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Gender-Equality Index:
Key Performance
Indicators



Introduction

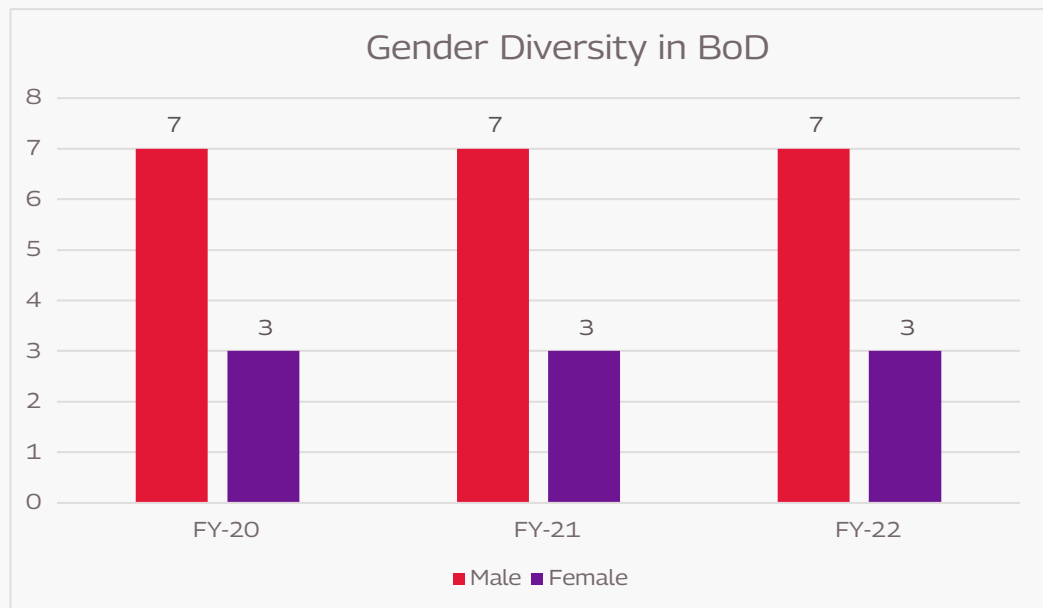
Tech Mahindra (TechM) believes that intentionality is the fundamental building block of a diverse, equitable, and inclusive organization. This stance stemmed from Mahindra's very first advertisement published in November 1945. The advertisement defined not the products, but the organization's values; it recognized the unity of purpose that people shared amidst the diversity within the nation.

This ethos is now organically in-grained within all stakeholders associated with TechM. Being "globally diverse and intentionally inclusive" is an expression of the organizational culture of celebrating the different and the difference each individual makes.

Talent Pipeline

Percentage of women on company board

TechM's commitment to diversity starts right from the top with the Board of Directors (BoD) being diverse, independent, and highly experienced. The percentage of women on TechM's Board of Directors remains 30% in FY-22. Post the financial year, the ratio became 40% upon appointment of Ms. Penelope Fowler as Director of the Company with effect from May 13, 2022.





Anand G. Mahindra

Chairman
Mahindra Group

Chairperson on company board

The Chairman of the TechM Board of Directors is Mr. Anand G. Mahindra

“ We are a company born out of purpose. We don't have to work at finding a purpose. And I'll tell you as a leader in business, there is no other resource more powerful that I could have hoped for. Not capital, not human resources, not technology. But to have the DNA of purpose, a culture of purpose built in today, I would say is our most powerful weapon. ”

Gender balance in board leadership

The Committees of Directors include the Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee, Risk Management Committee, Investment Committee, and Securities Allotment Committee. Of these 7 committees, 6 committees are led by independent directors as chairman/chairperson and one by 'MD & CEO'. The percentage of the various committees of the Board of Directors chaired/co-chaired by a woman is 28.5%



CP Gurnani

Managing Director and
Chief Executive Officer

Chief Executive Officer (CEO)

The Managing Director and Chief Executive Officer of the TechM is Mr. (CP) Chander Prakash Gurnani.

“ Our people have been our biggest champions in shaping not just the brand experiences for our global and diverse set of clients but also our internal culture. I trust this is what sets us apart from the rest. As we move forward, we will continue to RISE to be an agile, customer-centric, and purpose-led company delivering best-in-class, technology-led business solutions for our stakeholders. ”

Chief Financial Officer (CFO)

The Chief Financial Officer is Mr. Rohit Anand (w.e.f. June 1, 2022). He took over from Mr. Milind Kulkarni who retired on May 31, 2022. Prior to that, the CFO was Mr. Manoj Bhat, who transferred out of Tech Mahindra on April 01, 2021 to take up a larger role in The Mahindra Group.



Vaishali Phatak

Global Head - Technical Learning Services and Diversity & Inclusion

Chief Diversity Officer (CDO)

The Chief Diversity Officer at Tech Mahindra is Mrs. Vaishali Phatak, holding this position since 2019. She is the Global Head - Diversity and Inclusion and Technical Learning Services.

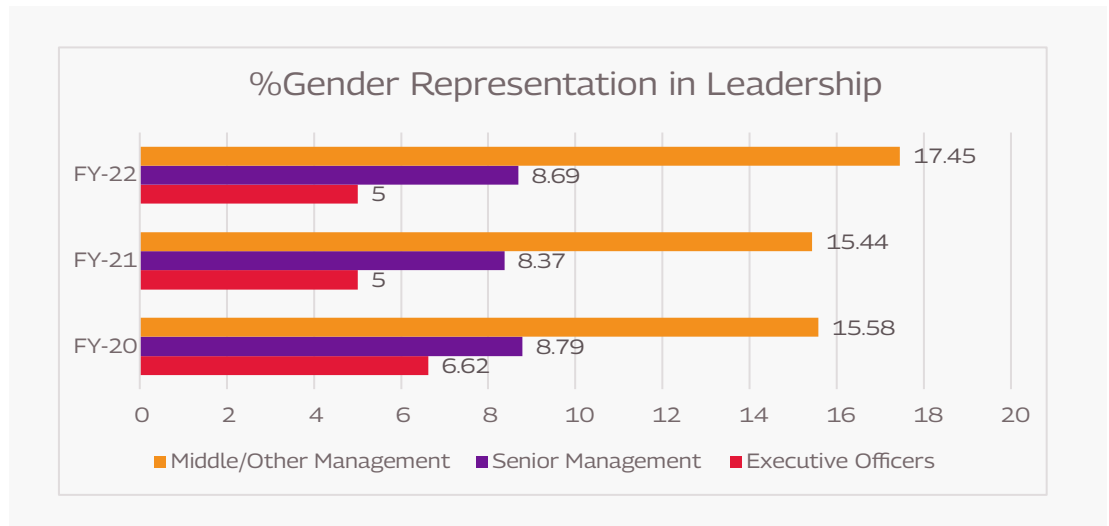
“ We believe that Diversity and Inclusion at the workplace is an instrument for growth. We value and celebrate the uniqueness of every individual by fostering an environment of inclusion and empowerment. Through our focus on diversity, equity and inclusion, we are pursuing both profits and purpose. ”

Diversity indicators in TechM leadership

TechM considers 'diversity of people', 'equitable opportunities', and 'inclusion at the workplace' an instrument of growth.

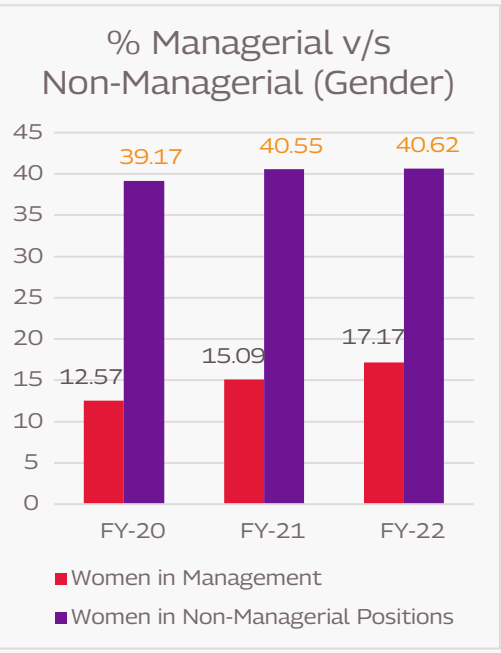
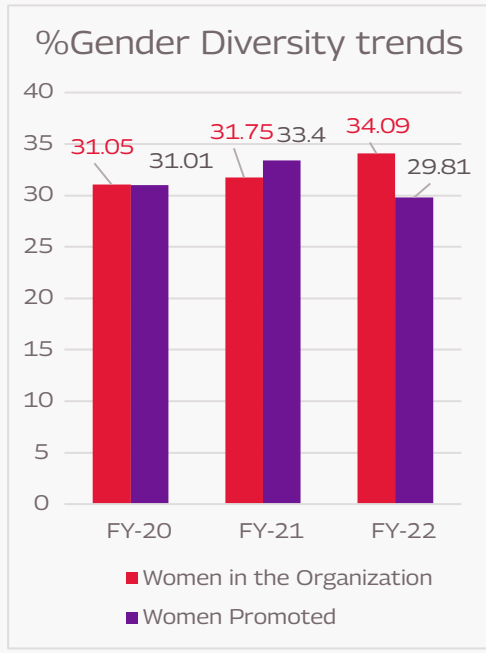
Percentage of women leaders

While there is a healthy representation of women at entry-level roles and an industry-leading number of women on TechM's Board, the gender representation at the middle and higher management levels needs improvement.

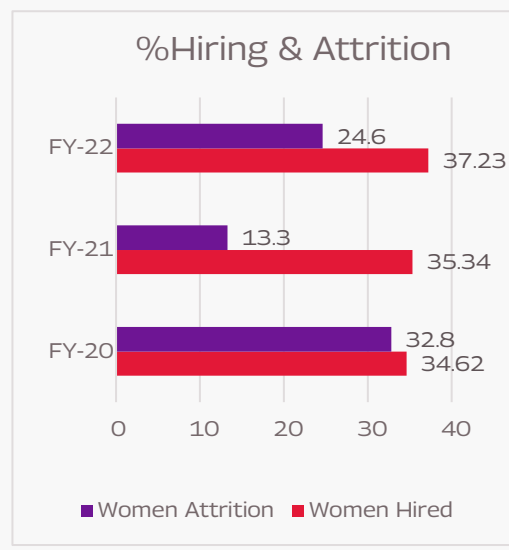
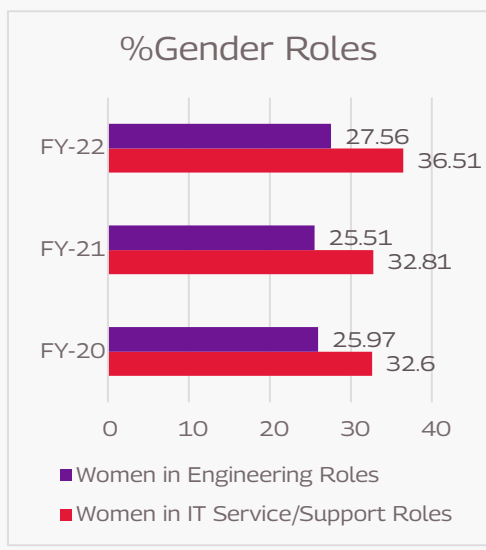


Gender diversity across the organization

Not only is diversity, equity and inclusion a priority for the CEO and leadership team, but active strategies are created to progress forward on TechM's diversity milestones. TechM made strategic efforts to craft a more balanced gender ratio across all levels, with initiatives like the Women Leadership Program (WLP), commitment to hiring 50% freshers and 30% lateral women, Maternity Assistance Program, ReStart, Junior TechMighty, amongst others.



TechM also designs merit-based initiatives for people of all genders, creating more equitable programs for a more equal world.



To ensure progress on its diversity agenda, TechM has defined a 3-year roadmap with milestones covering five focus areas (gender, generations, people with disability, LGBTQIA+ as well as culture, and nationalities). The milestones on this time-bound action plan include targets to increase the representation of women in leadership positions, number of people with disabilities, increase the total number of women employees, improve the employee engagement scores, and more. The same is disclosed in TechM's Annual Integrated Report under ESG Roadmap FY22-FY26 - People Imperatives.

ESG ROADMAP FY22-FY26 - PEOPLE IMPERATIVES

Aspect	Base Year 2020-21	2021-22	2022-23	Target Year 2025-26
Total Women Employees	30.08	34.09	34	38**
Women in Senior Management	8.08	9.28	10.22	14**
% of PwDs	0.06	0.17	0.15	0.75
IT Attrition Rate %	13.3	23.5	14.8	16.5
Right Skilled Associates %	NA	74.1	80.45	88
Associate Engagement Score (IT+BPS)	3.7	4.58	*	4.19**
HR Assessments	0	3	6	13
% of Employees Recognised Yearly (Monetary and Non-Monetary Rewards)	NA	56.49	60	60**
TMF SMART Centres	69	86	79	120
TMF SMART Academies	0	8	9	15
TMF Education Projects	NA	15	13	15
TMF Disability Projects	6	42	41	50
TMF Beneficiaries (Direct & Indirect) Per Year in Lakh	3.85 (cumulative from 2012)	0.41(Direct) 3.74 (Indirect)	0.62 (Direct) 21.78 (Indirect)	0.7 (Direct)** 25 (Indirect)**
Volunteering Hours Per Year	46,621	31,884	58,685	180,000

* Associate engagement survey is planned in FY24Q2

** The target has been updated

Inclusive Culture

TechM seeks to attract, develop, engage, and retain talent through its culture of driving positive change, celebrating each moment, and empowering all to Rise. This helps employees align personal and professional purpose with meaningful work, defined career paths, growth through learning, a wholly inclusive work culture. One of the myriad ways this is expressed is through the flexibility it provides working parents. Another is the way inclusion is built is through the creation of a psychologically safe workplace where the safety and wellbeing of all employees is prioritized.

Parental leave

The maternity and paternity policies of TechM are aimed at improving the wellbeing of both parent and child.

- ▶ **Flexibility in working:** Employees were given flexibility in work hours (minimum 5 hour-days and 45-hour weeks), work location (role-based WFH and new satellite offices) and workdays (additional leave options).

- ▶ **Role based hybrid working:** Roles (tasks + activities) determine remote work, not the occupation. For roles that required physical presence (e.g., IT server maintenance, shared services, HR onboarding), a rotation system was put in place. Managers given flexibility to decide WFO/WFH based on the job role and employee's personal preferences.
- ▶ **Flexible Leave options:** TechM has a flexible leave policy with a variety of leave options like emergency leave, hospitalization leave, marriage leave, bereavement leave, sabbatical leave. to give employees the freedom to balance work-life commitments.

Employee resource groups

TechM uses Employee Resource Groups (ERGs) Josh, Works Councils, Green Marshals, and more to promote the diversity agenda by organizing socialization activities, volunteering in communities, family activities remove etc. Culture clubs like Lean In and programs like Maternity Assistance Program, COLORS, Role Model series, and so on help women network and align to mentors, which provides timely support and psychological safety.

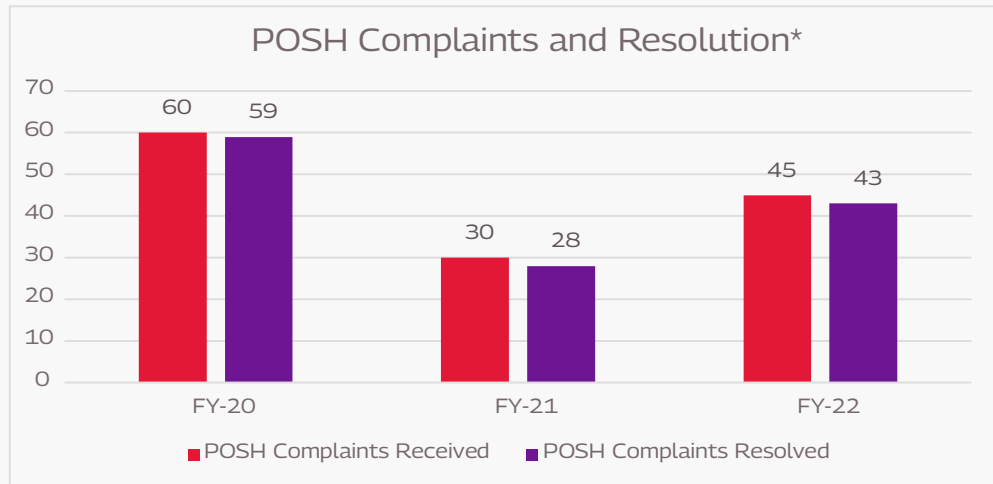
Sensitization training

With comprehensive programs that promote equal opportunities, foster inclusivity, and eliminate biases, TechM's commitment to diversity, equity and inclusion cannot be understated.

- ▶ **Unconscious Bias Training:** TechM actively looks to define and identify deterrents like cultural roadblocks, unconscious bias, othering, micro aggression. Inclusivity training is focused on removing zero-sum bias - the belief that men sacrifice their resources or stature for women to earn a place at the table - that deters men from participating in gender reaffirming activities.
- ▶ **Inclusive Grievance Redressal Policies:** Policies like Code of Ethical Business Conduct (CEBC), Anti-Corruption and Bribery, Whistle Blower, and the Prevention of Sexual Harassment (POSH) empower employees to report grievances.
- ▶ **Accessible Platforms for Reporting:** Forums like FreeVoice (anonymous suggestions), CARE (reporting interpersonal issues, bullying, harassment, and Corporate Ombudsman (ethics violations) are designed to resolve the issues raised by employees with time-bound resolutions.
- ▶ **Counselling and Mental Wellbeing:** Curated webinars/interventions are provided for employees for building psychological safety, managing personal and professional stressors to have a good work life balance. Also, free 24*7 counselling support is provided over chat/call/video call modes.

Prevention of Sexual Harassment (POSH)

TechM is committed to zero tolerance for sexual harassment at the workplace. This includes discrimination based on gender identities and sexual preferences. There is a corporate safety and security net and multiple channels to report grievances. Ensuring POSH compliance includes e-learning on POSH policy, POSH Crossword, and a gamified POSH refresher course build from the perspective of the bystander witness to sexual harassment. Apart from this, regular communication campaigns and awareness sessions are conducted on POSH. Employees are required to undertake mandatory certification on POSH to strengthen their awareness and sensitize themselves.



*All POSH complaints are resolved within defined SLA



Harshvendra Soin

Global Chief People Officer and
Head-Marketing, Tech Mahindra

“ As a company with a purpose, we understand the power that diversity brings in. It opens us up to new perspectives, different viewpoints and helps us craft human-centric solutions. We’ve made a concerted effort to improve our gender representation as that puts us on the pathway to achieve our purpose. ”

Conclusion

TechM believes that appreciating diversity and ensuring inclusion is fundamentally the right thing to do. It practises inclusiveness in all aspects of diversity - right from gender and sexuality to generation and ideation. As a global organization with complex operations, TechM leverages the strengths of its diverse people to meet evolving business needs. Being “globally diverse and intentionally inclusive” positions TechM as a progressive and forward-thinking brand. This not only boosts its ability to attract diverse talent, but also makes it more attractive to potential customers. TechM’s brand statement “connected world and connected experiences” reflects the diverse workforce, customers, stakeholders, and inclusive experiences that it builds for each employee.

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