAINABILITY, NOT ONLY IN BUSINESS BUT ALSO BEYOND IT.

Driven by the purpose of endowing the society by creating imperishable future.

- To be rated amongst the Top-3 sustainable organizations within India.
- Focused responsible business growth
- Focus on enhance operational eco-efficiency



World Recognitions

HRH The Prince of Wales' Terra Carta Seal

The only Indian company out of 44 companies that have been awarded HRH The Prince of Wales' Terra Carta Seal

Dow Jones Sustainability Index (DJSI) 2021

Ranked 1st among top IT companies of the world in the "TSV IT services & Internet Software and Services" segment with score of 85 and 99 percentile

Carbon Clean 200

The only Indian company to be listed in Carbon Clean200 Global list 2021 by Corporate Knights and As You Sow

Carbon Disclosure Project 2021

The only Indian IT company to score 'A' in both Climate Change and Water Security Amongst 14 Indian companies across sectors to earn a position on the 2021 CDP Supplier Engagement Leaderboard

Business World in collaboration with Sustain Labs Paris

Ranked among 2 of India's Most Sustainable Companies in 2021

Telecom Industry Association

2021 Award for Excellence in Software Sustainability

Sustainalytics

Ranked 15 out of 1006 companies in 'Software & Services' Industry group with 'Low Risk' ESG rating of 12.7; Awarded SUSTAINALYTICS 2022 'Industry Top-Rated Badge' as well as 'Regional Top-Rated Badge'

ECOVADIS

Awarded Silver rating with 86th percentile

FTSE4Good Index Series 2021

Constituent of Financial Times Stock Exchange-Russell Group

Morgan Stanley Capital International (2021)

Awarded 'A' rating badge

S&P Global- Sustainability Yearbook 2022

One of only 2 IT services companies awarded with Gold Class



Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

**Carbon
Clean 200**



BW BUSINESSWORLD



MORNINGSTAR SUSTAINALYTICS

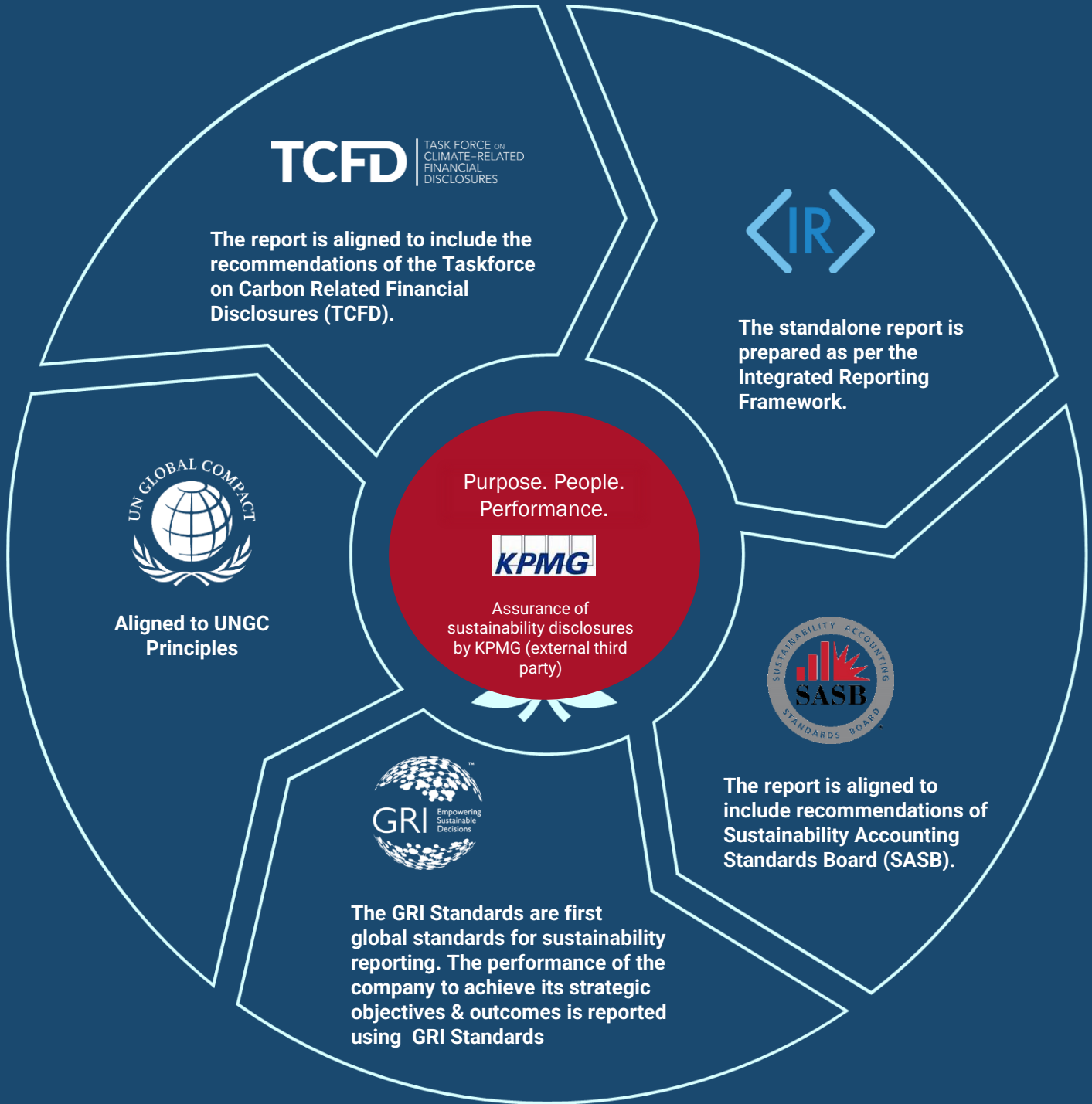


FTSE4Good

MSCI

Sustainability Award
Gold Class 2022
S&P Global

Integrated Annual Report 2021-22



Sustainability Policy

Tech Mahindra's undeterred focus on good corporate governance is strengthened by our commitment to Sustainable Development. We aim to follow and promote sustainable business practices and to co-create sustainable business value for our stakeholders to achieve their sustainability goals. We believe that environmentally sustainable business operations will empower us to create a sustainable future.

Through the policy we shall contribute to development of a Sustainable future for our Business by:

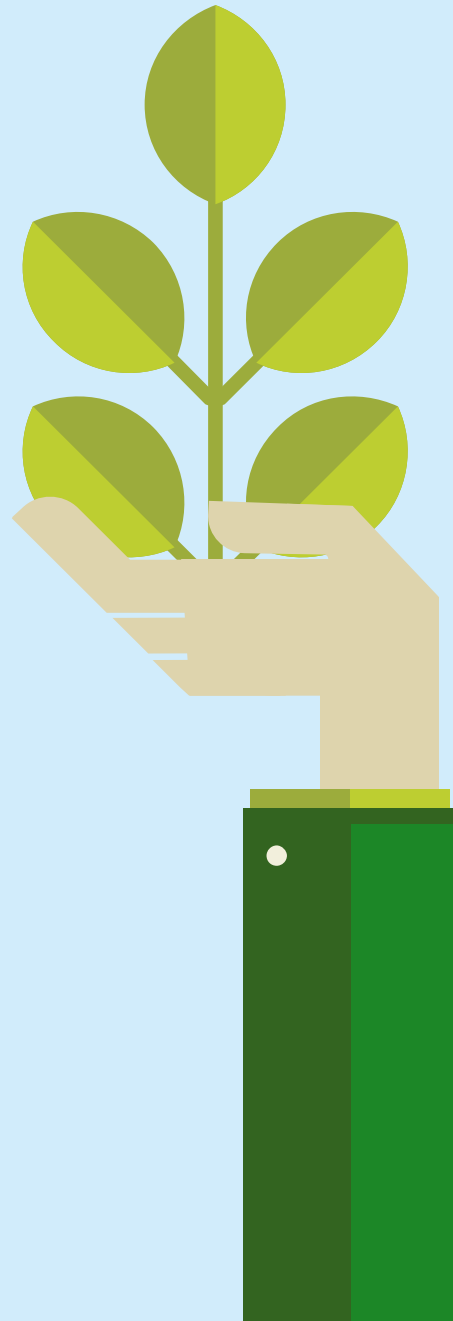
- Making workplace sustainable
- Leveraging innovative green solutions and technologies
- Collaborating with Customers and partners to develop sustainable solutions to solve ecological problems
- Promoting Sustainability in Supply Chain

Tech Mahindra as a global IT services & consulting company, recognizes the impacts of its business operations on the 3 key pillars of Sustainability viz People, Planet & Profit. Tech Mahindra makes continuous efforts to optimize efficiency across the environmental, social and governance framework of the company

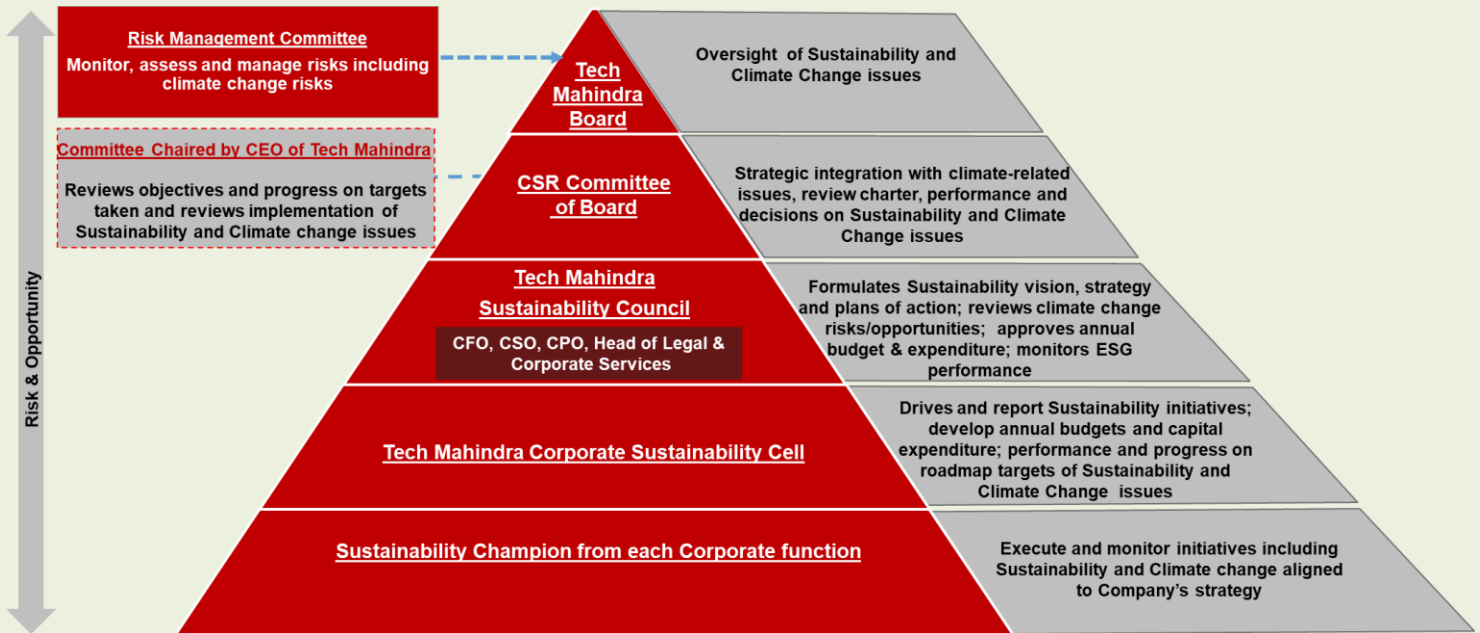


CP Gurnani
MD & CEO,
Tech Mahindra

“ If there's one word that aptly describes the past two years, it's uncertainty. A business climate of constant change drove many companies to shift to “survival mode” – setting aside larger strategies and investment plans to adapt to the changing landscape. Customers and the way they consumed products and services changed, and as a result, so did we. ”



Governance & Policies



Climate Change Policy

Sustainability Policy

SSCM Supplier Code Of Conduct

Human Rights Policy

Environmental Policy

Green Procurement Policy

Health Safety and Environment Policy

Water Management Policy

Business Responsibility Policy

Sustainable Supply Chain Management Policy

Materiality Assessment Process

Issues Stakeholders Identified

At Tech Mahindra, we undertake materiality as one of the critical processes in identifying and prioritizing the most pertinent issues. We review the progress of our material matters annually after discussions with our stakeholders and also update some of the aspects of materiality matrix if needed.

In identifying our Stakeholders, we consider impact on:

- Revenue
- P&L
- Business Continuity
- Brand Value
- Operating Cost
- Compliance & Regulation
- Business Growth

External stakeholders includes-

- Customers
- Investors & shareholders
- Partners & collaborators
- Government & Local Bodies
- Academic institutions
- Suppliers & vendors
- Local Communities & NGOs

Internal stakeholders includes-

- Organization facility/Location
- Department Heads
- Associates

The materiality topics are identified and aligned after the inputs of stakeholders and peer benchmarking. Our material topics are aligned with roadmap targets, policies, procedures, risk register, strategies and BSC.



Stakeholders Identified and Material Issues....

Employees

- Employee Engagement, Safety & Wellbeing
- Talent & Skill Management
- Diversity & Inclusion

Investors & Shareholders

- Ethics & Compliance
- Corporate Governance
- Innovation
- Diversity & Inclusion
- Economic Performance

Government & Local Bodies

- Ethics & Compliance
- Corporate Citizenship
- Climate Change

Local Communities and NGOs

- Corporate Citizenship
- Diversity & Inclusion
- Economic Performance

Customers

- Innovation
- Cyber Security & Data Privacy
- Supply Chain Management
- Ethics & Compliance

Partners and Collaborators

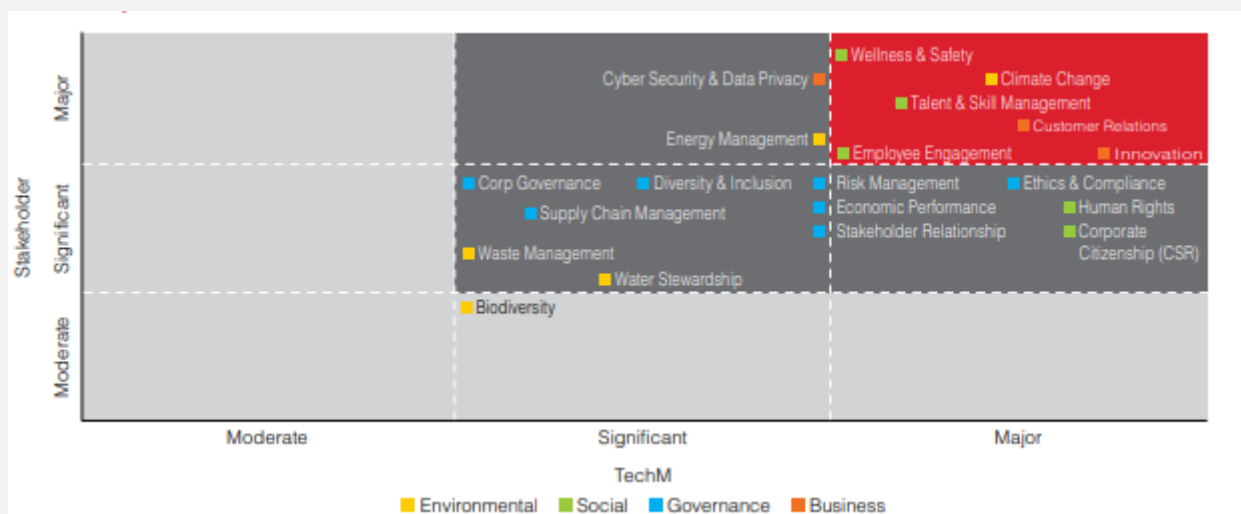
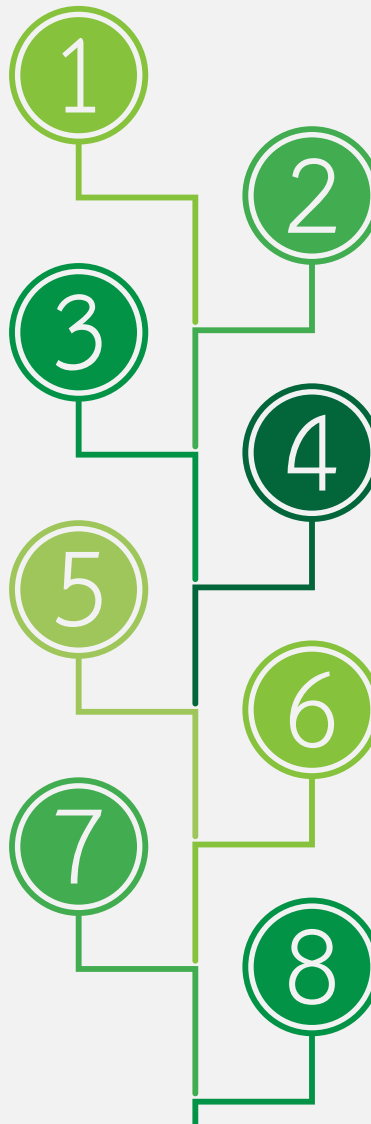
- Climate Impact
- Innovation
- Energy & Emissions Management

Academic Institutions

- Employee Engagement, Wellbeing & Safety
- Talent & Skill Management
- Innovation

Suppliers and Vendors

- Supply Chain Management
- Energy & Emissions Management Awareness
- Climate Change



Stakeholders Engagement and Roadmap

Engagement with the stakeholders helps us understand their explicit and tacit needs that inform our strategy and operational decisions. We follow a robust process for engagement with both internal and external stakeholders based on the need and context. We adopt various methods to ensure that we understand stakeholder's needs and concerns. We also effectively work towards addressing these needs.

Roadmap- Our materiality topics are aligned and dully approved by the respective department heads.

The performance of relevant personnel is linked to the Balance Score Cards and KRA's. The targets have been set by the department heads based on materiality issues. Environmental, strategy and people related risks were evaluated in terms of likelihood of occurrence and its impact on business

For more on engagement, please refer to page 66 & materiality risks on page 72-82 of [Integrated Annual Report 2021-22](#)

For more on roadmaps, please refer to page 67 onwards of [Integrated Annual Report 2021-22](#)



Building Enduring Business

Aspect	Mahindra Sustainability Framework	Target	BASE YEAR 2020-21	Achieved	Target year 2025-2026
Promoting Innovation	Embrace technology and Innovation	Number of Innovation contests and events per year	57	60	80
	Embrace technology and Innovation	Number of ideas incubated in Labs (including IRIS, IP and Makers Lab) per year	20	25	40
Realization of opportunities from Innovation	Embrace technology and Innovation	Revenues from Innovative Solutions (USD in Million)	355	450	700
Connecting with Customers	Enhance Brand equity	Customers connected	145	150	200
Supply Chain	Make supply chain sustainable	Number of top Suppliers to be audited yearly on Sustainability parameters	2	137	200
Reducing Carbon Footprint in Supply Chain	Make supply chain sustainable	Engaging with IT suppliers to estimate GHG emission from products manufactured for Tech Mahindra	-	6	20

**The target was revised.

Rejuvenating the Environment

Aspect	Mahindra Sustainability Framework	Target	BASE YEAR 2015-16	Achieved	Target year 2025-2026
GHG Emissions	Achieve Carbon Neutrality	Reduction in Scope 1 -2 GHG emissions in MTCO2	114309	66,847.68	69,729 (39% reduction)
Water	Becoming water positive	Reduction in per capita fresh water consumption kl/employee	13.73	3.81	11 (20% decrease)
Waste Management	Ensure no waste to landfill	Reduction in Paper Consumption in Tonnes	93.37	9.71	46.69 (50% reduction)
	Ensure no waste to landfill	Composting food waste at owned locations	0	1	13 owned locations

Enabling Stakeholders to Rise

Aspect	Mahindra Sustainability Framework	Target	BASE YEAR 2020-21	Achieved	TARGET YEAR 2025-26
Employee Engagement and Retention	Build a great place to work	Improvement in Employee Engagement Score	4.04	4.58	4.15
Gender Diversity	Foster inclusive development	Increasing percentage of women in Senior Management	8.08	9.28	12%
Integrating Sustainability into Business	Make Sustainability Personal	Sustainability training of total associates	25%	100%	100%
Talent Retention	Build a great place to work	IT Attrition Rate %	13.3	23.5	16.5
CSR	Foster inclusive development	Direct & indirect beneficiaries of (Figures in Lakhs)	0.38 (Direct) 3.16 (Indirect)	0.41 (Direct) 3.74 (Indirect)	0.5 (Direct) 5.00 (Indirect)
	Foster inclusive development	SMART Vocational Training centres across all locations of operations with 80% placement	76	86	120

Membership of Associations – Contributions

Tech Mahindra participates in and support public policy formulation for societal welfare. We engage and collaborate with the government directly as well as through Industry Associations and International Multilateral Bodies like the UNGC and WEF.

Tech Mahindra has contributed a total membership fee of INR **6.69** Crore to various industry and trade associations that represent our interests at government levels and help address issues with policymakers. The purpose of engagement and public policy participation is to share and disseminate knowledge and best practices and co-create technology-enabled solutions for society. We have paid INR **70.8** Lakh to **NASSCOM** (National Association of Software and Service Companies), INR **131** Lakh to **GSMA** (Global System for Mobile Communications), INR **1.5** Lakh to **CII** (Confederation of Indian Industry).

Our Journey

2016

- Listed in Dow Jones Sustainability Indices (DJSI) and rated "A"
- Constituent of the FTSE4Good Emerging Index
- Rated Gold in CII Sustainability Plus Corporate Assessments

2019

- Recognized as part of CDP Global Supplier A List & Leadership ranking of A- in CDP
- Made it to DJSI World Ranking & DJSI Emerging Markets Index
- World Leader for Supplier engagement on Climate Change by CDP
- Included in the RobecoSAM 2019 Sustainability Yearbook with a Silver Class distinction
- Awarded Prime status by ISS-OEKOM, our sustainability
- Achieved 'Silver CSR rating' by ECOVADIS
- Constituent of FTSE4Good Index Series
- Signatory to UNGC
- SBTi targets approved

2022

- CDP 2021: The only Indian IT company to score 'A' in both Climate Change and Water Security
- CDP SER: Recognized as CDP Supplier Engagement Leader 2021
- (DJSI) 2021: Ranked 1st among top IT companies of the world in the "TSV IT services & Internet Software and Services" segment with score of 85 and 99 percentile
- S&P Global – Sustainability Yearbook 2022: One of only 2 IT services companies awarded with Gold Class
- DJSI World Index 2021: One amongst only 5 IT companies from India.
- DJSI Emerging Markets 2021: One of only 15 Indian Companies

2017

- DJSI World Index & Emerging market
- Silver Class distinction in the DJSI Sustainability Yearbook
- Listed as 'Rising Star' in the CDP's India Leaders
- Member of UNGC
- CDP Global Supplier A List
- FTSE4Good Emerging Index

2020

- Recognized as part of CDP Global Supplier A List & Leadership ranking of A- in CDP
- DJSI World Index- 2019: Re-emerged as a leader in Sustainability
- DJSI Emerging Market category: One of 12 Indian companies
- Ranked among the Top 6 companies of the world in the "TSV* IT services & Internet Software and Services" segment
- Constituent of FTSE4Good Index Series
- Awarded Highest 'Gold CSR Rating' by EcoVadis with 94%.
- Microsoft Global Supplier Leadership Award on Climate Change 2019.
- Achieved GOLD performance level in TIA which is accredited by ANSI
- Awarded Prime status by ISS, our sustainability performance among the best 10% in the sector
- Signatory to UNGC

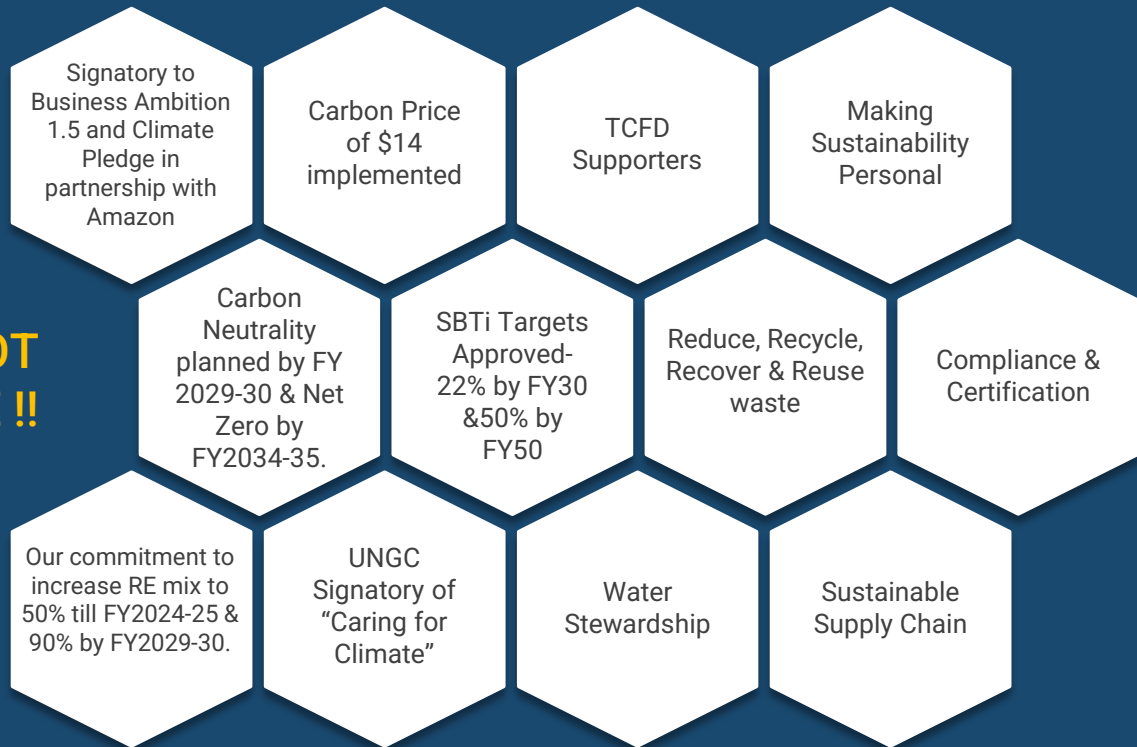
2018

- Made it to DJSI World Ranking & DJSI Emerging Markets Index
- World Leader for Supplier engagement on Climate Change by CDP
- Listed as a 'Rising Star' in the CDP's India Leaders
- Emission targets approved by SBTi
- Awarded Prime status by ISS-oekom,
- Included in the RobecoSAM Sustainability Yearbook & received Silver Class distinction
- Awarded 'Silver CSR Rating' by EcoVadis
- Constituent of the FTSE4Good Index

2021

- Carbon Disclosure Project- 2020: The only Indian IT company to score 'A' in both CDP Climate and CDP Water
- CDP SER: Included in the Climate Disclosure Project (CDP) Supplier Engagement Rating (SER) A list 2020
- DJSI Emerging Markets 2020: One of only 11 Indian Companies
- DJSI World Index 2020: One amongst only 3 IT companies from India
- Corporate Knights: Only Indian company recognized amongst the '2021 Global 100 Most Sustainable Corporations'
- S&P Global - Sustainability Yearbook 2021: Awarded with Bronze Class and included in the Top 10 IT Service Companies Globally
- Winner of Mahindra Group Sustainability Performance Award 2020

WHAT GOT US HERE !!



CHANGING CLIMATE

- Scope 1+2 reduced by 10.09% against FY20-21 and 41.52% against base year FY15-16
- Reduction of 17965 MTCO₂e GHG emissions by Renewable Energy
- Supporters of TCFD and caring for climate
- Identified risks through Scenario Analysis for 2DS and RCP 8.5
- Implemented Internal Carbon Price of \$14 per ton CO₂e

ENERGY UTILIZATION

- Increased RE from 1.77% (in baseline year FY15-16) to 22.93% in FY21-22.
- Energy intensity reduced by 26.62% against last year FY20-21 against employee headcount.
- 6,500+ MTCO₂e through LEDs, sensors and efficient equipment.

WATER STEWARDSHIP

- Recycled and reused more than 235 million Liters
- 1.3 million liters of ground water level Recharged through Rainwater Harvesting Plants in FY21-22
- 64% of food waste is converted to manure through OWC & Vermicomposting

NEW TERRAIN

- 84% of waste reused/recycled/upcycled/sold to recycler
- Signatory to Business Ambition of 1.5°C & member of 1.5°C Supply Chain Leaders by Exponential Roadmap Initiative
- Audited and assessed 137 key suppliers on ESG aspects till FY21-22
- Conducted Capacity Building Workshop for our 200+ key suppliers on Sustainability practices

“

COVID-19 has made businesses realize the importance of adopting strategies which will deliver innovative solutions without adversely affecting the environment. Our commitment towards going carbon neutral, conserving, and deploying resources efficiently will help us to accelerate our transition to a low carbon economy while creating sustainable value for our stakeholders.

”

- Sandeep Chandna,
Chief Sustainability Officer

ENVIRONMENTAL TARGETS

- Carbon Neutral by FY29-30
- Net Zero target by FY34-35
- Increase Renewable Energy mix to 50% by FY24-25 & 90% by FY29-30
- Zero Waste to Landfill certification for 100% owned facilities by FY25-26
- 20% of emission reduction by FY29-30 through resource efficiency

Making Supply Chain Sustainable

Tech Mahindra recognizes that our suppliers are independent entities; however, the business practices and actions of a supplier may impact on or reflect upon Tech Mahindra

Sustainability is deemed to make significant contribution to company's success, and suppliers plays a major role in this

We bind all our suppliers to the following social, ethical and environmental minimum standards of conduct and encourage each supplier to adopt practices with preferred and favored standards

We actively engage with our key suppliers for making our Supply Chain sustainable

Suppliers must **share our commitment to best practice, continuous improvement, and collaborative approaches, and commit to our requirements as per the SSCM Supplier Code of Conduct.**

OUR SUSTAINABLE SUPPLY CHAIN MANAGEMENT POLICY INCLUDES:

Seek high standard performance from our key suppliers through **SSCM questionnaire and Supply Chain Code of Conduct**

Deliver social and environmental benefits for Tech Mahindra, our suppliers and the broader community, by encouraging practical and effective social, ethical and environmental responsibility by our supplier

Encourage our suppliers to make available cost-effective, environmentally and socially responsible products and services

Create other benefits for our company, such as reduced costs, improved risk management, enhanced quality, and product or service innovation

SSCM- Supplier Code of Conduct

Sustainable Supply Chain Management Policy

Supplier Performance review

- We evaluate and review performance for **supplier's targets (both quantitative and qualitative) taken on ESG aspects** and their future plans
- We look ethical and human right practices and **beyond compliance at their connect with their employees, how they communicate, details of compliance processes and policies**, capacity building and awareness on green and environment
- We evaluate our suppliers on the basis of their transparency in reporting their **sustainability details publicly** and their participation in indices like CDP, CDP Supply Chain, DJSI etc.
- We prefer suppliers who
 - Set environmental/ social targets
 - Report publicly on these indicators
 - Conduct independent audits against appropriate standards or certification schemes.
- We ensure that all our suppliers are aligned to the **minimum social, ethical and environmental standards of conduct** set out in the Supplier Code of conduct and encourage them to adopt our preferred and favored standards
- We encourage our Suppliers to **track and reduce GHG emissions and encourage Sustainability practices**
- While reviewing we encourage vendors to use **increasing amount of recycled and recyclable content into making of new products** to support progress towards circular economy



Observations & Recommendations Supplier Performance Review Feedback

Good Points

- **Code of conduct and workplace management:**
 - Workplace management policies
 - Training/Induction program
 - Written labor policy in place
 - Written Diversity/equal opportunity for employment policy
 - Proactive in learning/development for employees
- **Occupational health & safety:**
 - Written safety & health policy
 - Strictly following health & safety checklist for employees
 - Conducting safety related training for employees
- **Environment management:**
 - Written environment policy

Focus Areas

- Tracking GHG emissions (Scope 1 & 2) for operation
- Reporting the emission on global platform
- Establish the environmental targets & objectives to improve environment performance
- Set up sustainability target & goal in order to minimize impact on environment.
- Should have a written BCP policy



Customer Centricity Office (CCO)

- Customer Centricity Office implements organization-wide proactive and reactive initiatives to understand the customer challenges and works to align Tech Mahindra's processes, policies, systems and resources in sync with customers' business processes and future direction to deliver an enhanced customer experience
- The CCO office is headed by the Chief Customer Officer who reports directly to the MD & CEO
- The CCO team interacts periodically with customers and partners along with the delivery, sales, and support functions to facilitate improved 'customer first' outcomes and drives end-to-end resolution of challenges, escalations, or issues which may adversely impact the quality or level of service delivery
- The primary function of the customer centricity office is to track and manage customer escalations across touchpoints, and identify and ensure that critical cases are expedited through appropriate channels
- The CCO uses a four-level categorization mechanism to rate and channel escalations (C1, C2, C3, C4). The first two levels (C1 & C2) are generally resolved by the business unit, with the ability to involve the CCO if required. In the event of delays, the CCO proactively gets involved to aid the faster resolution. The CCO tracks the high priority customer escalations (C3 & C4) till closure and touches base with customers or account managers to assure them about the escalation and develop specific action plans, with all service delivery stakeholders. The key takeaway from each escalation in terms of learning and the requisite adaptations are made systemically across all accounts
- The CCO team tracks milestones and ensures the execution of the action plan across program lifecycle
 - **Acknowledgement** - Acknowledge escalation and provide assurance and timeline for resolution
 - **Action Plan** – Stakeholders from internal resolution team to create action plan to address key issues
 - **Approval** - Customer evaluates, modifies and approves action plan to resolve issue within timeline
 - **Feedback & Closure** – Action plan closure for positive input otherwise seek new action plan
- The CCO owns the deployment of the CSAT survey to identify areas of improvement and follow up with the delivery team to implement action plan with systems and processes to ensure seamless delivery and support to address any challenges across the program lifecycle

Customer Centricity Office (CCO) initiatives

Account Escalation Dashboard (AED): It is a predictive analytics tool that enables stakeholders, most importantly rainmakers, to forecast any potential escalated accounts and respective risk areas by taking inputs from sales, delivery, quality, and CMC (Contract Management Commercial) groups. The AED provides a detailed overview and diagnostics, assists in reporting issues to the senior management and helps in tracking critical issues until closure

Account Status Indicator (ASI): It is a user-friendly mobile app for Rainmakers and CDMs to capture real-time RAG (Red, Amber, or Green) status for their designated accounts post their discussions with the customers and taking delivery feedback from the customers. Each status has been codified to clearly define the context and enable appropriate alignment of resources. ASI helps rainmakers to generate a proactive alert to swiftly and effectively resolve situations which may result in serious customer escalations at the topmost level

Pro-alert Tool: It is a tool where all the concerned delivery stakeholders can share details of the issues faced in their respective programs. The CCO team assists them in expediting the resolution of the issue with critical issues being immediately updated in the AED portal and tracked until closure. Alerts are raised across various categories, including resourcing, contractual, and service levels, with identified SPOCs to address any breaches

Customer Pulse Predictor: It is a new proactive tool which is developed and is used to measure the health of every program from the delivery viewpoint to integrate with the other inputs. The program managers provide a Red, Amber, and Green status of their respective programs to enable early intervention by the CCO

Commando Deployment: CCO has launched a rapid action Red Team comprising of proven experts who will be available 24X7 to immediately step in during the time of crisis to resolve critical customer escalations in an efficient manner. This highly skilled team is made up of members with complementary skills and demonstrated wisdom who are nominated by business heads and handpicked by senior management for 'Code Red' program to turn it around



CSAT

- **CSAT process** is owned by the VOC (Voice of Customer) team which is a part of the CCO Office
- **CSAT** is used to measure customer satisfaction and understand the extent to which the services delivered by Tech Mahindra meets/ exceeds the customer expectations
- **CSAT** is carried out quarterly for Program CSAT to track the performance of a program, identify problem areas and ensure that a proactive problem resolution plan is created and followed through. Survey is sent to the clients for ongoing active programs as well as for programs approaching closure. In case of a low score, the VOC team understands the customer challenges and resolves their concerns. The survey feedback is analysed to create a proactive action plan to have an early-stage capture and resolution mechanism to prevent future issues. The knowledge management approach is applied through our predictive tool across other customers to continuously improve our systems and processes. An in-house automated GDPR compliant tool is used for the CSAT process.
- The CSAT survey captures customer feedback around three key aspects of customer satisfaction: **Service and Delivery, Teaming and Engagement and Governance and Management**
- The CSAT survey process involves the following steps:
 1. **Schedule survey** – The Program managers, Delivery Heads, Quality team and other stakeholders informed about the survey schedule with the expected timeline for every step
 2. **Collect data** – The details of the customers are collected for triggering the survey in the CSAT tool and the survey questionnaire is mapped based on the type of customer engagement and pricing model of the contract - **Fixed Price and Time & material**
 3. **Trigger survey** – The Survey is triggered by the VOC team through the CSAT tool after all the customer details are entered in the tool and submitted to the VOC team by the SPOCs
 4. **Share survey feedback results** – The feedbacks submitted by the customer are shared with the pertinent stakeholders (BDMs, Program managers etc.) for their respective programs
 5. **Survey analysis** – The survey feedbacks are analyzed and the insights are shared with all the concerned stakeholders for taking corrective actions
 6. **Track the action plan** – The program managers and BDMs are asked to prepare an action plan for programs with overall feedback rating less than 4 or an attribute rating less than 3 to address the customer concerns and this action plan is tracked till closure by the **VOC** team

Tech Mahindra has achieved a **CSAT score** of **4.34** against the **target** of **4.5** and **CSAT index** of **4.0** against the **target** of **4.0** during **FY2021-22**

Total Eligible Programs	Total Eligible Programs with surveys initiated	Data coverage %	Total Programs with received responses	Response Rate %	CSAT Score	CSAT Index
1722	1656	96%	1202	73%	4.34	4

Risk Management at Tech Mahindra

Which Risks	Strategic, Business, Operational, Climate Change Risks
Who Manages	Enterprise Risk management Team(Risk officers & Heads of Business Units) headed by CRO and Risk Management Committee
How Manages	<p>Approach: Bottom Up approach Through: Risk Register Internal Process: Critical risks prioritized reviewed with Feedback and guidance form Senior Leaders assessment report is updated. Mitigation Strategies and Business Contingency Plans developed Monitored by: Corporate Auditing team</p> <p>Chief Risk Officer and the Chief Sustainability Officer are engaged through a structured process to deliberate on possible risks and opportunities from Technology-Economic-Media-Political-Legal-Environmental-Social perspective</p>



Sustainable Development Goals

SDG prioritized and identified	Project implemented and impacts of action
SDG 1 - No Poverty and SDG 2 - Zero Hunger	<ul style="list-style-type: none"> By skilling youth to get jobs, we contribute to ensuring a sustainable livelihood to vulnerable families thus alleviating poverty. COVID Relief and Rehabilitation Programme provided food, equipment, and safety gear to the vulnerable.
SDG 3 - Good Health and Well-Being	<ul style="list-style-type: none"> The Employee Health and Safety team ensures ergonomic and safe facilities, incidence management, awareness efforts sensitisation and other facets of OHS. Created a new role of Chief Wellness Officer to drive our WoW (World of Wellness) initiatives which cover all aspects of associate well-being and provide a variety of tools and engagements. TMF SMART Academy for healthcare also provided several short-term courses for Covid Warriors besides capacity building for Aanganwadi, Sanitation and Social frontline workers 55 Hospitals were supported with donations in their healthcare infrastructure, 62,010 PPE kits to Frontline Workers and 14,080+ hours volunteered by TechM associates Partnered with Mohan Foundation to introduce course for upskilling of Organ Transplant Coordinators.
SDG 4 Quality Education	<ul style="list-style-type: none"> Capacity building for 61,500 teachers through Shikshaantar and In-service Teacher Education Institutes (ITEIs) Supported 71,442 beneficiaries through ARISE (All Round Improvement in School Education) with support Provided laptops and tablets along with the capacity building amongst teachers and students to bridge gaps in digital skills and technology access besides addressing cybersecurity challenges
SDG 5 - Gender Equality	<ul style="list-style-type: none"> Ensuring a safe, hassle-free, and friendly workplace that encourages participation from all facets and is managed by our D&I team through a variety of initiatives. Tech Mahindra has partnered with the winners of Women Transforming India (WTI) awards, an initiative of NITI Aayog, to recognise women leaders in entrepreneurship across various sectors like healthcare, life sciences, agri-tech and education etc. To support women across the country, TechM has collaborated with NITI Aayog's Women Entrepreneurship Platform (WEP)
SDG 6 Clean Water and Sanitation	<ul style="list-style-type: none"> TMF provided capacity building for sanitation workers besides the 'Flush the Virus' programme for providing access to sanitised toilets. Tech Mahindra has partnered with Smart Energy Water (SEW) to accelerate digital transformation for the energy and water utility industry.
SDG 7 Affordable and clean energy	<ul style="list-style-type: none"> Renewable energy efficient solutions are removing inefficiency & enabling reliable energy. IoT-based solution 'Connected Solar Plants' can connect solar plants globally, and helps in forecasting production, monitoring substations, analyzing real-time trends and graphs, auditing and reporting energy production. The plug-and-play device support sends timely alerts and notifications during critical events to avoid any inadvertent incidents.
SDG 8 Decent Work and Economic Growth	<ul style="list-style-type: none"> provide a variety of technical and leadership learning opportunities to our associates to help them in their careers. SMART (Skills for Market Training) programme focusses on developing employability related skills for youth

Sustainable Development Goals

SDG prioritized and identified	Project implemented and impacts of action
SDG 9 Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> • Innovation focus is on the continuous development of IPs, platforms, automation and tools to deliver greater value to our customers. • developed specific solutions for sustainable infrastructure, industry and communities like ENetra (an IoT device for real-time energy management for residential and industrial use which has been developed and produced in-house). • improving technology access through tools like BHaML and building innovation ecosystems create a significant impact on making our communities more equitable and sustainable.
SDG 10 Reduced Inequalities	<ul style="list-style-type: none"> • Equal access to opportunities is critical to reduce inequalities. TMF facilitates the employment of the youth after providing them training in specialized vocational courses. This enables the Foundation to remain committed to achieving the greater good for the communities while alleviating economic inequalities.
SDG 11 - Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> • Tech Mahindra's portfolio of IoT-powered smartcity solutions equips citizens, economic zones and urban planners to weave the benefits of connectivity, data and analytics into their very fabric of life. • Smart Building Management solutions help in managing energy, efficiently within buildings. Some of the solutions include Smart Energy Management, Smart Street Lighting, Smart Automated Meter Reading, Smart Bins and Integrated Command and Control Centre • Some other solutions include IEVCS, Integration of Distributed Energy Resources (DER) to the Grid and Utility Rise
SDG 13 Climate Action	<ul style="list-style-type: none"> • Developed by Tech Mahindra, #AI4Action, global collaborative community of thinkers, tinkerers, innovators and researchers from educational institutes and corporations focused on solutions to tackle climate change. • AI-powered ACUMOS platform helps addresses environmental challenges impacting the world. It provides access to, participants to access, build, share and deploy AI-powered applications to tackle climate changes. • We are signatory to Caring for Climate and are supporters of TCFD • Our employees are advocating the use of eco-friendly products to protect the environment and ensure a sustainable future. • Our organization wide initiatives like '3-4-3 for Individual Social Responsibility', 'Ride for Pride' etc., and the current 'work from home' are ensuring carbon neutral future
SDG 17: Partnerships for Goals	<ul style="list-style-type: none"> • Our Collaborative approach to address some of the global challenges like health care, climate change, inequality etc. is accelerated by partnering with government, NITI Aayog and global organization like UNGC, CDP etc. (as evidenced during the Covid-19 Crisis), industry, academia and thinkers (as in the case of climate action) • Our Innovation across the globe is facilitated through Makers Labs (our R&D centers), and powered through partnership and collaboration ecosystem to develop sustainable and inclusive solutions for the future. • We collaborate and participate with industry peers, UN entities, and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and local levels with an emphasis on initiatives extending the Company's positive impact on its value chain. • TMF works in partnership with 139 NGOs to create an atmosphere and ecosystem of collaboration, cross-learning, mutual benefit of partners and communities alike.

ESG Disclosures



Environment

- Carbon Neutral by FY 2029-30
- Emission Targets aligned with 1.5°C Targets of Scope 1 & 2 emission reduction by 22% by FY 2029-30 and by 50% by FY 2049-50 approved by SBTi
- Increase Renewable Energy to 50% by FY 2024-25 and 90% by FY 2029-30
- Signatory to UNGC, The Climate Pledge and Business Ambition of 1.5°C



Social

- The average amount spent per FTE on training and development of both IT and BPS associates is 93 USD, i.e. INR 7048.7

Gender Diversity Targets by FY 2025-26

Aspect	Base year 21-22	Target Year 25-26
Total Women Employees	34.09%	37%
Women in all management positions	17.17 %	19 %
Women in Senior Management	9.28%	12%
Junior Management	20.37%	22%
Women in revenue-generating management positions	13.32%	14%
Women in STEM-related positions	27.56%	30%

Equal Pay assessment ratio

Employee Level	Category	Ratio
Executive	Base salary	0.95
	Base salary + others	0.95
Management	Base salary	0.95
	Base salary + others	0.94
Non-Management	Base salary	0.98

Environment & Climate

From an environmental perspective, Tech Mahindra's priorities are sourcing renewable energy, becoming net-zero and water positive, and adopting circular economy principles while protecting and promoting biodiversity. We promote awareness of the need for environmental protection and encourage imbining sustainability as a way of life amongst our associates and all our other stakeholders.

We consciously make strategic investments in low-carbon technology and the procurement of eco-friendly products. In addition, our Green Solutions Portfolio combines our technical expertise and technology to develop solutions that help customers address their environmental and climate-impact-related challenges.

Two of our locations are ISO 14001:2015 certified with 18.96% coverage

We have taken target to reduce our Scope 1 emissions from 6257TCO₂e in base year FY2015-16 to 2577.88TCO₂e (i.e., 58.8% by 2029-30). Thus, we need to reduce to 4680.24TCO₂e in FY2021-22

We have taken target to reduce our Scope 2 emissions from 108052TCO₂e in base year FY2015-16 to 44517.42TCO₂e (i.e., 58.8% by 2029-30). Thus, we need to reduce to 80822.90TCO₂e in FY2021-22

We have taken target to increase our Renewable energy to 50% by FY2024-25. Thus, accordingly Non-renewable energy (NRE) target is to reduce consumption to 50% till FY24-25 from 152860MWh (base year FY15-16)

We have taken target to decrease our water withdrawal from 0.88 million cubic meters by 20% to 0.78 million cubic meters. Thus, we need to reduce to 0.48 million cubic meters in FY2021-22.

We have taken our 5-year roadmap to decrease our power usage efficiency by 2% till FY2025-26 against FY2020-21.

Our target is to reduce total waste disposed by 10% from 78.80metric tons (FY15-16) to 70.92 metric tons (FY25-26).

Through Renewable Energy, LEDs and motion sensors installation and Green building practices implementation we have saved 25480.77TCO₂e of GHG emissions



CEO Compensation

Tech Mahindra's governance practices are aligned with a focus on being a purpose-led, people-centric and performance-driven organisation. Our strong governance framework led by robust policies & standards ensures that there is no conflict of interest amongst any stakeholders associated with the organization.

At TechM, CEO compensation is viewed as an important factor that can have an impact on the performance of our organisation.

The remuneration of the MD & CEO of Tech Mahindra includes fixed salary and variable compensation as commission as determined by the Nomination and Remuneration Committee (NRC) based on the achievement of various parameters set out in the agreed annual goals.

Tech Mahindra follows a Balanced Score Card (BSC) approach to align the objectives at the organization level, function level and the individual level and monitor the company's performance against these strategic goals. The BSC that is prepared for the CEO includes **Return on Capital Employed (ROCE)** as a Financial Returns Metric for determining their variable compensation. The NRC of Board determines the variable compensation of the CEO, annually based on their individual and organisation performance.

The ROCE of Tech Mahindra for the reporting year (FY 2021-22) was **27.70%** with a commission (variable compensation) of **INR 18.35** paid to the MD & CEO of Tech Mahindra.

Total Shareholder Return - TSR (FY 2021-22)		
Particulars	TechM	Nifty IT
Total Dividend^ (YTD)	INR 45.00	INR 42.50
Share Price* as on April 1, 2021	INR 992.15	INR 25,980.40
Share Price* as on March 31, 2022	INR 1,496.30	INR 36,463.55
TSR	55.35%	40.51%

*NSE closing price on respective dates for FY 2021-22

Tech Mahindra's also the incorporates the use of Relative Financial Metrics such as Total Shareholder Return (TSR) to gauge its performance against peers in the industry. TSR provides insights on the overall appreciation in the stock price of every share of TechM over a specified period of time along with the dividends paid by the company on every share.

Driven by the strong performance, the Board of Tech Mahindra recommended a dividend of INR 45 per share in FY 2021-22. The Company has formulated a [Dividend Policy](#) which is disclosed on the website of the Company.

The Total Shareholder Return (TSR) of Tech Mahindra for the reporting year (FY 2021-22) was 55.35% which is at par with that of peers listed on the Nifty IT Index, i.e., 40.51% consisting of 10 Indian IT companies listed on NSE (National Stock Exchange).



Management Ownership

At TechM, we realize that our current and future investors and shareholders are a part of the extended Tech Mahindra family. We provide accurate, detailed, timely and transparent information to them on the financial, and ESG performance and the future orientation of the organisation.

We firmly believe that the share ownership by the MD & CEO of TechM along with other executive committee members (including Key Managerial Personnel – KMPs) of the organization can have a profound impact on the financial performance of the organization and hence, increased investor and shareholder returns.

Therefore, we encourage them to accumulate some share ownership of the organization as compared to their base salary.

Mr. C. P. Gurnani (MD & CEO)

The share ownership* of the MD & CEO of Tech Mahindra during the reporting year was **404.17** times their base salary.

Other Executive committee members

The share ownership* of the other 2 executive committee members:

- Milind Kulkarni^ (CFO) – **0.08** times their base salary
- Anil Khatri (Company Secretary) – **2.37** times their base salary

Additionally, the **total** share ownership of these members is **0.64** times their base salary.

**calculated on the basis of no. of stocks held as on 31st March 2022*

^Milind Kulkarni retired as the CFO of Tech Mahindra on 31st May 2022

The share ownership of MD & CEO and other executive committee members (including KMPs) of TechM is built up gradually over a period of time. Tech Mahindra has a robust compensation & remuneration structure wherein the CEO, executives & KMPs are granted ESOPs based on their performance and the quantum of their base salary. As compared to peers, this approach ensures that these personnel build up a substantial amount of share ownership of TechM over time and hence, leads to a positive correlation with the financial performance of the organization.

Our company is governed by the Companies Act 2013 and clauses such as Section 199 are applicable for the recovery of remuneration from the management in certain cases of Clawback.

The Ratio of Remuneration of the CEO and MD (considering only the base salary, commission and excluding the Value of perquisite of INR 0. 58 Mn) to Median Remuneration of Employees (INR 0.527 Mn) is **86.62**

Board Competence on Sustainability

SUSTAINABILITY & STRATEGY CERTIFICATE OF ASSESSMENT

*Upon thorough and fair assessment of the Board of Directors on
ESG And Climate-Related Risks, Opportunities and Impacts
As per our assessment procedures we find the Board to have adequate functional knowledge
and this certificate is hereby presented to*

Tech Mahindra Ltd

on this **18th day of August 2022**, for FY 2021-22.

*The certification is as per the Sustainability & Strategy assessment methodology
which is based on the principles covered by TCFD, CDP and GRI 305-2016 standards.*

Valid till 18th August 2023



Nidhi Ladha
Partner, ESG and Sustainability
Sustainability and Strategy



Aneesh Issar
Partner, Business Strategy and Growth
Sustainability and Strategy

All Systems and Services Liabilities associated with this certification reside with the Certified entity

SUSTAINABILITY & STRATEGY, C-618, Sushant Lok-I, Gurugram -122002

Contact: info@sustainabilityandstrategy.com

Emerging Risks

The emerging risks identified by Tech Mahindra that could affect associates, operations, and financial prospects include data privacy and security as well as associate well-being.

Description	Impact	Mitigating actions
Cyber and Information Security, Data Privacy		
Information/cyber security & data privacy are critical aspects of our business management systems. Inadequate prevention, detection, & remediation of any breaches put the Company's & customers' data at risk which can be an expensive proposition. The rising war crisis has raised the fear of cyber wars. Some of the key challenges addressed this year included the impact of lockdowns, large scale ransomware attacks, privacy regulations & client sensitivity to WFH. This transition to a WFH environment across the economy necessitated the rapid scaling up of remote access gateways to enable access to company data centers potentially causing errors or misconfiguration. Concerns around accessing unapproved websites/use of hardware, & increased sophistication of hackers have heightened. Exposure through unbridled usage of social media is also a privacy challenge. In addition, there is a relentless increase in privacy regulations where countries including India are asking for data localization.	Exfiltration refers to the deliberate or accidental removal of customer or TechM personal data from TechM systems or TechM controlled customer environments by associates leaving the project or organization for personal benefit or as a result of social engineering assaults. Due to social engineering techniques like ransomware or phishing when the associates are online for personal reasons, BOYD threats might result in significant cyberattacks. Privacy & data protection regulations are strictly enforced in several nations. Financial loss (costs to contain the breach, lower share value, compensation costs, & higher security costs), reputational harm, operational disruptions, legal repercussions, & penalties (GDPR fines up to 4% of revenue, CCPA fines up to \$7,500, & \$750 per instance in civil courts) are all consequences of data breaches.	Risk mitigation strategy focuses on operational controls & deploying business continuity principles to build business resilience to challenges. Strong Information Security & integrated BCM framework with threat detection & incident response mechanisms. Security trainings for employees to understand criticality/ sensitivity of information collected/ processed/stored/transferred. Regularly conduct associate awareness on risks & security & identify business opportunities to counter increased risks due to location changes. Rules of WFH, guidelines to protect TechM & customer data, handle social media, secure network access & avoiding hackers, malware are disseminated through mailers/ screensavers/online sessions. WFH solutions (WaaS/Next/ WFH/ cyber security) enable associates work efficiently. Adopted NIST Cyber Security Framework SP800-53 & PCI DSS certs. Process measured/ assessed by ISF Health Check Tool & SOC2 Type2 std. Certified ISO 27001: 2013 & ISO 27701:2019 standards.

Human Capital risk of Associate well-being

The ubiquity mental health problems are more prevalent than ever due to the epidemic, the stigma & reluctance surrounding the topic are alarming. As more individuals work from home, they must strike a balance between their professional & personal obligations to remain competitive in their workplaces. Even outstanding professionals occasionally face difficulties in life & are unaware of the repercussions of ignoring emotions such as loss, sadness, rage, discontent, etc. Due to the post pandemic work paradigm, employers all around the world are growing more concerned about wellness concerns that may arise after a pandemic. Even though the crisis has subsided, working from home has become the norm for many, & wellbeing concerns are likely to increase.

The aftermath of the pandemic has made it harder WFH & combine work & family obligations, causing an adverse effect on productivity & mental health. Consequences for mental health - anxiety, worry, & uncertainty are damaging & in a crisis, the associates may feel worn out, stressed out & under pressure to perform. WFH in isolation without social interactions can cause damage to associates' psychological & mental health. Engaging employees, ensuring overall wellbeing & a sense of purpose, career planning supported by learning & development are becoming increasingly important to combat high attrition rates that might cause a significant loss of talent each year. The brand, reputation, morale, & income might all suffer significantly from low employee engagement. This has heightened the importance of people & culture & changed the dynamics of how organizations operate. 2 Days of work loss for 1% associate's due health issue could lead to a revenue loss of 2% of the yearly revenue.

Adapted a hybrid work model to safeguard associates' health, safety & welfare. The Wellness program for associates and their families, ensures holistic wellness across 8 dimensions including physical, mental, emotional & financial. Focus on nurturing associates to have fruitful/high impact careers with us & ensure future-readiness by upskilling/reskilling. Attracting a diverse & inclusive workforce to foster creativity/ thought leadership. Building a culture of appreciation through rewards & recognition. Expanded operations to Tier II cities to attract niche talent who prefer WFH. The ability to attract/retain/groom talent is essential for the future. Have comparable remuneration structure, matured HR process & employee friendly incentives. Offer well-being, career growth through L&D to address attrition rates. Wellness policies, Support for dependents, Leave Policies, Benefits & Insurance options & other wellness offerings help associates with their wellness needs.

Human Rights Assessment: Review & Mitigation

Labour Management Relations	<p>Comments:</p> <p>Appointment letters issued in english for housekeeping personnel who do not understand the language.</p>	<p>Response:</p> <p>Advise the third-party vendor agency to ensure that the appointment letter though in English will be read out fully and explained to the workers including terms and condition of employment in their local language or a language as understood by worker and counter signed will be done by worker and vendor agency documenting the same.</p>
Child Labour	<p>Comments:</p> <p>Child Labour Remediation Procedure doesn't cover all applicable elements (SA8000) such as development of child, providing employment to member of family of child.</p>	<p>Response:</p> <p>Child Labour Remediation Procedure to be updated as per the guidelines of SA 8000 to address Child Labour Remediation.</p>
Human Rights Assessment	<p>Comment:</p> <p>No representation of contracted workers in Location Council (substitute for SPT).</p> <p>No social risk assessment evident.</p> <p>Complaint and Grievance Procedure not documented for contracted workers (third party contractors)</p>	<p>Response:</p> <p>Provision to add contracted workers in Location Council.</p> <p>Initiated Social risk assessment procedures for sites.</p> <p>Grievance register at site to record any kind of grievances</p>

CERTIFICATE

Human Rights Assessment

Based on GRI 401, 402, 403, 404, 405, 406, 407, 408, 409, 412, 413, 414, 415, 418, 419 series & SA 8000 standards

In accordance with TÜV INDIA procedures, it is hereby certified that

TECH MAHINDRA LIMITED
45, KIADB Industrial Area, Electronics Road,
Bangalore - 560 068, Karnataka,
India

applies System in line with the above standard for the following scope

Provision of IT Services

Certificate Registration No. **HRA 01 00003**

Audit Report No. **Q 11706/2022**



TÜV INDIA Certification Body

Valid from **03.05.2022**

Valid until **02.05.2023**

Initial certification **2022**

Mumbai **03.05.2022**

This certification was conducted in accordance with the TÜV INDIA auditing and certification procedures.

The Services & System related liabilities are with certified Client.

TUV India Pvt. Ltd., 801, Raheja Plaza – 1, L.B.S. Marg, Ghalkopar (W), Mumbai – 400 085, India cert.helpdesk@tuvindia.co.in

CERTIFICATE

Human Rights Assessment

Based on GRI 401, 402, 403, 404, 405, 406, 407, 408, 409, 412, 413, 414, 415, 418, 419 series & SA 8000 standards

In accordance with TÜV INDIA procedures, it is hereby certified that

TECH MAHINDRA LIMITED
Infocity, Hitech City Layout, Madhapur,
Hyderabad - 500 081, Telangana,
India

applies System in line with the above standard for the following scope

Provision of IT Services

Certificate Registration No. **HRA.01 00002**

Audit Report No. **Q 11795/2022**



TÜV INDIA Certification Body

Valid from **03.05.2022**

Valid until **02.05.2023**

Initial certification **2022**

Mumbai **03.05.2022**

This certification was conducted in accordance with the TÜV INDIA auditing and certification procedures.

The Services & System related liabilities are with certified Client.

TUV India Pvt. Ltd., 801, Raheja Plaza – 1, L.B.S. Marg, Ghalkopar (W), Mumbai - 400 086, India cert.helpline@tuvindia.co.in

Human Rights: Due Diligence Process

Communicating

Appropriate communication of performance with respect to addressing human rights impacts

Tracking Performance

Tracking of effectiveness of risk mitigation responses over time; and



Assessing Impacts

Identifying and Assessing Impacts to gauge the nature and extent of human rights risks

Integrating and Taking Actions

Acting to prevent and mitigate risks to people, including via integration within internal functions and processes

I. Identifying and Assessing the Impacts



II. The Integration Process

In order to prevent and mitigate adverse human rights impacts, we integrate the findings from their impact assessments across relevant internal functions and processes and take appropriate action.

III. Tracking performance and reporting

Type of system used to track performance

Companies can choose whatever performance tracking system suits them best. The tracking performance system can be based on models already being used in the field of health and safety or environmental performance and the human rights process can be integrated into existing systems. It helps to promote standardization of the process. However, it is necessary to always take into account the specific human rights features.

Gathering existing data

The systems used within the company can be an initial source of relevant data on how well processes are working: reports on grievance mechanisms, audits, employee surveys/ polls, country reports, performance survey, etc. A grievance mechanism within the company will allow stakeholders to say whether in their opinion, responses given were effective and appropriate.

Choosing indicators to track performance

For each human rights issue, it should be determined whether or not well-known and established indicators already exist for certain issues, which data could be gathered from within the company and whether the opinion of stakeholders should be sought directly.

The company's risk management & HR Compliance department is involved so as to integrate the "respect for human rights" criteria in all risk management processes across the company. In support of this initiative, experts in human rights also make it possible to identify and assess specific risks in an appropriate way

Human Rights Performance Indicators (GRI)

GRI	Issue
GRI 401	Employment
GRI 402	Labor Management Relations
GRI 403	Occupational Health and Safety
GRI 404	Training and Education
GRI 405	Diversity and Equal Opportunity
GRI 406	Non-Discrimination
GRI 407	Freedom of Association and Collective Bargaining
GRI 408	Child Labor
GRI 409	Forced or Compulsory Labor
GRI 410	Security Practices
GRI 411	Rights of Indigenous Peoples
GRI 412	Human Rights Assessment
GRI 413	Local Communities
GRI 414	Supplier Social Assessment
GRI 415	Public Policy
GRI 416	Customer Privacy
GRI 419	Socio Economic Compliance

IV. Communicating and Reporting

- We ensure, communicating externally/Internally to address our Human Right impacts particularly to stakeholders affected by their businesses.
- Transparent communications include exchanges with stakeholders, establishing mechanisms to interact with the company (information, hot line, remedy mechanisms, etc.).
- The more transparent a company is, the better the action it takes and the efforts it makes to respect human rights will be perceived and the more dialogue with stakeholders will be worthwhile.

A Human Rights Risk Mapping Matrix And Action To Be Taken

Equality	Freedom from Discrimination	Freedom of Association	Right to Privacy	Freedom of Training
Scope: Organization	Source: Organization	Source: Organization	Source: Organization	Source: Organization
Stakeholder: D & I Head	Stakeholder: Ombudsmen officer	Stakeholder: BHR Head	Stakeholder: DPO	Stakeholder: L&D Head
Impact: equality are developing positive values and morals in society, just and fair environment and people understand importance of equality in workplace, general life, competition, gender-based situation etc.	Impact: Effects are not limited to physical but also mental effects on the employee include depression, developing anxiety disorders, loss of self control leading to the employee becoming hostile. Perceived discrimination has effects on both the employee and the work environment.	Impact: Enable associates to join together to protect better not only their own economic interests but also their civil freedoms such as the right to life, to security, to integrity, and to personal and collective freedom.	Impact: Data Privacy & security can put the company's, employee's and customers' data at risk. Inadequate prevention, detection, and remediation of data security threats can influence customer acquisition and retention. Data disclosure or movement or copying without approval or Authorization.	Impact: It's a way to close skills gaps and make employees more competent in their current and future roles. Benefits the employees to perform their tasks better and a company can easily accomplish their objectives.
Action: <ul style="list-style-type: none"> • D&I and Human Rights Policy • Remuneration & salaries are paid & isn't biased on equal salary ratio (for both). • Representation of women: 31.75% • Mandate 50% women hiring from campus • Creating opportunities for people with disabilities through SMART. • Mandate e-learning training followed by an assessment once in every two years. 	Action: <ul style="list-style-type: none"> • Policy on Bullying and Harassment at workplace anti-discrimination, POSH & CEBC are in place. • Grievance Mechanism under Whistle Blower Policy • Training & Awareness sessions 	Action: Have associate groups representing diverse backgrounds, affinities and skills facilitate community participation, networking, cultural enrichment and support, based on gender, affinity, ability and sexual Orientation.	Action: <ul style="list-style-type: none"> • Privacy, Data Privacy & Protection Policy are in place. • Associates have the right to ask for copy of personal data; to correct, delete or restrict/ object processing of personal data. • Data Transfer/Processor Agreement in place with customers. 	Action: Emphasizes associate engagement, satisfaction, re-skilling & wellness to ensure talent retention & attrition reduction through progressive policies, Career Development Plans, tie-ups with colleges & 30+ online education partners; Future Skilling Initiative & bench-reskilling.

Syntheses

■ Extreme
 ■ High
 ■ Moderate
 ■ Low

	Right To Equality	Freedom From Discrimination	Freedom Of Association	Right To Privacy	Freedom Of Training
Operations	■	■	■	■	■
Supply Chains			■	■	
Customer Centicity	■	■	■	■	■
Human Resources	■	■	■	■	■
Research & Development					
Finance	■	■	■	■	■

Making Sustainability Personal

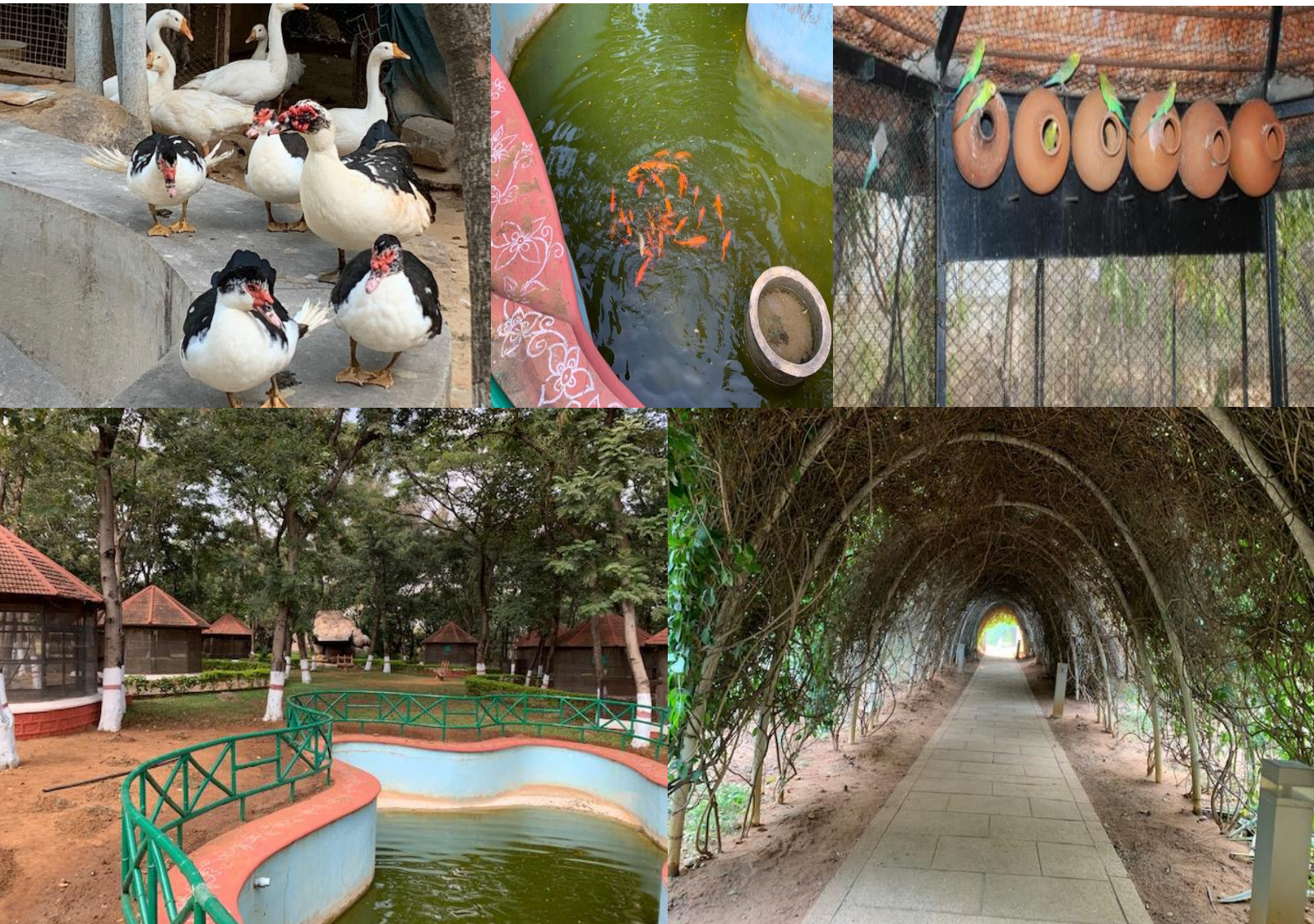
Our volunteer participation was **5300+ hours** in FY21



Promote Biodiversity

- Tech Mahindra is committed to protecting the natural resources spread across its campuses.
- We protect 81 birds including lovebirds, fantails and swans in our Hyderabad campus with objective to increase awareness of the associates on Biodiversity.
- There are no IUCN Red List species or national conservation list species in the vicinity of our locations.
- Conducted painting contest to raise awareness on Biodiversity.
- Conducted awareness session on plastic pollution disturbing aquatic life.
- Conducted green quiz on biodiversity theme in order to aware associates.
- We have taken a target to plant 165,000 trees in next 5 years.
- To promote Biodiversity, we have planted 80,000+ trees in the last 6 years.

Biodiversity Policy





Biodiversity Commitments

Commitment to Net Positive Gain

Tech Mahindra understands that biodiversity is an important resource for our growth and development. We are committed to conserve and enhance biodiversity, to incorporate biodiversity into our day-to-day operations and promote sustainable business practices that will not harm any species. Our Biodiversity policy <https://files.techmahindra.com/static/img/pdf/BiodiversityPolicy.pdf> guides our business decisions and actions across business activities and processes with biodiversity risks. We are committed to reduce our carbon footprints in an effective manner. Tree plantations help in preserving biodiversity while also removing carbon dioxide from the atmosphere. It is beyond our restoration and avoidance activities. To achieve such reduction in carbon footprints, we have collaborated with NGOs and hosted multiple initiatives through Green Marshals to plant trees in and around our campuses. We have planted 80,000+ trees in the last 6 years. We enabled drives to ban single-use plastics at our campuses to save biodiversity and aquatic life. We used bottle crusher plant to prevent plastic bottles being dumped in landfills and further recycled and reused. None of Tech Mahindra Facilities, owned or leased, is adjacent to protected areas or areas of high biodiversity value. There are no IUCN Red List species or national conservation list species in the vicinity of our locations. We conduct biodiversity assessments before building new projects, so that the project can be designed and implemented effectively and sustainably. We are implementing green building practices to reduce any surrounding environmental impact. Green building practices ensures use of less toxic substance and VOC's. It creates net positive impact on climate and natural environment and improve quality of life. Green building supports ecosystem by promoting use of energy efficient products, water and clean energy. We conduct quiz on restoring ecosystems, promoting ecofriendly products and biodiversity. We conduct the Biodiversity Photography Contest for our associates, and their families to promote biodiversity and its net gain.



Biodiversity Commitments

Commitment to avoidance of negative impacts on threatened and protected species

Tech Mahindra's priorities are sourcing renewable energy, becoming net-zero and water positive, and adopting circular economy principles while protecting and promoting biodiversity. We have green landscapes across locations with diverse species of plants, trees, and shrubs in abundance. The serene ambience is intensified when associates enjoy the swans in the pond at our campuses. This encourages the associates to appreciate the importance of diversity among all life species and understand how all life forms are interdependent and impact each other.

Does your organization assess the impact of its value chain on biodiversity?

There is a heightened need to conserve biodiversity, the species, flora, and fauna. We ensure that we do not adversely impact biodiversity through our operations. here are no IUCN Red List species or national conservation list species in the vicinity of our locations. Our policy and initiatives enable us to promote biodiversity conservation. We discourage use of single use plastic at our campuses and by our stakeholders that disturbs aquatic life. We ensure that none of our operations in the value chain have a negative impact on biodiversity by complying with all the conditions identified and recommended during environmental audits and assessments. We use less toxic products and ensure no harm to surrounding ecosystem. We conduct plantation drives and reforestation through drones. We actively monitor suppliers to ensure environmental stewardship and biodiversity conservation. We assess our key suppliers and partners through a supply chain questionnaire, which checked regulatory compliances with various aspects of ethical business conduct and sustainability practices.



Regulatory & Compliance

Independent directors on board

Being a publicly listed entity & having its major operations in India, Tech Mahindra follows mandates as per the guidelines on the Companies Act, 2013 and SEBI regulations, 2015. Tech Mahindra operates under SEBI regulations, 2015 & Companies Act, 2013 wherein an independent director of Tech Mahindra Ltd. fulfills the **criterion of independence** as per the guidelines provided under Regulation 16 (1) (b) of the SEBI regulations, 2015 and Section 149 (6) of the Companies Act, 2013. The payments made to independent directors is in line with the mandates as per Regulation 17 (6) (a) of SEBI regulations, 2015

Tech Mahindra has 6 Independent directors on board which is compliant with the section 149 (4) of the Companies Act, 2013 and Regulation 17 (1) (b) of the SEBI regulations, 2015. So, considering the above criterion for independent directors on board, we abide by the norms and have minimum/**target share** of at least **33.33%** (or one-third) of independent directors on board.

Board meeting attendance

In compliance with the Section 167 (1) (b) of the Companies Act, 2013, TechM has a minimum attendance of at least one meeting for its Board members. TechM abides by the norms and had minimum/target attendance of 25% for Board members (based on the total number of 4 board meetings held for FY 2021-22).

Election & Re-election of directors on Board

At Tech Mahindra, we follow the election & re-election guidelines according to the Section 152 (6) of the Companies Act, 2013 wherein 33.33% of directors (other than independent) on board are liable to be elected or re-elected during Annual General Meeting (AGM). Also, during AGM, as per SEBI Regulation 4 (2) (a) (v & vii), we allow every shareholder to be an effective stakeholder in exercising their right of election of members of the Board. Section 149 (13) of the Act also states that the above provisions shall not be applicable to the appointment of independent directors.

Also, during AGM, as per SEBI Regulation 4 (2) (a) (v & vii), we allow every shareholder to be an effective stakeholder in exercising their right of election of members of the Board.

Other mandates

Section 165 (1) of the Companies Act, 2013 states on the Number of directorships: No person, shall hold office as a director, including any alternate directorship, in more than twenty companies at the same time, provided that the maximum number of public companies in which a person can be appointed as a director shall not exceed ten.

Tech Mahindra



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