

A black and white photograph of three children flying a kite. The children are in silhouette, running and jumping on a grassy hill. A diamond-shaped kite is flying in the sky above them. The sun is low on the horizon, creating a bright glow and long shadows. The sky is filled with soft, white clouds.

Connected World. Connected Solutions.

**CORPORATE SUSTAINABILITY REPORT**

**FY 2013-2014**

Connected World.  
Connected Solutions.

## CORPORATE SUSTAINABILITY REPORT CONTENT

ABOUT THE REPORT .....	5
MESSAGE FROM VICE CHAIRMAN.....	7
MESSAGE FROM MANAGING DIRECTOR & CEO .....	8
THE REPORT HAS BEEN EXTERNALLY ASSURED BY KPMG, INDIA, The REPORT IS in line with GRI G3.1 Guidelines requirements of 'A+' .....	9
TO THE MANAGEMENT OF TECH MAHINDRA LTD.....	9
ASSURANCE STANDARDS .....	9
SCOPE OF OUR ASSURANCE ENGAGEMENT.....	9
SPECIFIC LIMITATIONS AND EXCLUSIONS.....	9
MAIN ELEMENTS OF OUR WORK.....	10
KEY OBSERVATIONS .....	10
CONCLUSIONS.....	10
INDEPENDENCE.....	11
RESPONSIBILITIES .....	11
DEFINITION OF CONTENT.....	12
TECHMAHINDRA PROFILE .....	13
HIGHLIGHTS.....	14
FINANCIAL HIGHLIGHTS FOR THE YEAR (INR) .....	14
FINANCIAL HIGHLIGHTS FOR THE YEAR (USD) .....	14
OTHER HIGHLIGHTS .....	14
SUSTAINABILITY OF BUSINESS PERFORMANCE.....	14
SHAREHOLDING PATTERN .....	15
DISTRIBUTION OF SHAREHOLDING AS ON 31ST MARCH 2014.....	15
SHAREHOLDING PATTERN AS ON 31ST MARCH 2014.....	15
BUSINESS VERTICALS.....	16
SERVICES & SOLUTIONS CONNECTED .....	16
SUBSIDIARY COMPANIES .....	17
GLOBAL FOOTPRINT.....	20
CASE IN POINT - CONNECTED WORLD CONNECTED SOLUTIONS.....	21
CORPORATE GOVERNANCE .....	23
GOVERNANCE FRAMEWORK .....	23
BOARD OF DIRECTORS .....	23

SHAREHOLDER VALUE .....	24
BOARD COMMITTEES.....	25
CORE VALUE/PURPOSE .....	25
CODE OF CONDUCTS.....	26
WHISTLE BLOWER/CEBC/ASH POLICIES .....	26
INFORMATION SECURITY & CUSTOMER PRIVACY.....	27
AWARDS & RECOGNITIONS.....	27
SUSTAINABILITY AWARDS.....	28
SUSTAINABILITY & OUR WORLD .....	29
SUSTAINABILITY STRUCTURE.....	29
ROADMAP CREATION PROCESS.....	29
ROADMAP .....	32
CRITICAL FOCAL AREAS .....	33
SOCIAL PERFORMANCE .....	34
HUMAN CAPITAL DEVELOPMENT .....	34
WORKPLACE BENEFITS .....	35
DIVERSIFYING THE TALENT POOL .....	38
TALENT ACQUISITION.....	40
TALENT RETENTION .....	41
EMPLOYEE ENGAGEMENT & DEVELOPMENT .....	42
CASE IN POINT (SOCIAL INNOVATIONS) - FIGHTBACK & SARAL ROZGAR .....	52
COMMITMENT TO HUMAN RIGHTS.....	53
ANTI-SEXUAL HARASSMENT POLICY.....	54
CODE OF ETHICAL BUSINESS CONDUCT .....	54
COMPLIANCE WITH INTERNATIONAL STANDARDS FOR HUMAN RIGHTS.....	55
SAFETY AND HEALTH.....	56
ANTI-CORRUPTION.....	57
LABOR PRACTICES & GRIEVANCE MECHANISMS.....	58
CORPORATE CITIZENSHIP AND PHILANTHROPY.....	58
CASE IN POINT: DIGITAL INCLUSION.....	65
ENVIRONMENTAL PERFORMANCE .....	67
OVERVIEW .....	67
SUSTAINABILITY POLICIES .....	67
LOCAL SUPPLY CHAIN.....	68
ENVIRONMENTAL MANAGEMENT .....	68

AMBIENT AIR QUALITY .....	69
GHG EMISSIONS – EN15, EN16, EN17, EN18, EN19, EN30 .....	69
KEY PERFORMANCE INDICATORS .....	70
INDICATORS BREAK-UP .....	71
ENERGY .....	73
BIODIVERSITY .....	75
WATER.....	76
WASTE.....	80
GREEN MARSHALS.....	81
ENVIRONMENTAL COMPLIANCE .....	82
GREEN INVESTMENTS & SOLUTIONS .....	83
GREEN DATA CENTERS .....	83
ENTERPRISE ENERGY AND CARBON MANAGEMENT .....	84
GRI INDEX .....	86
NON VOLUNTARY GUIDELINES MAPPING.....	112
APPENDIX.....	113
CONTACT US.....	114

## ABOUT THE REPORT

TechMahindra for the first time has forayed into sustainability reporting. Prior to this the company used to report on GHG indicators via Mahindra group sustainability reports. The first sustainability report is for financial year 2013-14 (April to March). It has been prepared in conformance to the G3.1 Sustainability Reporting Guidelines published by the Global Reporting Initiative (GRI). The report addresses the key sustainability topics gleaned through interactions with the different stakeholder groups, based on the core principles of materiality and stakeholder inclusiveness. These topics cover the full range of material economic, social and environmental impacts of the organization. The report boundaries and exclusions are detailed below

- Data measurement techniques and the bases of calculations and estimates are furnished in the relevant areas of the report
- TechMahindra does not have any substantial divergence from the GRI Indicator Protocols
- The reporting boundaries include India operations excluding Gujarat which was excluded due to location consolidation
- The data is sourced from PeopleSoft platform which runs all internal processes in HR, Finance and Project Management and is also the portal for employees to provide their opinions and feedback. All the data is audited by relevant third party auditors as part of ISO and financial audits.
- This report has been externally assured by KPMG. The scope and basis of the assurance are described in the assurance letter issued by KPMG. No other relationship exists between TechMahindra and KPMG.

DATA	BASIS	EXCLUSIONS
Financial	TechMahindra Consolidated, Global Operations	None
Human Resources	TechMahindra Indian operations, including wholly owned subsidiaries	Subsidiaries not wholly owned by TechMahindra
Environmental	All delivery centers in India	Gujarat location due to merger between Mahindra Satyam & TechMahindra and location consolidation

The boundary of reporting & scope of assurance covers GHG emissions of TechM for the period of 01<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014 covering its below operations:

<b>Delhi NCR</b>	<b>Pune – Tara Heights</b>	<b>Chennai – Sholinganallur SEZ</b>	<b>Bhubaneswar</b>
<b>Chandigarh</b>	<b>Pune – Hinjewadi</b>	<b>Chennai – TMTP</b>	<b>Hyderabad - TMIC</b>
<b>Kolkata</b>	<b>Pune – Sharda Centre</b>	<b>Bengaluru – electronic city</b>	<b>Hyderabad - TMIC SEZ</b>
<b>Mumbai</b>	<b>Pune – Giga</b>	<b>Bengaluru – Hosur</b>	<b>Hyderabad - TMLW</b>
<b>Pune – Manikchand</b>	<b>Vishakhapatnam</b>	<b>Bengaluru – AMR</b>	<b>Hyderabad - TMTC</b>

Scope 3 GHG emissions are limited to:

- Inbound Logistics
- Daily Commutation
- Air Travel
- Paper Consumption

## MESSAGE FROM VICE CHAIRMAN



Over the past decades, we have witnessed unprecedented growth in Science, technology, life spaces, and the overall standard of living. While this has led to an enhanced quality of life, it has also resulted in global warming and depletion of natural resources leading to ecological imbalances.

During the last century, average global temperatures increased by about 1 degree Celsius. Consequences of global warming include drought, severe hurricanes, massive fires and melting of the polar caps. As a nation we are grappling with erratic monsoons year on year, floods and extreme heat wave conditions.

Such a situation in the coming years means a less safe ecological system for our children and for all the other species that inhabit this planet. The effects of global warming are a genuine concern and there is an urgency to find solutions which will help us to grow in a responsible manner.

As a conscientious IT services provider we need to sift business processes making them more efficient and optimize hardware utilization that will enable clients to improve their operational eco-efficiency.

To us, Corporates and Sustainability are closely 'Connected'. Hence progressively we have imbibed sustainability as a part of our corporate strategy seeking out sustainable business opportunities for diversification and product folio reconfiguration.

We also actively evaluate our internal material issues regularly and have set milestones to bring in operational eco-efficiency into our associate's work and well-being, paving way for a strong responsible business.

At TechMahindra, **we believe Business and Sustainability are truly connected.**

**VINEET NAYYAR**  
EXECUTIVE VICE CHAIRMAN

## MESSAGE FROM MANAGING DIRECTOR & CEO



Alternative Thinking is in our DNA and while we are committed to growing our business, we remain focused on reducing our carbon footprint and increasing our green supply chain. Our sustainability baton is driven by sustainability champions who have been instrumental in implementing organization wide initiatives and programmes.

Our commitment towards society is also reflected in some of our solutions and services that drive positive change in society. Tech Mahindra has introduced two award winning solutions: FightBack, a mobile application designed to prevent violence against women, and Saral Rozgar, which addresses the needs of the blue collar workforce.

At Tech Mahindra, we help our customers achieve their sustainability goals & objectives through our green IT solutions and service offerings.

Besides conducting business consciously and responsibly, we support our communities through many environmental and social initiatives. Tech Mahindra Foundation, our Corporate Social Responsibility arm, plays a key role in the field of education, employment, women empowerment and accessibility.

We also celebrate our success within the connected world through local and global festivals and youth sports leagues.

**We remain committed to Sustainability through Alternative Thinking.**

**CP GURNANI**  
**MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER**



**THE REPORT HAS BEEN EXTERNALLY ASSURED BY KPMG, INDIA, THE REPORT IS IN LINE WITH GRI G3.1 GUIDELINES REQUIREMENTS OF 'A+'**

## **Independent Assurance Statement**



### **TO THE MANAGEMENT OF TECH MAHINDRA LTD.**

KPMG India was engaged by Tech Mahindra Limited (Tech Mahindra or the company) to provide independent assurance on their Corporate Sustainability Report ('the Report') for the Financial Year (FY) 2013 -14.

### **ASSURANCE STANDARDS**

We conducted our work in accordance with requirements of 'Limited Assurance' as per 'International Federation of Accountants' (IFAC) International Standard for Assurance Engagements [ISAE 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information].

### **SCOPE OF OUR ASSURANCE ENGAGEMENT**

The assurance has been provided for the sustainability data and information presented by Tech Mahindra in its Report. The scope of assurance included sustainability data presented for the period of 01 April, 2013 to 31 March, 2014 in this report, based on Global Reporting Initiative's (GRI) G3.1 Guidelines. The boundary covers Tech Mahindra's Indian sites mentioned in "About the Report" section of the Report.

### **SPECIFIC LIMITATIONS AND EXCLUSIONS**

Our assurance process was subject to the following limitations and exclusions:

- Verification of data or information other than that covered in the Scope of Assurance
- Verification of data or information related to Tech Mahindra's financial performance, sourced from its audited annual report for the financial year 2013-14
- Verification of data and information outside the reporting period as mentioned in the Scope
- Verification of any statement indicating intention, opinion, belief and / or aspiration by Tech Mahindra

## MAIN ELEMENTS OF OUR WORK

Our work included a range of evidence-gathering procedures including:

- Assessment of stakeholder consultation processes and methodology for determining material issues
- Interaction with the sustainability core group of Tech Mahindra and senior management across various departments and functions
- Desk review of 6 months data for all locations and verification visits to sites at Tech Mahindra Bengaluru, Pune and Vishakhapatnam
- Review of systems deployed for collection, collation and analysis of sustainability data and information on a six-monthly and annual basis
- Interviews with Tech Mahindra personnel responsible for managing sustainability data management systems at site and at corporate office
- Testing on a sample basis, the evidence supporting the data and information
- Review of the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings

## KEY OBSERVATIONS

The following is an excerpt from the observations and opportunities reported to the management of Tech Mahindra. These do not, however, affect our conclusions regarding the Report, and they are consistent with the management action plans.

- Tech Mahindra has undertaken materiality assessment based on its interaction with internal stakeholders and identified key material aspects along with its associated performance indicators
- Materiality assessment needs to be strengthened by validating the output with important stakeholders.
- Tech Mahindra shall expand the scope of reporting on material sustainability aspects across the business value chain
- During the verification visits and desk review, data transcription, calculation, interpretation and aggregation errors were detected and corrected. Overall, the data and information presented are well within accepted margins of error. More focus to develop clearer data protocols would help improve data consistency, reliability and accuracy.

## CONCLUSIONS

Based on the review of work performed and with reference to the scope and limitations mentioned above, nothing has come to our attention that causes us not to believe that the sustainability data and

information presented in the Report are fairly stated, in all material aspects, and in line with requirements of 'A+' application level of the GRI G3.1 Guidelines on Sustainability Reporting.

## INDEPENDENCE

The assurance was conducted by a multidisciplinary team including specialists in ISAE 3000, stakeholder engagement, auditing of environmental, social and economic information experts. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client with respect to scope of this assurance engagement. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence.

## RESPONSIBILITIES

Tech Mahindra is responsible for developing the Report contents. Tech Mahindra is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This report is made solely to the Management of Tech Mahindra in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to Tech Mahindra those matters for which we have been engaged to state in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Tech Mahindra for our work, for this report, or for the conclusions expressed in this independent assurance report. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.



**SANTHOSH JAYARAM**  
**DIRECTOR**  
**KPMG**  
**20th July 2015**

## DEFINITION OF CONTENT

The content for this report is arrived at by applying a materiality filter on the various topics that come up in the course of stakeholder engagement and the materiality exercise. Mahindra Group Sustainability team in conjunction with Corporate Sustainability team has evaluated the topics for materiality to the business to arrive at the list of materiality issues critical for business operations. The topics are as

STAKEHOLDERS	MEANS OF COMMUNICATIONS
Customers	Interview, personnel visit, publications, media & communications, feedback camps, Customer visits and support programmes.
Associates	Conferences & workshops, publications, newsletters & reports, online portals, feedback surveys and one-to-one interactions.
Shareholders/Investors	Annual report, sustainability report, press releases, investor presentations, corporate website, quarterly and annual results, disclosures on sustainability platforms
Academic Institutions	Strategic tie-ups on innovations and capacity building for associates, to identify young talent pool
Vendors/Partners & Collaborators	Supplier & vendor meets, workshops & training, policies.
Government/NGO	CSR programs in aspects of education & employability
Society at Large	Social Innovation projects
Industry Bodies	Conferences and seminars, Working Committee Meetings, Meetings, Disclosures at sustainability platforms, Conferences & summits

## TECHMAHINDRA PROFILE

TechMahindra Limited ("TechMahindra" or "TechM"), represents the Connected World; offering innovative and customer-centric information technology services and solutions, enabling Enterprises, Associates and the Society to Rise™. TechMahindra Limited, a specialist provider of connected solutions to the connected world was formed in year 1986, in partnership with British Telecommunications PLC (BT), and is part of the US \$16.5 Billion Mahindra Group.

It expanded its IT portfolio in the year 2009 by acquiring the leading global business and information technology services company, Satyam Computer Services Ltd (re-branded as Mahindra Satyam). In the month of March 2012, the merger between TechMahindra and Mahindra Satyam was announced thus paving way for the creation of a Tier -1 organization in the Indian IT landscape. The Merger between TechMahindra Ltd and Mahindra Satyam became effective from 24th June 2013 with the Merged Entity shares (brand retained as TechMahindra Ltd) getting listed on 12th July 2013. The merger significantly helped to increase the scale of operations of the Company and diversify the revenues base while strengthening the balance sheet and cash flows.

For FY 2013-14, the merged entity *revenue stood at US\$ 3.1 Billion (₹188,314 Million), Profit from Operations of US\$ 687 Million (₹ 41,837 Million), Profit after Tax of US\$ 498*

*Million (₹ 30,288 Million) while the net cash in merged entity was US\$ 540 Million (₹ 32,361 Million) as of 31st March 2014.* As of 31<sup>st</sup> March 2014, Company has 89,400+ professionals across 51 countries, helping over 629 global customers including several Fortune 500 companies.

TechMahindra offers a full range of IT services and industry specific solutions to help clients take advantage of opportunities in spaces of Consulting, Enterprise and Telecom solutions, platforms and reusable assets which connect across a number of technologies to derive tangible business value. In its eventful journey spanning over two decades, TechM has transformed itself from being a 'Telecom-focused' company to a 'business-centric' IT powerhouse. Today, TechM is ranked among the Top 5 IT service providers in India, and partners with several Fortune 100 companies to deliver outstanding solutions across industries. The company offers a bouquet of services which includes Telecom Services, Consulting, Application Outsourcing, Infrastructure Outsourcing, Engineering Services, BPO, Platform Solutions and Mobile Value Added Services. TechMahindra has an impeccable track record of delivery and strong alliances with leading technology and product vendors.

The Company has an extensive global foot print with 40 sales offices and 72 delivery centers in

more than 51 countries around the world. It has 629 active client engagements.

## HIGHLIGHTS

### FINANCIAL HIGHLIGHTS FOR THE YEAR (INR)

- Revenue at INR 18,831 crore; up 31.4% YoY
- EBITDA at INR 4,184 crore; up 36.6% YoY.
- Profit after Tax (PAT) at INR 3,029 crore; up 54.9% YoY.
- Earnings per Share (EPS) was at INR 130.25 for the year ended March 31, 2014
- The Board of Directors has proposed a dividend of INR 20/- per share (200%) for FY14.

### FINANCIAL HIGHLIGHTS FOR THE YEAR (USD)

- Revenue at USD 3,098 mn; up 17.7% YoY
- EBITDA at USD 687 mn; up 22.1% YoY. EBITDA margin at 22.2%
- Profit after Tax (PAT) at USD 498 mn; up 38.6% YoY. PAT margin at 16.1%

### OTHER HIGHLIGHTS

- Total headcount for the year stands at 89,441; added 6,333 professionals during the year
- Software headcount stood at 60,997, BPO at 21,830 and Support at 6,614
- Debt at INR 363 crore as of March 31, 2014; repaid INR 796 crore in FY14
- Cash and Cash equivalent at INR 3,599 crore as of March 31, 2014
- Active Client count stood at 629 vs 516 in FY13

### SUSTAINABILITY OF BUSINESS PERFORMANCE

Key stakeholder concerns around the sustainability for business performance are centered on few of the major areas:

- How High concentration in Telecom Vertical would impact continued growth
- M&A and Integration Risk How integrations of acquired companies may impact failure to achieve strategic objectives
- How sustainability initiatives can mitigate reputational risks

- Impact of Global Economic changes on TechMahindra's continued growth - would macroeconomic uncertainties impact business
- How Regulatory Changes Risk can impact sustained economic performance considering the global nature of TechMahindra's operations

The detailed list of strategic risks identified can be accessed from TechMahindra's FY2013-14 annual report with company's approach towards mitigating them - (Page 27 onwards)

## SHAREHOLDING PATTERN

### DISTRIBUTION OF SHAREHOLDING AS ON 31ST MARCH 2014

No. of Equity Shares held	Shareholders		Equity shares held	
	No. of Shareholders	% to Total	No. of shares	% to Total
001 - 500	494206	98.492%	16086423	6.890%
501-1000	3556	0.709%	2525762	1.082%
1001-2000	1813	0.361%	2550134	1.092%
2001 - 3000	634	0.126%	1567585	0.671%
3001-4000	273	0.054%	966113	0.414%
4001-5000	182	0.036%	830895	0.356%
5001 - 10000	342	0.068%	2451241	1.050%
10001 & above	769	0.153%	206494733	88.445%
<b>TOTAL</b>	<b>501775</b>	<b>100%</b>	<b>233472886</b>	<b>100%</b>

### SHAREHOLDING PATTERN AS ON 31ST MARCH 2014

Category	No. of shares held	% to Total
Promoters holdings	84736978	36.294%
Public Shareholding:		
Mutual Funds	10151441	4.348%
Banks, Financial Institutions & others	683912	0.293%
Foreign Institutional Investors	91282243	39.098%
Bodies Corporate	3226746	1.382%
NRI/Foreign Nationals	2606901	1.117%
Indian Public & others	40784665	17.469%
<b>Total</b>	<b>233472886</b>	<b>100%</b>

## BUSINESS VERTICALS

TechMahindra provides solutions and services across verticals with a proven delivery record and expertise with its principal offices in the UK, United States, Germany, UAE, Egypt, Singapore, India, Thailand, Taiwan, Malaysia, Philippines, Canada and Australia.

- Aerospace & Defense
- Automotive
- Banking & Financial Services
- Energy & Utilities
- Healthcare & Life Sciences

TechMahindra's multi-industry capabilities enable development of superior business strategies, technology planning, and global operations, all geared towards helping customers realize their true potential. Our industry focus spans the following verticals:

- Public Services Retail
- Technology, Media & Entertainment
- Telecom
- Travel & Logistics

\*Leaders in Telecom & Enterprise Offerings

\*Consulting-led approach with strong delivery capabilities

\*138 IPs & 5 Centre of Excellence

\*Part of the larger Mahindra Ecosystem

## SERVICES & SOLUTIONS CONNECTED

TechMahindra develops and delivers best-in-class solutions to suit customers' unique business requirements and strategies. Leveraging enhanced frameworks, mature methodologies and the rich expertise of its technical consultants superior applications that enable businesses to transform.

- FATCA
- Connected Car
- M2M
- Smart Grid
- Shelf Monitor
- Positive Train Control
- Connected Healthcare
- Socio
- ® - mobility
- WaaS

The entire gamut of services can be accessed from:

<http://www.TechMahindra.com/services/default.aspx>

These global and scalable solutions enable the standardization and consolidation of business processes while accommodating changing needs. Customers are assured of quick on-boarding by leveraging pre-configured and standardized processes, ready-to-use accelerators and integration



frameworks. These solutions are flexible and aligned to the customer's priorities and needs. The solutions can be offered on a modular basis.

- Drives end-to-end visibility and process ownership.
- Faster time to revenue and response.
- Quick implementation with customizable pre-configured business processes and scalable IT infrastructure.
- Lower upfront investment and lower risk with single point of contact per module.
- Intelligence and analytical insights into business for comprehensive KPI and SLA reporting.

**ORDERFIX:** Robust Order Fallout Management solution efficiently manages and resolves fallouts with least disruption to existing systems.

**mEMS:** is an end-to-end management stack combined with managed services offering. It offers our partners' best of the breed management tools, packaged with Managed Services delivery capability.

**SOCIO:** is a social media platform solution that helps enterprises with actionable insights and proactive solutions in a world of multiplying factors and multiple interaction points

**TECNICO:** is a remote tech support solution that makes the smart home of tomorrow into a practical and feasible solution of today.

**ORDERVU:** is a robust Order to Fulfillment management solution efficiently provides complete visibility into the process end-to-end and is designed by experts of the domain.

## SUBSIDIARY COMPANIES

The Company had investment in the following major subsidiaries:

### a. TECHMAHINDRA (AMERICAS) INC. (TAI)

TAI was incorporated in November 1993 to provide marketing support services for the USA and Canada region. It acts as a service provider for sales, marketing, onsite software development and other related services.

### b. TECHMAHINDRA GmbH

TechMahindra GmbH was established in July 2001 to provide marketing support in central Europe region.

**c. TECHMAHINDRA (NIGERIA) LIMITED**

TechMahindra (Nigeria) Limited was incorporated in August 2009 as TechMahindra's representative in Nigeria. It acts as a service provider for sales marketing, onsite software development and other related services.

**d. TECHMAHINDRA BUSINESS SERVICES LIMITED (TMBSL)**

TMBSL, erstwhile Hutchison Global Services Ltd., is a wholly owned subsidiary of TML acquired in September 2012. TMBSL is one of India's largest international telecom BPOs. It is a leading provider of solutions and services to the telecommunications industry and provides end-to-end CRM (Customer Relationship Management) solutions for the advanced 3G (3rd Generation) network in the UK and Ireland, as well as Vodafone in Australia.

**e. COMVIVA TECHNOLOGIES LIMITED (MAHINDRA COMVIVA)**

TechMahindra acquired 51% stake on a fully diluted basis in Mahindra Comviva, a Bharti Group Company, in December 2012. Mahindra Comviva is a global leader in providing mobile Value Added Services (VAS), Mobile Money and Mobile Payment solutions. It has an extensive portfolio of solutions spanning mobile money and payments, mobile data, integrated messaging, mobile lifestyle and customer life cycle management solutions. Comviva's solutions are deployed with over 130 service providers and banks in over 90 countries across Asia, Africa, Middle East, Latin America and Europe, and powers services to more than a Billion mobile subscribers. As on 31st March 2014, TML holds 67.12% of the paid-up Equity Capital of Mahindra Comviva.

**f. TECHMAHINDRA BPO LIMITED (TMBL)**

TechMahindra BPO Limited (TMBL) was established in the year 2002, as a wholly owned subsidiary of erstwhile Mahindra Satyam, to provide business process outsourcing services to various global clienteles. In the year 2013, consequent to the merger of Mahindra Satyam with TechMahindra, it has become wholly owned subsidiary of TechMahindra. Presently TMBL engaged in providing integrated outsourced solutions across the full value stream of customer lifecycle, back office lifecycle management services and platform solutions to over 70 clients in Telecom, Healthcare & Life sciences, Retail, High Tech/Manufacturing and Banking Financial Services & Insurance domains in multiple channels (Voice, Email, Chat & Social Media) & multiple languages (33+ languages) from 26 delivery centers globally.

**g. COMPLEX IT SOLUTIONS CONSULTORIA EM INFORMATICA S.A.**

The Company has acquired 51% stake during year 2013 in Complex IT Solutions Consultoria EM Informatica S.A.

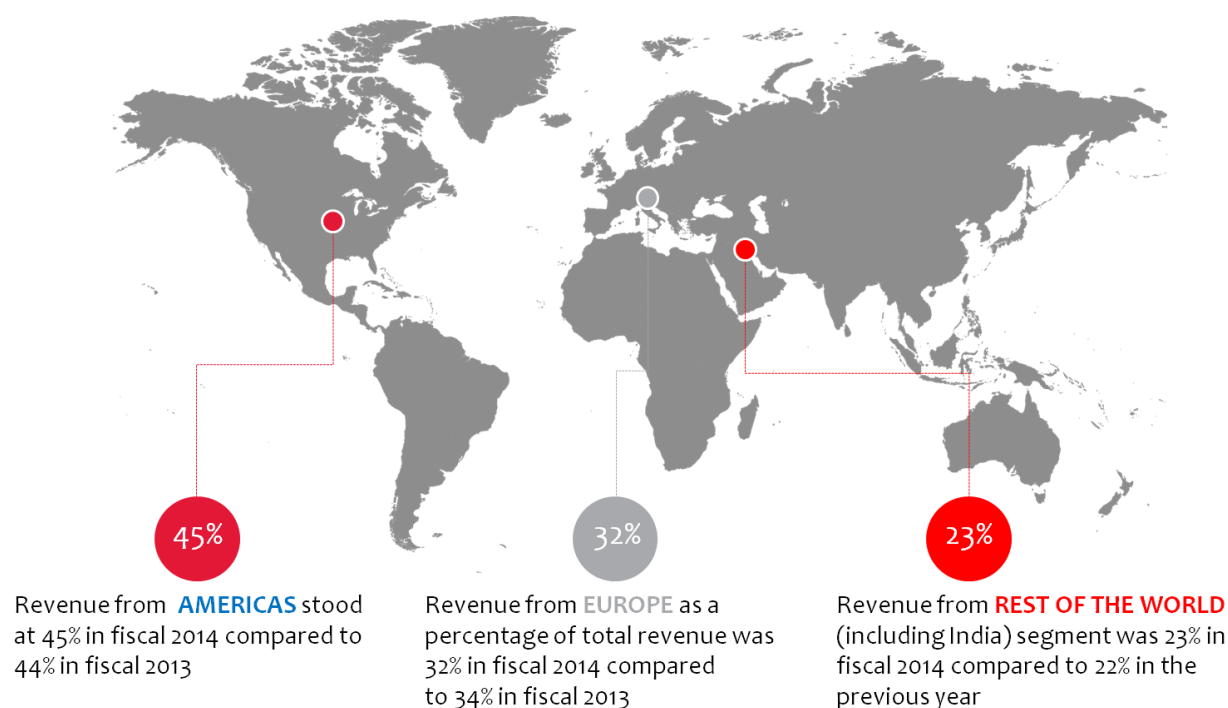
**h. BRIDGE STRATEGY GROUP LLC**

Erstwhile SCSL acquired Bridge Strategy Group LLC in January, 2008. Effective 23<sup>rd</sup> December 2013 the ownership interest in BRIDGE was sold.

## GLOBAL FOOTPRINT



## CONSOLIDATED REVENUE BY GEOGRAPHY



## CASE IN POINT - CONNECTED WORLD CONNECTED SOLUTIONS

During the year under review, the Scheme of Amalgamation and Arrangement between TechMahindra and Venturbay Consultants Private Ltd, Satyam Computer Services Ltd, C&S System Technologies Private Ltd, CanvasM Technologies Limited and Mahindra Logisoft Business Solutions Limited got consummated on June 24, 2013 thus creating the 5th largest Indian IT services company with FY13 revenues of US\$ 2.6 Billion and a team of 84,000 professionals. As a new entity, the company announced a new brand identity “TechMahindra” which dons a new look and logo, reflecting the heritage of the Mahindra Group and Company’s positioning representing the new connected world, offering innovative and customer-centric services and solutions. Subsequent to the Scheme of Amalgamation & Arrangement between Mahindra Satyam and TechMahindra becoming effective, the Board of Directors fixed July 5, 2013 as the record date for Mahindra Satyam shareholders to be issued TechMahindra shares in the approved share swap ratio.

In July 2013 TechMahindra launched, the brand’s overarching philosophy **CONNECTED WORLD CONNECTED SOLUTIONS**. Owing to the culmination of the merger between Mahindra Satyam and TechMahindra, there was an interconnection of best practices both on the enterprise and the telecom domain. The new company also found a larger application of brand thought; traditionally a brand thought is articulated to be broadcast to the customers. In TechMahindra’s case in a true technological fashion, the positioning was crowd sourced wherein customers became voice of the company in the market.

To widespread the ideology of the connectedness the company adopted an Integrated Marketing Communications approach where various mediums were identified to send the message across the market. There were ATL and BTL activities around the releases. Special brochures and print material were designed to connect and spread the message. Interactive videos created (part of viral marketing) to represent & position the change in branding, which was widely viewed, liked and shared.

The company also took the message to the online space where **CONNECTEDNESS** became the basis of company’s posts, thought leadership, tweets, blogs and pictures.

- TechMahindra won awards for corporate film on Connected World Connected Solutions & Corporate brochure.
- ABCI (Association of Business Communicators of India) is the only association of its kind in India to promote excellence in business communications.

It was imperative to articulate these messages to existing customers as well as potentials and market at large where personalized communication were shared with point of contacts, integrated into out bids, proposals and elevator pitches. Also the same messaging was articulated at various touch points, email

signatures, the call-hold by the operators, fireside chats and most obviously the intranet. The marketing & communications team also did a series of connected stories and a coffee table book on the *Connected World* was presented to several CXOs and CEOs.



The biggest of all parameters to evaluate the success or acceptance of a brand change is the market performance of the brand itself. *The impact was positive as the business has continued to grow for the past year.* Not just the financial figures but also the performance in the equity market has been a befitting one. In certain areas the company has not only matched the industry growth rather outperformed it. A lot of analysts also have started mentioning TechMahindra for the vision the company holds and the number of positive mentions have only grown since the brand positioning. While a lot of factors are responsible for the transformation of the business, branding intent of the company has been much more visible than any other time in the past the effort to reach out to the market and talk about TechM's success story has led to new business and lot of renewal deals. TechMahindra has augmented existing market presence and future holds a brighter proposition.

The entire program was in adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. TechMahindra follows the entire marketing communication with sensitivity to customers' needs and privacy and ensures that voluntary codes, standards and laws are complied with throughout the marketing activity.

## CHANNELS OF CUSTOMER ENGAGEMENT

Apart from the detailed program on Connect World Connected Solutions, the company reaches out to the customers via various touch points such as Project-related Calls and meetings, Customer as Promoter Score, Voice of Customer measurements, Customer Relationship Meetings & Visits, Responses to RFI/RFPs, Sponsored Events, Mailers, Newsletters, and Brochures

## CORPORATE GOVERNANCE

### GOVERNANCE FRAMEWORK

#### COMPANY'S PHILOSOPHY ON CODE OF CORPORATE GOVERNANCE

We believe that Corporate Governance is a set of guidelines which provide a reflection of the company's culture, policies, relationship with stakeholders, commitment to values and ethical business conduct. In the same spirit, timely and accurate disclosure of information regarding the financial situation, performance, ownership and governance of the company is an important part of organization's corporate governance model.

**There were no monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations for FY2013-14 was zero.**

To know more about corporate governance please refer to the annual report of the company

<http://www.TechMahindra.com/sites/resourceCenter/Financial%20Reports/Annual%20Report%20FY13-14.pdf>

### BOARD OF DIRECTORS

TechMahindra has a balanced mix of eminent executive, non-executive and independent directors on the Board. The total strength of the Board of Directors is ten. The Board consists of 5 Independent Directors, 3 Non-Executive Directors and 2 Executive Directors. The Chairman of the Board is non-executive, who is an eminent professional and belongs to the Promoter Group.

Sr. No	Name	Category	No. of Board Meetings attended (Held =7)	Attendance at the AGM held on 26th September 2013	Directors hip in other Companies <sup>1</sup>	No. of Committee positions held in other public companies <sup>2</sup>	
						As Chairman	As Member
1	Mr. Anand G. Mahindra	Non-Executive Chairman	6	Yes	7	Nil	1
2	Hon. Akash Paul <sup>3</sup>	Non-Executive, Independent	1	No	Nil	Nil	Nil
3	Mr. Anupam Puri	Non-Executive, Independent	6*	No	3	Nil	1
4	Mr. Bharat N.	Non-Executive	7**	Yes	6	1	2

Doshi							
5	Mr. B. H. Wani <sup>3</sup>	Non-Executive, Independent	2	No	Nil	Nil	Nil
6	Mr. C. P. Gurnani	Managing Director	6	Yes	3	Nil	Nil
7	Mr. M. Damodaran	Non-Executive, Independent	5	Yes	9	1	6
8	Mrs. M. Rajyalakshmi Rao <sup>4</sup>	Non-Executive, Independent	5	Yes	2	Nil	Nil
9	Mr. Paul Zuckerman <sup>5</sup>	Non-Executive, Independent	2	No	2	Nil	1
10	Dr. Raj Reddy <sup>3</sup>	Non-Executive, Independent	2 <sup>**</sup>	No	Nil	Nil	Nil
11	Mr. Ravindra Kulkarni	Non-Executive, Independent	6	Yes	8	2	4
12	Mr. T. N. Manoharan <sup>4</sup>	Non-Executive, Independent	5	Yes	2	Nil	1
13	Mr. Ulhas N. Yargop	Non-Executive	7	Yes	3	2	1
14	Mr. Vineet Nayyar	Executive Vice Chairman	7 <sup>**</sup>	Yes	6	Nil	Nil

1 - Does not include private companies, foreign companies and companies under Section 25 of the Companies Act, 1956.

2 - Represents Audit Committee and Investor Grievances-Cum-Share Transfer Committee in public companies, excluding that of TechMahindra Limited.

3 - Resigned w.e.f 1st July 2013.

4 - Co-opted as additional director on 1st July, 2013 and appointed as director at AGM held on 26th September 2013.

5 - Opted not to get reappointed at the AGM held on 26th September 2013.

(\*) Includes two meetings attended through Teleconference.

(\*\*) Includes one meeting attended through Teleconference.

## SHAREHOLDER VALUE

While generating value is imperative for any business, generating enhanced value, ethically, gives TechMahindra the competitive edge. Shareholders at TechMahindra are not mere recipients of benefits accrued via investments but are important channels of valuable insight.

Understanding shareholders' expectations, aspirations and in-depth feedback on organization's performance helps the company navigate comprehensive solutions that deliver the maximum value for company's investors.



Multiple active communication modes for shareholders help the company stay connected around the world as -

- Annual General Meeting, which is the principal forum for face-to-face interaction
- The Chief Financial Officer (CFO) regularly reaches out to investors across the globe during investors and analyst interactions (twice a year) along with senior management. In addition, there is a dedicated Investor Relations Cell to interact with the investors.
- The corporate website [www.TechMahindra.com](http://www.TechMahindra.com) provides comprehensive information and an exclusive 'Investor Relations' section which informs and addresses shareholder needs. An exclusive email ID [investor.relations@TechMahindra.com](mailto:investor.relations@TechMahindra.com) ' has been designated for the investors towards registering complaints and the same has been displayed on the Company's website

Furthermore, the quarterly and yearly results are published in national and local dailies. Presentations are also made to international and national institutional investors and analysts, uploaded on the website of the Company and available to all stakeholders.

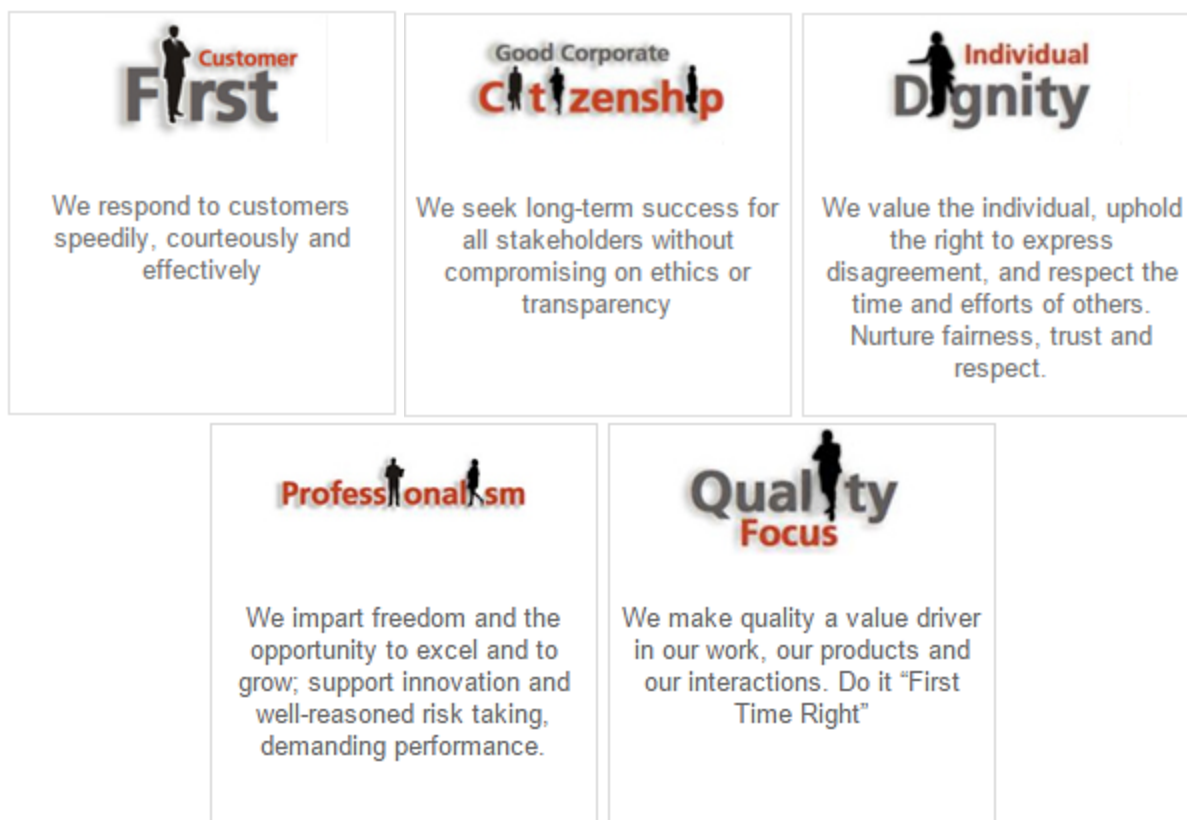
## BOARD COMMITTEES

In compliance with the Listing Agreement, the Board has constituted a set of committees (both mandatory and non-mandatory) with specific terms of reference and scope. The details of the committees constituted by the Board are given below:

- |   |  |
|---|--|
| ■ Audit committee   | ■ Corporate Social Responsibility committee                              |
| ■ Compensation and nominations committee                      | ■ Executive committee (a voluntary initiative of the company)            |
| ■ Investor grievances – along with – share transfer committee | ■ Securities allotment committee (a voluntary initiative of the company) |

## CORE VALUE/PURPOSE

*TechMahindra's commitment to sustainability—social, economic, and environmental—rests upon a set of core values. They are an amalgamation of what we have been, what we are, and what we want to be. These values are the compass that guides organization's actions, both personal and corporate.*



To know more on core values please visit: <https://careers.TechMahindra.com/Forms/CorePurpose.aspx>

## CODE OF CONDUCTS

All the Directors and Senior Managerial Personnel have affirmed compliance with the Code of Ethical Business Conduct as approved and adopted by the Board of Directors and a declaration to that effect signed by the Managing Director is attached and forms part of this report. The Code has been posted on the Company's website - [http://www.TechMahindra.com/investors/corporate\\_governance.aspx](http://www.TechMahindra.com/investors/corporate_governance.aspx)

## WHISTLE BLOWER/CEBC/ASH POLICIES

The Whistle Blower Policy encourages employees to report any instance of unethical behavior, fraud, violation of the Company's Code of Conduct or any behavior which may otherwise be inappropriate and harmful to the Company. The policy provides a mechanism for employees to raise concerns that relate to violation of the Code of Conduct, Accounting, Internal Controls, Auditing Matters and applicable national and international laws including statutory / regulatory rules and regulations. This policy has been communicated to all employees and has been posted on the Company's Intranet and website for ready access. An ombudsman has been appointed to enable employees and other stakeholders to

report instances mentioned above. A dedicated telephone line has also been provided to facilitate the employees for informing their concerns.

*Whistleblower policy is publically available at:*

[http://www.TechMahindra.com/sites/ResourceCenter/brochures/investors/corporategovernance/WHISTLEBLOWER\\_POLICY.pdf](http://www.TechMahindra.com/sites/ResourceCenter/brochures/investors/corporategovernance/WHISTLEBLOWER_POLICY.pdf)

## INFORMATION SECURITY & CUSTOMER PRIVACY

TechMahindra is certified on ISO 22301:2012 (Societal Security) and has a comprehensive Business Continuity and Disaster Recovery framework, to prevent potential business disruptions in the event of any disaster. The company can quickly resume services to customer's acceptable service levels. Automated Service Desk with SLAs for enabling business and Vulnerability Assessment and Penetration Testing Lab for secured corporate network operations are highlights showcasing information security posture of the Organization.

**Also no customer privacy violations & security related issues were reported for FY2013-14**

**To know more about TechMahindra's privacy policy, please visit:**

[http://www.TechMahindra.com/en-US/Pages/privacy\\_policy.aspx](http://www.TechMahindra.com/en-US/Pages/privacy_policy.aspx)

## AWARDS & RECOGNITIONS

TechMahindra continued its quest for excellence in its chosen area of business to emerge as a true global brand. Several awards and rankings continue to endorse your Company as a thought leader in the industry. The awards / recognitions received during the year 2013-14 include:

- Mr. Vineet Nayyar & Mr. C. P. Gurnani won Ernst & Young Entrepreneur of the Year (Manager) Award.
- Recognized as India's Most Admired Knowledge Enterprise (MAKE) Winner for the year 2013.
- Mr. C. P. Gurnani awarded as the Dataquest IT person of the year 2013.
- Recognized as the 'Top Telecom Company of the year' by Voice and Data.
- Netgear honored TechMahindra BSG (vCustomer) with 'Best Supplier of the Year' Award.
- Mr. C. P. Gurnani won the 'CNBC Asia India Business Leader of the Year' Award.
- The Top IT & ITES Exporter from the state of Andhra Pradesh for the year 2012-13 by 13 ITsAP - Information Technology & Services Industry Association of Andhra Pradesh.
- Won Gold at Express IT awards by Financial Express for EMRI and Fightback in 'CSR in IT category'.
- Mahindra Comviva won AfricaCom Award 2013 for Best Mobile Money Service

- Partner of Year Award at HP 2013 EMEA Sales Summit.
- The 'EDGE' Award for Knowledge Management.
- IT Pride of Karnataka Award second year in a row.
- The Champion Innovation award at the 2013 Juniper Champions Summit.
- TechMahindra won 7th edition of SAP ACE Award 2013.
- Winner of 2013, 2011 and 2010 AT&T Supplier Award for outstanding performance & service to AT&T and its affiliates..
- iCMG world award in the 'IT Landscape Rationalization' category along with BT.
- Oracle Partner Network 'FY13 Strategic deal partner excellence award' by Mahindra Satyam.
- Mahindra Satyam BSG won the 'Best Indian ITES Company' award from ITsAP (The IT and ITES Industry Association of AP).
- Mahindra Satyam Won the PegaWorld Partner Award, 2013.
- CanvasM's FightBack Recognized by NASSCOM among top 10 safety applications.
- CanvasM wins mBillionth Awards 2013 in two categories m-Inclusion and m-Women and Child award for Saral Rozgar and Fightback.

## SUSTAINABILITY AWARDS

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- Ranked #2 in the CDP's Carbon Disclosure Leadership Index 2014
- Listed on DJSI - ROBECOSAM Year Book - 2015. One amongst the 6 Indian companies to make it to Global Yearbook
- Recognized as World Leader for corporate action on climate change by CDP under Supplier Climate Performance Leadership Index - 2014-15
- Recognized as World Leader for CDP under Global A List Climate Performance Leadership Index - 2014

## SUSTAINABILITY & OUR WORLD

### SUSTAINABILITY STRUCTURE



### ROADMAP CREATION PROCESS

With guidance and support of Mahindra Group sustainability council, TechMahindra has followed a structured and well-understood strategic approach, right from re-identification of stakeholders to arriving at key materiality issues which are aligned with business strategies, and accordingly customizing sustainability targets. The sustainability approach encompasses the **TRIPLE BOTTOM LINE** principle and recognizes that People, Planet and Profit as the central pillars of corporate sustainability

## STAKEHOLDER ENGAGEMENT

As mentioned in Definition of Content section TechMahindra has proactively engaged with its stakeholders to identify, filter out and prioritize material issues critical for business sustainability, TechMahindra strategically employs diverse dialogue platforms to access multiple perspectives and the concerns of the multitude. The basis for identifying the key stakeholders was the importance and criticality of business functions and stakeholders within the business operations of the company. A list of these engagements is mentioned here, in reference to the respective stakeholder group

STAKEHOLDERS	MEANS OF COMMUNICATIONS
Customers	Interview, personnel visit, publications, media & communications, feedback camps, Customer visits and support programmes.
Associates	Conferences & workshops, publications, newsletters & reports, online portals, feedback surveys and one-to-one interactions.
Shareholders/Investors	Annual report, sustainability report, press releases, investor presentations, corporate website, quarterly and annual results, disclosures on sustainability platforms
Academic Institutions	Strategic tie-ups on innovations and capacity building of associates, to identify young talent pool
Vendors/Partners & Collaborators	Supplier & vendor meets, workshops & training, policies.
Government/NGO	CSR programs in aspects of education & employability
Society at Large	Social Innovation projects
Industry Bodies	Conferences and seminars, Working Committee Meetings, Meetings, Disclosures at sustainability platforms, Conferences & summits

## CAPABILITY BUILDING

To ensure thoroughness of process and enhance the quality of outcomes, sustainability team organized customized workshops for each key stakeholder, to explain & train them on how to identify and prioritize each material issue, and map their importance to the organization business.

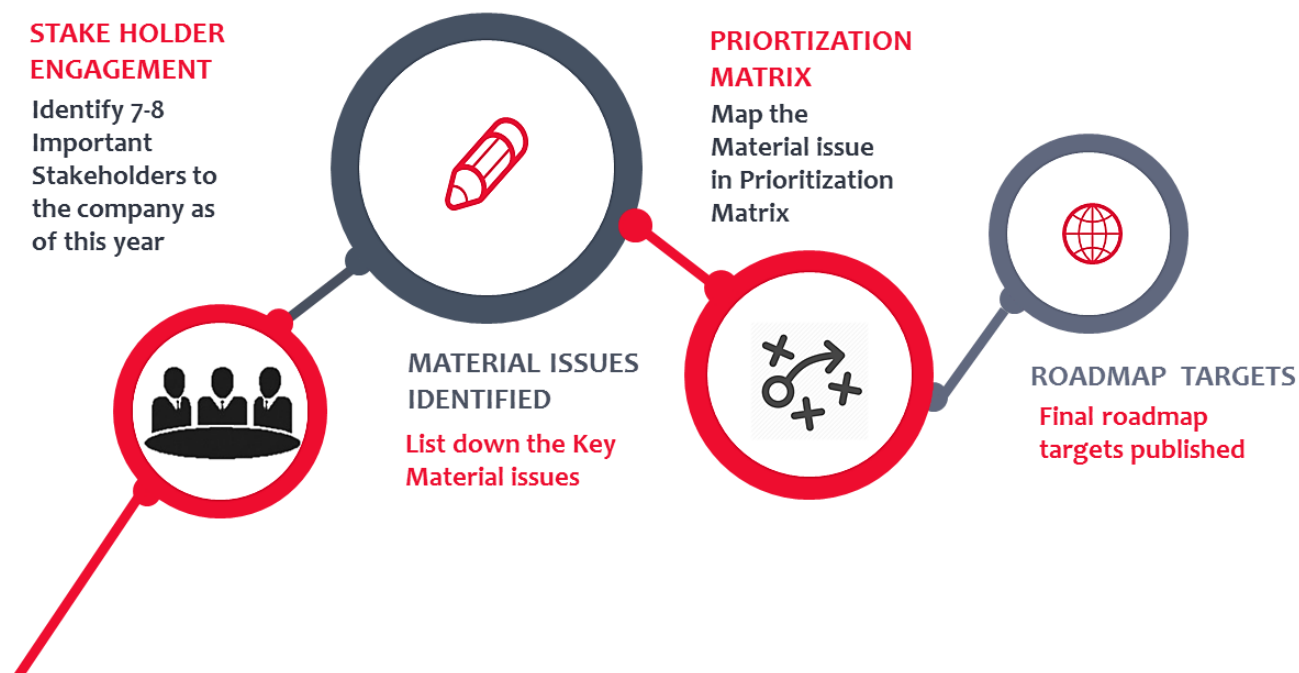
## PRIMING UP FOR G4 STUDY

TechMahindra has commenced migration to the newly introduced G4 Guidelines which encourage more strategic and focused reporting, with a high degree of emphasis on materiality and stakeholder engagement and would be reporting on the same in subsequent year.

## ARTICULATING THE ROADMAP

After building the sustainability capacity, re-identifying and prioritizing material issues with inputs from stakeholders, the company has published roadmap targets for next two years till FY 2015-16

The detailed roadmap is also mentioned in:  
<http://www.mahindra.com/resources/RHS-Elements/5.0-How-we-help/Environment/Mahindra%20Sustainability%20Report%202013-14.pdf>



## Non Alliance with Political Parties

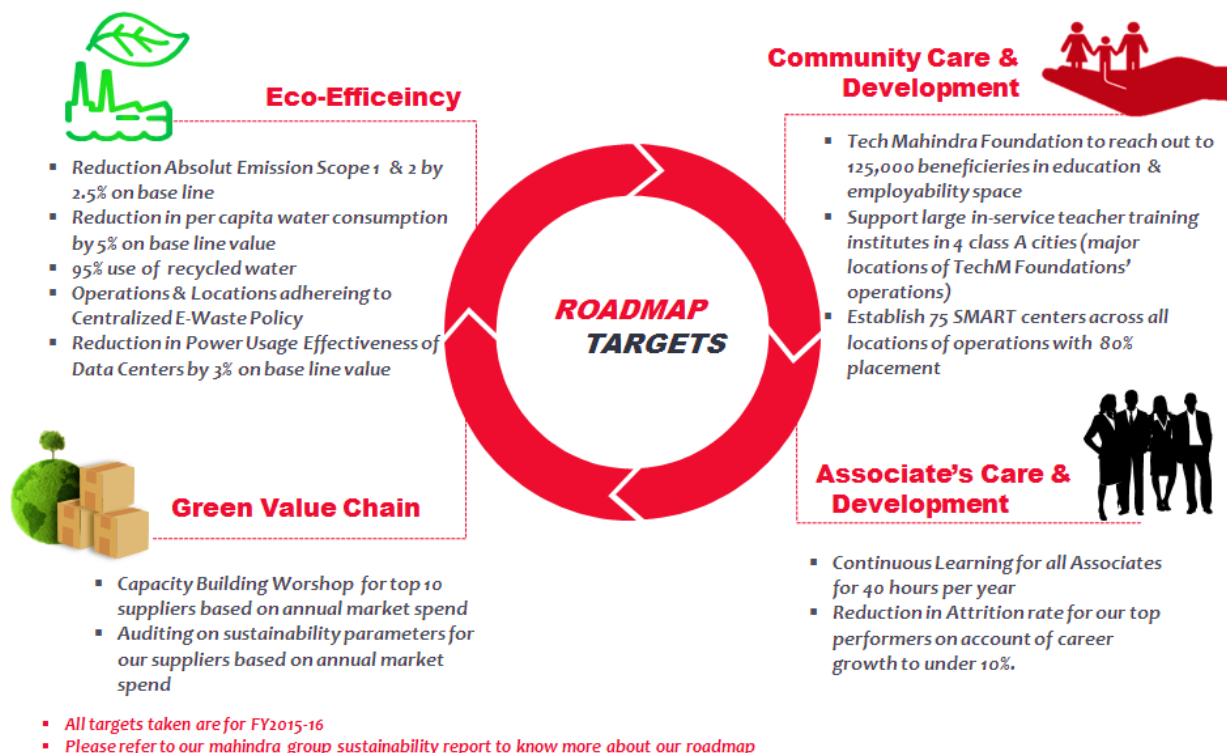
TechMahindra as a company complies with the applicable laws and the governance systems if the country in which it operates. The company is committed not to campaign for, support and offer any funds or property as a donation or otherwise to any political party or to any independent candidate for the political office. The company strives to preclude any activity or conduct which could be interpreted as a favor to and from any political party or person.

The company does not make contributions to the political parties which are so made to influence any decision or gain a business advantage. The company makes donations that are legal and ethical under local laws and practices.

Please refer to code of conduct policy at

[http://www.TechMahindra.com/sites/ResourceCenter/brochures/investors/corporategovernance/Code\\_Of\\_Ethical\\_Business\\_Conduct.pdf](http://www.TechMahindra.com/sites/ResourceCenter/brochures/investors/corporategovernance/Code_Of_Ethical_Business_Conduct.pdf)

## ROADMAP

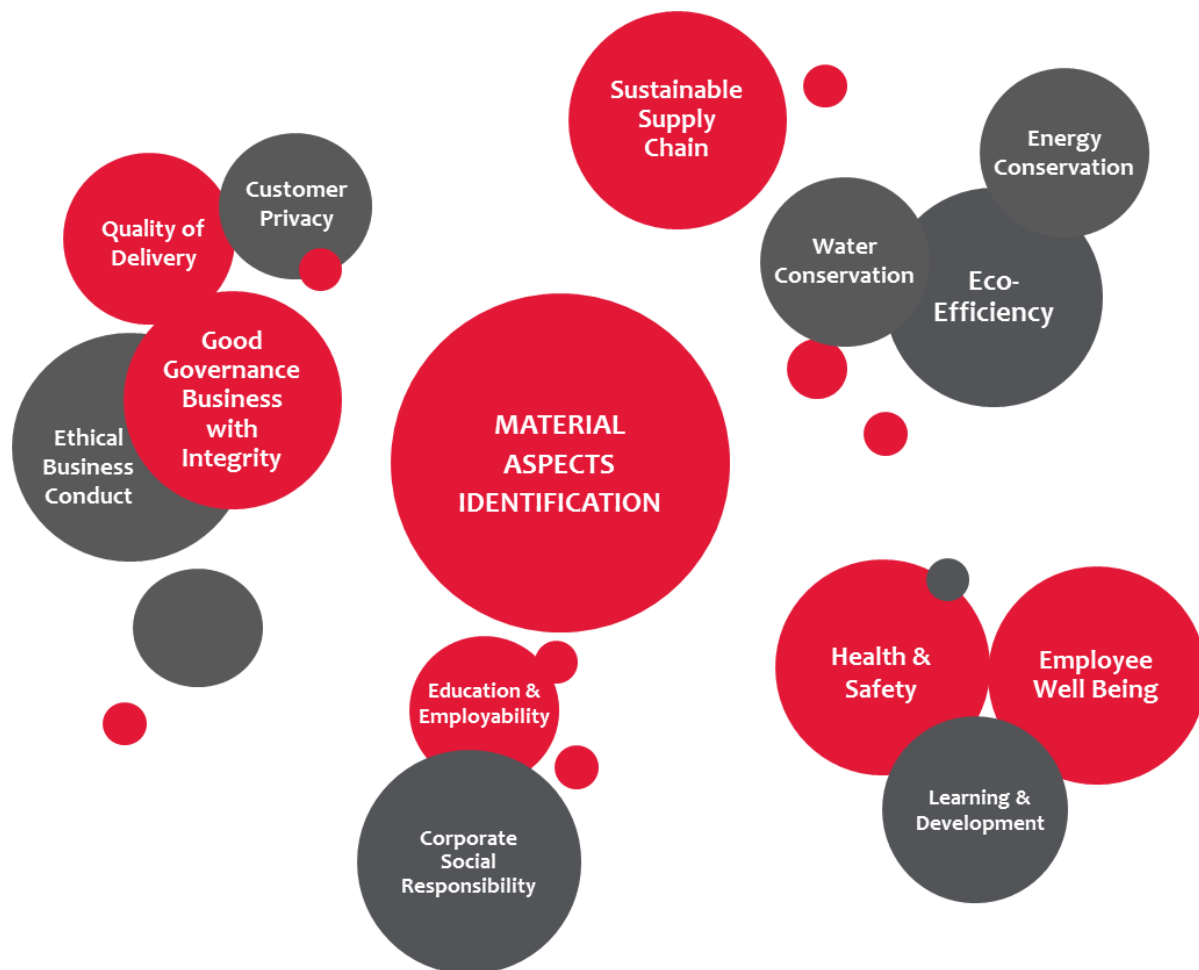


The roadmap targets have also been published in group wide Mahindra sustainability report FY2013-14



## CRITICAL FOCAL AREAS

Based on the discussion with stakeholders following are the critical focal areas for TechMahindra



## SOCIAL PERFORMANCE

The challenges of sustainability need a multi-stakeholder approach, to progressively transform the way TechM drives sustainability compliance.

## HUMAN CAPITAL DEVELOPMENT

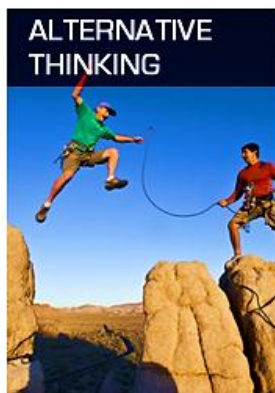
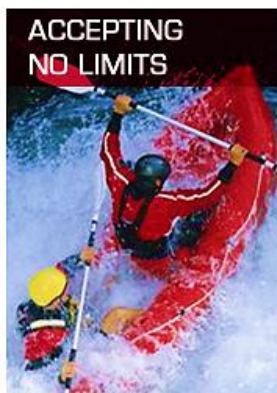
Human capital is the key for the business operations. In alignment to organization's commitment to nurture talent & people, The Company has continuously strived to empower its workforce and provide with opportunities for learning and development. The policies, processes and benefits programs dictate associates' work in a transparent & growing environment. Realizing the criticality of human capital for business sustainability TechM has a strong workforce that is not only technically sound but also functionally adept.

With over 92,000+ associates spread across 51 countries, the company has a diverse workforce that connects, collaborates and celebrates together. The culture at TechMahindra is driven by 3 strong pillars that co-exist within its ecosystem namely - *Accepting No Limits, Alternative Thinking and Driving Positive Change*. The company encourages associates to celebrate the

essence of life along with work and strongly believe in providing a good work - life balance. TechMahindra believes that its 'associates' are the most valuable assets for the company and understand that to create, grow and sustain a world-class organization; it's the people who have to be recognized and rewarded.

The organization also promotes an open feedback culture and empowers associates to act as agents of change in their own domains. The company believes in giving back to the society and motivates associates to regularly engage in volunteer services.

Over the years, TechMahindra has carved for itself a reputation of a company that provides stimulating and challenging work environment to its associates. The most important asset of TechMahindra though remains the energy and passion of its associates that fuels the organization's growth story.



HR engagements in TechMahindra have been developed based on the feedback given by associates through a formal survey which help gauge associate engagement levels and learn about workplace strengths and weaknesses.

The online survey measures associate experience across key engagement dimensions like career, alignment, recognition,

empowerment and strive (also known as *TechM CARES*) providing a holistic perspective to the survey. **The Action Planning feature post the survey is a step towards collaborative decision making, that affect the jobs, work environment, or the direction of company as a whole.** Since engagements are driven by multiple stakeholders, Action Planning is done at all these levels to ensure a holistic approach.

**The leadership engages with associates throughout the year, via interactive forums such as 'All Hands Meets', during which leaders share business performance highlights, award outstanding performers, set the context for the rest of the year and also seek feedback.**

## WORKPLACE BENEFITS

The company strives to build a safe and healthy workplace where innovation thrives, & the focus is on the drive for excellence and hunger for continuous learning. Mandatory benefits include provident fund, paid leave, travel and relocation reimbursements and medical insurance covering hospitalization, life insurance and accident insurance. Compensation levels are merit-based, determined by qualification, experience levels & special skills.

No discrimination on workplace benefits is done between contractual/part-time and fulltime associates

## PARENTAL LEAVES

NUMBER OF EMPLOYEES BY GENDER THAT TOOK PARENTAL LEAVE		NUMBER OF EMPLOYEES WHO RETURNED TO WORK AFTER PARENTAL LEAVE ENDED, BY GENDER	
Female	Male	Female	Male
660	1,705	660	1,705

## LEARNING & DEVELOPMENT HOURS

EMPLOYEE TYPE	TRAINING HOURS DEVOTED (IN HOURS)		TOTAL (IN HOURS)
	MALE	FEMALE	
Senior Management	7,124	620	7,744
Middle Management	470,986	57,374	528,360
Junior Management	1,588,555	784,427	2,372,981
Contract	13,917	3,981	17,898
Total	2,080,582	846,402	2,926,983

## LEARNING & DEVELOPMENT BROKEN DOWN BY EMPLOYEE CATEGORY

EMPLOYEE CATEGORY	NO. OF ASSOCIATES	TRAINING HOURS TOTAL	AVERAGE HOURS
Senior	650	7744	11.91
Middle	14,408	528,360	36.67
Junior	57,840	2,372,981	41.03
Grand Total	72,898	2,909,086	39.91

## LEARNING & DEVELOPMENT BROKEN DOWN BY GENDER

GENDER	EMPLOYEE COUNT	TRAINING HOURS TOTAL	AVERAGE
Female	19,715	846,402	42.93
Male	53,183	2,080,582	39.12
Grand Total	72,898	2,926,983	40.15

\*As of 31<sup>st</sup> March 2014

## REWARDS & RECOGNITION

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In line with the Company's philosophy of timely recognition of associates for outstanding efforts, the company has designed a Rewards Program that rewards associates for their contribution and value addition to the organization.

- Recognize associates who are committed to the Company's growth through their sustained high-quality efforts and excellence.

- Recognize associates who epitomize the values of the organization and are role models to be emulated by their peers
- To encourage desired behaviors that boosts the success and goodwill of the organization.
- Reward associates for participation and contribution in activities of strategic importance, to promote a healthy work-life balance.
- Recognize associates for their continuous and long-term association with the organization.

The intent is to recognize associates as individuals or as part of a team for exceptional performance which helps the Organization in pursuing its strategic goals and objectives. TechMahindra aspires to create a culture of rewarding excellence and appreciation amongst colleagues at the workplace, thereby building an organization where Quality and Merit is encouraged and recognized real time.

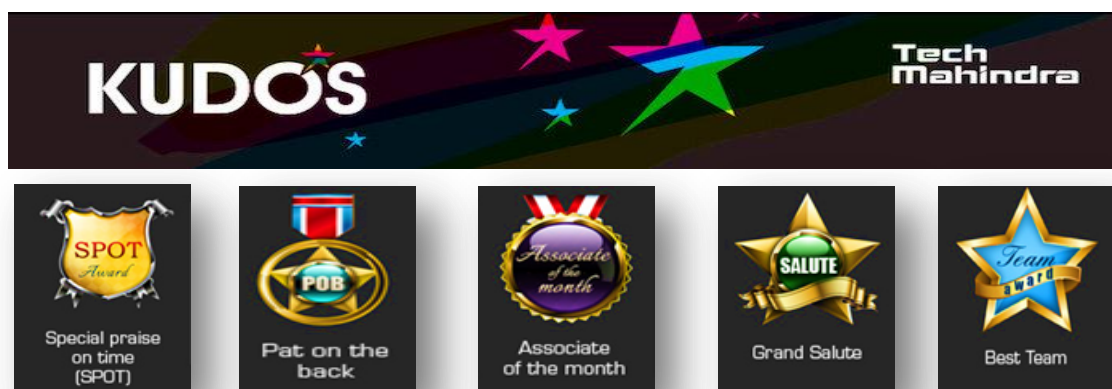
- **SPOT:** Special Praise on Time - SPOT is a Peer to peer award. Any associate can give this award to another – Unit, Band and Location, no bar. -No approvals are required to authorize this award
- **Bravo:** Bravo is awarded by the supervisor for successful completion of a one-time task beyond the call of duty impacting the Team / Project
- **POB** – (Pat on the Back) awarded for successful completion of a one-time task beyond the call of duty impacting the Unit / Group
- **AOM - Associate of the Month** awarded for exemplary performance

demonstrated throughout a given month impacting a Group/ Cluster or at Organization level

- **Grand Salute** - is a Quarterly award to be awarded to an individual who has demonstrated high level of competence in managing the Process and Technology pillars or People and Process pillars
- **Best Team Award** – For an outstanding team that has exhibited superlative performance over an assignment or project leading to exceptional customer feedback, business/ process improvement or significant value-add to the organization

- **Long Service Award** – It is conferred on associates who have completed Five, Ten, Fifteen, Twenty & Twenty five uninterrupted years of service which

should not include leave of absence with the organization. Awardees shall receive a Certificate of Appreciation & Reward points



## DIVERSIFYING THE TALENT POOL

Diversity plays a key role in business success, as it allows businesses to draw from the best talent devoid of personal demographics. Being an Equal Opportunities Employer, the company adopts a holistic approach to performance in workplace. TechMahindra is supportive of cultural sensitization & helps them flourish in their careers along with the organization. Diversity in race, nationality, religion, marital status, gender, age, ethnic origin, physical ability and sexual orientation helps in building team dynamics & healthy work atmosphere eventually leading to the company's success. Cultural diversity in the workplace provides a competitive advantage to idea generation, to the ability to understand a wide variety of customer segments & to expand internationally.

TechMahindra believes that a diverse and socially inclusive workforce is key for building a high performance culture. Diversity at TechMahindra isn't restricted to policies. It is an integral part of the organization's culture and a celebration beyond gender differences. The company recognizes the intrinsic value of a diverse and inclusive workforce and provides equal opportunities to all individuals. At TechMahindra, and within the Mahindra group, there are several initiatives to engage, encourage and promote women leaders at work place.

At TechM, Diversity and Inclusivity at workplace is considered as an instrument for growth and is not limited to just providing equal employment opportunities and the code of ethical conduct but extends to valuing and celebrating the uniqueness of every individual by fostering an environment of inclusion and empowerment.

The Diversity & Inclusivity agenda focuses on building an inclusive workplace, with equal opportunity to develop and grow in a safe and harassment free work environment. The Diversity & Inclusivity Council, with participation from across Geos, drives Diversity and Inclusivity through intervention across Gender Diversity, Cultural Diversity, and Generational Diversity and for Individuals with Special Abilities.

Few of the initiatives are listed below:

- ***Starting Over:*** Starting Over is a lateral recruitment initiative encouraging women who've taken a break to re-join the corporate world
- ***Leadership talks:*** Senior women leaders from across the globe engage in discussions around growth & development of women associates and to encourage them to strive for top leadership positions in the organization.
- ***AWARE (A Woman's Ally during Risk & Emergency):*** A special emphasis is laid on the safety of women associates and hence, initiatives like Women self-defense workshops, GPS enabled cabs, regular transport surveys, training for bus/cab drivers on female safety, etc. are conducted regularly by the organization.
- ***Zero Tolerance at workplace:*** TechMahindra believes in 'zero tolerance' to any discrimination and promotes a work environment that encourages mutual respect and congenial relationships between associates, vendors, and customers. The Anti-Sexual Harassment policy of the company encourages associates to report incidences of workplace harassment or discrimination.
- ***EnAble:*** This initiative is designed to enable equal opportunities to differently-abled professionals. TechMahindra believes that differently-abled associates increase the quality of organizational diversity and encourage collaborative work within the organization. Differently-abled associates are also given equal opportunities and equal support in the company.
- ***Colors:*** [Connect, Origin, Laughter, Optimism, Reason, Strength] is an experiential learning program to help women Associates discover their true potential.
- ***Mentoring Table:*** A program specially designed for women Associates that enables focused learning by experienced leaders are identified as Mentors.
- ***Role Model:*** This is a series of highly interactive talks by inspiring women leaders from various fields such as corporate, academics, sports, entertainment & administration where these eminent leaders speak about their experiences and share their wisdom.

## WORKFORCE BREAKUP

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The workforce across the industry TechMahindra operates consists of skills which are greatly valued globally. Hence, the associates have considerably higher negotiating power in the industry; ensuring workers' interests are largely protected by the free market the notice period for termination of services stands at 2 months from either sides.

FY14 witnessed the much awaited merger between Tech Mahindra Ltd and Satyam computer services limited and other subsidiaries which was consummated on 24th June 2013.

**The merger has resulted in creation of 5th largest Indian IT services Company with workforce of over 89,400 people as of 31st March 2014.**

The headcount reported below is only for India Operations for calculation of specific emissions of the company.

EMPLOYEE TYPE	MALE	FEMALE
Senior Management	381	36
Middle Management	8,169	1,129
Junior Management	30,658	14,220
Fixed Term Contract	133	67
Third Party Contract	939	214
Others	20	8
<b>Total</b>	<b>40300</b>	<b>15674</b>
<b>Grand total</b>		<b>55974</b>
<b>Total Headcount for calculation of specific GHG emissions</b>		<b>55560</b>

\*As of 31<sup>st</sup> March 2014

\*Locations such as Gandhinagar, Patna, New Delhi, Lucknow, Gurgaon, Bhopal & Ahmedabad have been excluded out of the audit scope.

\*The excluded headcount of 414 would be excluded from grand total of 55974

## TALENT ACQUISITION

In order to successfully scale up acquisition of high quality talent in the required numbers TechM has well-defined workforce planning strategy & processes set by business units and corporate functions.

In order to attract qualified diverse applicant pools the company follows the below mechanisms:

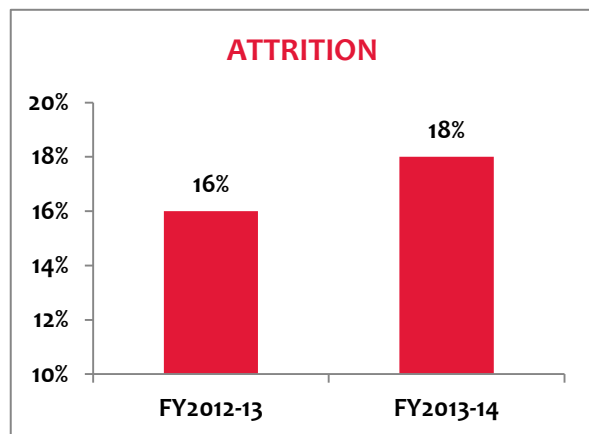
- Focused drives across campuses
- Online job portals
- Recruitment agencies
- Employee referral schemes
- Manpower requirements are also fulfilled by up-skilling the existing resource pool

During the year the merged Company of Tech Mahindra & Mahindra Satyam (brand retained as Tech Mahindra Ltd) saw net addition of 6,333 professionals through campus recruitment and lateral just-in-time hiring. The global headcount of the company as on 31st March 2013 was 83,109 compared to 89,441 as on 31st March 2014.



## TALENT RETENTION

Citing critical benefits like decreasing training costs, recruitment costs and loss of talent & organizational knowledge TechM has made a mature investment in building talent management



practices that offer a fair & employee friendly culture, competency enhancement, career growth options, role mobility, challenging assignments, rewards & recognition.

The IT attrition was 18% during the year as compared to 16% in the previous year. The Company has been working towards containing the attrition rate by continuously investing in learning and development programs for associates, competitive compensation, creating a compelling

work environment, empowering associates at all levels as well as a well-structured reward and recognition mechanism.

**NOTE:** As per the revised attrition definitions the revised figure for FY2013-14 stands at 15% (please refer TechMahindra's factsheet for FY2-14-15)

The attrition reported is for the organization wide attrition and not limited to India Operations, the same figures have been reported in our Annual Report.

TechM has a pool of global professionals who have deep market relevant skills and expertise and to ensure that this collective wisdom is leveraged across the organization, there are multiple channels for associates to provide bottom up feedback and contribute.



**FreeVoice:** The FreeVoice portal is a platform for all associates to give feedback, express opinions and bring forward issues & best practices. On an ongoing basis, associates comment on a broad range of subjects and each subject area is responded to by respective functional owner within a defined timeline. Based on FreeVoice submissions, sustainable process, policy and technology improvement areas are identified for further evaluation. After due business case

analysis, the approved recommendations are implemented.

**Location Leadership Councils:** These location councils serve as a top-down and bottom-up connect between senior leadership and associates by driving the various formal and informal associate engagement programs across locations.

**Knowledge Enhancement Experience (KEE) Portal:** The KEE Portal is the common knowledge repository that captures and stores documented knowledge assets such as Best Practices, Proof-of-Concepts, White Papers, Estimation models, Corporate Decks, & Analyst reports.

**Mahindra Internal Knowledge (MINK) Platform:** It provides a private and secured virtual workspace with controlled access for teams to collaborate and share ideas, work together on tasks

**Ask the Expert (ATE) Forum:** It is a knowledge sharing platform where Experts from across business units respond to queries posted by associates.

## EMPLOYEE ENGAGEMENT & DEVELOPMENT

To ensure a systematic up-skilling of large workforce TechMahindra has a training roadmap to cater to the required competency development & training needs of associates. At TechMahindra, continuous learning is of prime importance and one of the key differentiators that complements personal growth. A culture of continuous learning has been meticulously created and nurtured over the years at TechMahindra.

Key focus areas of Learning & Development at TechMahindra include:

- A great company to start a career: Foundational education, mentorship and experiences through meaningful rotation.
- A great company to build a career / specialize: Specialized education, mentorship and experiences through meaningful rotation.
- The best company for entrepreneurial leaders (Business, Delivery, Solutions, Domain, Technology): Learning opportunities, coaching and environment to practice; Rotations to expand leadership.

TechMahindra has a robust competency identification and development process. Learning Consultants align with specific Business units and work on competency development to:

- |  |   |
|--|---|
| ▪ Build global business leaders              | ▪ Build a CEO/innovative mindset  |
| ▪ Build new age program and project managers | ▪ Develop a culture of empowerment, collaboration, appreciation and trust |

Overall, learning at TechMahindra happens at all levels with customized focus and a variety of methodologies to fulfill different needs.

## COMPENSATION MODEL

TechMahindra abides by the local employment/labor laws prevailing in the countries where it operates. There have been no significant operational changes during the fiscal year of FY2013-14. All employee benefits were provided to the permanent (full time) & contractual (fixed term/part-time)

employees based on the entitlements mandated by the law in the countries where it operates, the locations where TechMahindra recruits & hires. The company does not differentiate compensation offerings amongst its employees (basic salary and remuneration) based on gender at any of the locations it operates. The remuneration is based on the role an employee performs and his/her total years of experience

TechMahindra operating in a highly competitive labor market has to attract and retain talent. The prime workforce consists mainly of software engineers.

## 360 DEGREE LEARNING & DEVELOPMENT OFFERINGS

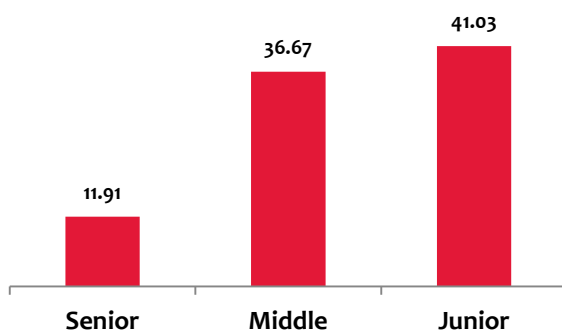
At TechMahindra, continuous learning is part of its core strategy and is recognized as the only sustainable competitive advantage. A culture of continuous learning has been meticulously created and nurtured over the years, and this is the key factor in delighting all the stakeholders –Associates, Investors and Customers.

The focus of Career Development Programs at TechM is on “**creating employability**” and not just “employment” for Associates.

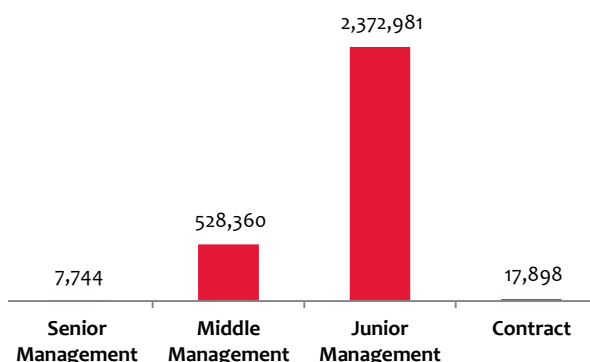
In FY 2014, the organization invested more than **4.5 Million USD** for Associates’ in professional development and provided an average of over 45 learning hours per Associate.

The vision of Learning World is “To be one of the top five organizations in the world for its ability to build leaders and global Associates through effective education”.

### AVERAGE TRAINING HOURS



### TRAINING HOURS DEVOTED



TechMahindra has robust competency identification and development process with Learning Consultants aligned to specific Business Unit. They assess training needs, analyze trends and plan learning based on business goals.

The company appreciates the fact that nurturing globally competitive professionals entails offering a wide range of learning interventions. With this purpose to develop and enhance, the learning and development function offers a broad array of learning opportunities.



TechMahindra places significant emphasis on training and grooming employees at all levels with a long term perspective to develop the right competencies. These competencies would help individuals drive growth in their careers, realize their potential and support their continued employment and post retirement phase. In addition, Human Resources also organize multiple programs on financial management, health and other areas that assist associates in managing career endings.

An important aspect of the trainings was the mandated training & assessment launched on Code of Ethical Business Conduct (covering aspects of human rights), Whistleblower Policy & Anti-Sexual Harassment policy. The complete data on number of people who have taken the exam would be furnished FY2014-15 onwards

## JOSH- SERIOUS ABOUT FUN

JOSH is a team of enthusiastic associates of TechMahindra who take up the responsibility of making a difference through various events involving aspects of fun, talent and social welfare. Their various activities are for

- Enhancing employee bonding

- Showcasing talents of TechMighties in various extra-curricular activities like sports, art, music, dance, etc.
- Encouraging the families of TechMighties to participate and showcase their talents
- Supporting various social welfare organizations and causes also to spread awareness on various social issues
- Helping to conduct organizational events and ensure employee participation

Some of the initiatives under their roof are:

- **Navratna:** Through this online portal, associates willing to share their expertise can register as a Navratna (Guru) and let the Shishyas (Seekers of knowledge) connect with them to learn the skill that they are masters in.
- **Samanvay:** This initiative aids in enabling families bond with the organization through learning interventions. These include programs like Transition into adolescence for Children, Dynamics of Relationships & Spiritual Development for Spouses & Parents.
- **Family Day** - Every year, 2nd October is celebrated as the Family Day in TechM where in the families of Associates are invited to locations and are treated to a fun-filled time with cultural events.
- **Ekatvam** - It is TechM's Annual Associate Event which serves as a platform for Associates to showcase their talents in the fields of art, music, dance & sports and celebrate with their families.
- **Let's Talk** - The in-house psychological counseling service offered to all associates and their immediate family members to cope with stress-related issues, emotional difficulties, critical life events and other personal concerns. The objective is to promote the overall mental and emotional wellbeing of Associates and their families.
- **All Hands Meets** - These are planned interactions between senior leaders and Associates to communicate strategic priorities, share updates & insight into the business performance.
- **CXO Blogs** - The senior leadership team extensively uses the medium of blogs to share updates.
- **Child Care Facility is available at most campuses**
- **TechMate** - Is the online internal newsletter which acts as a news capsule for the entire organization sharing achievements, wins, events and leadership talks to the associates.



**Annual  
Collaboration Day**



**FIFA Fever  
2010**



**Power of 1**  
(merger announcement)



**Annual Bash  
2011-12, 2012-13**



**Mahindra Rise**  
(launch in 2011)



**Muzik Idol 2010**



**Dance Mania 2010**

## SPECIAL PROGRAMS AT TECHM

### GLC

The objective of TechM's Global Leadership Cadre (GLC) Program is to select candidates who have the potential to operate as change agents and introduce a lateral thought process in the organization. These candidates are groomed to take up leadership roles of both managerial and techno commercial nature

### AIM

The Achievers in the Making (AIM) program seeks to identify young associates (with 6 months to 4 years' experience), with entrepreneurial spirit and an untapped potential to sell, and have them transition into client facing roles. The objective is to provide exposure to young leaders who have the aspiration to move into client facing roles and make a difference in front of the customers.

### 1000 Leaders

The 1000 Leader Program identifies high potential Associates in the organization and develops them for future roles. As an outcome of the program, the 1000 leaders either move horizontally into aspirational cross functional roles or move up vertically in the organization. Leaders for this program are identified both from general management and specialist tech streams

### Young CEO

The Young CEO program is designed to encourage the start-up mind-set and nurture young leaders to take on significant roles with 'end to end' responsibility. The Young CEO is selected through a Rigorous process of nominations, psychometric assessments and leaders' validation and is appointed as a Young CEO in the areas of M&A, New business initiatives, Platforms, JVs and new Geographies.

### Shadow Board

Every year TechM selects a high-talent pool of young managers under the age of 35 to form a Shadow Board. Shadow Board members are expected to observe and analyse trends in the industry and in the organization and come up with ideas to gain from them. Several of these ideas have been implemented, leading to a major acquisition and the development of alternate lines of business.

- **Recognition** - Inclusion in Global Leadership Cadre program and extensive induction process. Associates are solely responsible for projects and given a chance to get recognized for achievements.
- **Career** - Opportunity to work directly at midlevel position in hi-impact roles in the company and manage large deal accounts.
- **Networking** - Associates are given the opportunity to interact at national/ international level industry forums as well as interact with the CXO.
- **Learning** - Associates can shape up their learning curve by managing critical assignments and having CXOs as their individual mentors.
- **Shadow Board** - *Shadow Board is one of the pivotal platforms that were envisaged by Mr. Anand Mahindra during a time when the group was at its Inflection point and gearing up to become a formidable global corporate house.* As the name suggests, the Shadow Board is a parallel board constituted by internal employees. A team of 10-12 associates from different sectors are selected through a rigorous process with the final round by the CXO of the sector companies to form a single forum.

The role of Shadow Board members is to challenge conventional ways by bringing in fresh ideas for growth and sustainability. This group which is self-driven tries to introspect and recommend solutions to fix any problems in the system. Shadow Board is known for their thoughtful suggestions which are seriously considered by Senior Management. The group also helps in bottoms-up communication and connects associates with the Senior Management.

Every year all the Shadow Board members across sectors meet at M&M group headquarters in Mumbai to present various projects that they have worked on. The top 3 projects are selected and are finally presented in the Blue Chip Conference, the Annual Group Strategy Meet where more than 400 senior leaders across all sectors culminate to formulate the strategy for the coming year.

**YOUNG CEO One-in-a-Box** model gives the Young CEOs a unique opportunity to oversee the entire spectrum of business including Sales, Delivery, Domain and Support and demonstrate their leadership capabilities.

- **1000 Leaders:** The objective of the 1000 Leaders program is to integrate and build a robust talent pipeline across levels and functions. The program includes identifying candidates with high potential

and preparing them for future roles. These 1000 leaders can either move horizontally into aspirational cross functional roles or can move up vertically in the organization. Leaders for this program are identified from both general management as well as specialist Technical streams.



- **Young CEO** - The 'Young CEO' Program is designed to nurture Young Leaders to take on significant roles with 'end to end' responsibility in the areas of M&A, New business initiatives, Platforms, JVs and new Geographies. The Young CEO is selected through a rigorous process of Independent Business Group Nominations, Tool assessments and Leaders Validation. This One-in-a-box model gives the Young CEO an opportunity to oversee Sales, Delivery and Domains. The support functions also have a dotted line reporting to the Young CEO.
- **Achievers in Making (AIM)** - The AIM initiative is rolled out to nurture the young talent of the organization and provide a road to transition from delivery / support role to a client facing and revenue generating role. The potential talent in search is someone who has an entrepreneurial spirit within and an untapped potential to sell. An organization-wide AIM hunt is set up to select the cream that has the passion and commitment to make this transition and move to the field and make a difference in front of customers. The process involves aptitude tests, test for English proficiency, personality tests, Group Discussions and a personal interview and the rigor is almost like that of getting into a premier B-School. The competition is stiff and the selection bar is high and generally the pick ratio is 10:1 or less.

Aiming to provide a platform for grooming new leaders, a program for first time managers was launched. This included handholding the managers with the expected new role and responsibilities, people management, operational management. Other developmental initiatives (CARE – Connect Assist Recognize Engage; PLTP – People Toolkit Training Program) that were driven to groom middle management in building on associate engagement have displayed significant results, too. There was a significant increase in manager reverse feedback and associate engagement scores, displaying the effectiveness of the initiatives.

**TechMahindra has been one of the leaders amongst the Indian IT companies in implementation of the Job Family Framework (JFF). The JFF is a directory of various jobs (roles) that are required to be performed in the**

JFF framework is being used for systematic career planning, development and career progression of associates since its introduction in 2004. In an effort to continuously improve upon the JFF, it was recently restructured it and added a few jobs

pertaining to new business verticals (non-telecom) that is expected to grow into in the coming years.

## **IDEATION LABS AT TECHMAHINDRA**

At TechMahindra, associates are an integral part of 360 degree innovation strategy and by crowd-sourcing ideas from 90,000+ Associates and transferring the mantle of ideating on to them; the company encourages innovation across the organization.



**sZense-EyE – Wearable device for the Blind (Patent Pending )**



**Mahindra Innovation Awards** - It is an award instituted at the Mahindra Group level to recognize individuals/teams who have implemented innovative ideas across the categories of Offerings, Process & Business Models.

**Battle of the Codes** – One of the toughest coding championships which provides an opportunity to TechMighties to showcase their coding talent.

**IRIS** - [Ideate, Refine, Implement, Shine] It is a structured Innovation process focused towards harvesting ideas from Associates on a specific set of business themes provided by the customer delivery managers.

The products of at the Ideation Lab launched recently are two **social innovations Saral Rozgar app & FightBack app** which is India's first web & mobile app for women's safety which sends SOS alerts with "Tap of a



Button" along with location information to security agencies, police and family.



TechMahindra innovation labs have co-created the Financial Inclusive program to provide banking to the un-banked - The MOBO-MONEY smart tap and pay banking solution.

TechMahindra also has strategic research tie-ups with universities like IISc, Bangalore, IIT Mumbai, UBC, Toronto, XLRI Jamshedpur for developing next generation technologies. The company closely engages in co-IP development and productisation with niche-play startups in the areas of Augmented Reality, 3D image compression, Surveillance and Big Data Analytics, Autonomous Cars. **One such innovation being The Blind man goggles, also known as sZenseEYE, a disruptive socio-innovative product.**



**CanvasM & Mahindra Comviva** have spearheaded organization's innovations campaign

## INNOVATIONS

TechMahindra has a robust program aimed at delivering innovative solutions to customers. At an organization level portion of revenue is invested towards such innovations. These Innovations also encompass Tools/Templates/Accelerators that competency teams plan to develop. A dedicated Innovation Cell has been formed to implement processes to aid innovation. The innovation cell runs various programs as listed below.

- Enterprise Mobility
- Content services commonly delivered across multiple devices
- Data Analytics
- Machine-to-machine communication and the Internet of things
- Cloud Computing
- Content Distribution Networks
- IPV6 Adoption & Migration

The company also has collaboration with universities like IISc - India, DEFT - Netherlands, IIT Mumbai, and IIT Delhi in place to product innovation, research on next-gen technologies. TechM also closely works with its customers and partner network as part of the Co-Innovation program.

TechMahindra has created an internal innovation portal called as IRIS for crowd-sourcing ideas from across the organization, to scout for start-up companies who have niche technology solutions to complement in-house efforts & co-invest with partner organization to come up with new solutions.

## CASE IN POINT (SOCIAL INNOVATIONS) - FIGHTBACK & SARAL ROZGAR



**FIGHTBACK**, the women's safety application, sends SOS alerts from your phone. FightBack uses GPS, SMS, location maps, GPRS, email and your Facebook account to inform your loved ones in case you are in danger. The safety and security of an employee is of paramount importance to the organization. In these troubled times it is important for you to know that TechMahindra cares for you and your loved ones.

FightBack [fB] is a joint initiative of CanvasM Technologies Limited & Tech Mahindra.

Saral Rozgar is an inclusive and flexible innovation incubated at the mobility division of TechMahindra and is now a part of the Growth Factories.

**SARAL ROZGAR** is a technology revolution for India employment needs. It has a registered job seeker base of close to 4 million and reached 1 Lac job openings in March 2014. TechMahindra has successfully engaged



Employers such as Godrej and Boyce, Mahindra Tractors, Mahindra First Choice, Alstom Bharat Forge, Glaxo Smithkline, Gain India, Siesta Hospitality and others. Saral Rozgar has also partnered with the e-governance CSC companies like SREI Sahaj and CMS Computers for expanding the reach to the hinterlands. Partnerships have been extended with the skill development training partners of National Skill Development Corporation (NSDC), DGET, NIESBUD and IGNOU for engaging the trained youths to the entry level jobs.

Saral Dhan is an Agency Banking solution designed to increase penetration of basic banking services[savings accounts, deposits, withdrawals, balance check] and other financial services [insurance, loans, credit cards] as well as Government to Consumer disbursements to financially underserved societal segments. The solution is based on Agent Assisted model wherein a Micro Banking application on a mobile Handheld Terminal/ POS/ Tablet/ Mobile phone is used by an agent to facilitate cash deposits and withdrawals.

**FightBack App is a not for profit application and hence no revenues were generated from the same. Saral Rozgar launched in 2013-14 saw a registration of 20,000 workers availing the services and generated revenue of 300,000 US Dollars for financial year 2013-14. Along with the above another initiative Saral Dhan has generated revenue of 600,000 US Dollars.**

Link: <http://www.fightbackmobile.com/index.php>

<https://www.saralrozgar.com/>

The bouquet of solutions in this field can be accessed from:

[http://www.techmahindra.com/services/vas\\_services/consumer\\_based\\_utility\\_services/voice\\_based\\_utilities.aspx](http://www.techmahindra.com/services/vas_services/consumer_based_utility_services/voice_based_utilities.aspx)

## COMMITMENT TO HUMAN RIGHTS

TechMahindra recognizes that as an IT & telecom service provider with global operations respect for human rights will allow its associates to assert their dignity and thus guarantee sustainable development.

The approach to human rights is aligned with the United Nations Guiding Principles (commonly known as **Ruggie Framework**) for Business and Human Rights and is articulated in organization's HR policy is a broad framework that looks at the impact of business practices on human rights. The company commits itself to Prevention of forced and compulsory labor, child labor and maintaining equitable & safe workplace.

TechMahindra follows international human rights norms and national labor laws that protect and empower all associates within TechMahindra's scope of control and influence, who produce products or provide services for TechMahindra, including associates employed by TechMahindra itself, as well as by its suppliers/subcontractors, sub-suppliers.

All the contracts that TechMahindra enters in with suppliers & vendors require the suppliers/vendors to comply with the relevant laws safeguarding labor rights and human rights in their respective jurisdiction. Also the security personnel are sensitized about the human rights aspect of forced labor, child labor, non-discrimination, equality & respect.

No incident of discrimination or non-compliance with relevant labor laws by any of company's business partners was brought to organization's notice in FY 2013 - 2014. As on March 31st 2014, all pending grievances relating to human rights were addressed and resolved

Also there were no reported cases on potential conflicts of interests concerning the human rights of freedom of expression and privacy for Financial Year 2013-14. The company has systems & processes in place to monitor compliance with the code & to prevent conflicts related to freedom of expression and privacy..

**Please read Code Of Conduct Policy**

[http://www.TechMahindra.com/sites/ResourceCenter/brochures/investors/corporategovernance/Code\\_Of\\_Ethical\\_Business\\_Conduct.pdf](http://www.TechMahindra.com/sites/ResourceCenter/brochures/investors/corporategovernance/Code_Of_Ethical_Business_Conduct.pdf)

## **ANTI-SEXUAL HARASSMENT POLICY**

TechMahindra is committed to conducting and governing ourselves with ethics, transparency and accountability and to this, the company has developed governance structures, practices and procedures that ensure that ethical conduct at all levels is promoted across its value chain. It is thus in acknowledgement of and consonance with these values, that are dedicated to ensuring that the work environment at all the locations is conducive to fair, safe and harmonious relations, based on mutual trust and respect, between all the associates of the Company. The company strives to guarantee a safe and welcoming environment to all those who work/visit any of the locations in any capacity, such as customers, vendors etc. Discrimination and harassment of any type is strictly prohibited. The company promotes & maintains this culture to ensure that associates of the company do not engage in practices that are abusive in any form or manner whatsoever.

The Company aims to provide a safe working environment and prohibits any form of sexual harassment. Hence any act of sexual harassment or related retaliation against or by any associate is unacceptable. This policy therefore, intends to prohibit such occurrences and also details procedures to follow when an associate believes that a violation of the policy has occurred within the ambit of all applicable regulations regarding Sexual Harassment.

**Refer below link for the entire document [here](#)**

## **CODE OF ETHICAL BUSINESS CONDUCT**

The Directors, both executive and non-executive, and Associates are responsible for carrying out their duties in an honest, fair, diligent and ethical manner, within the scope of the authority conferred upon them and in accordance with the laws, rules, regulations, agreements, guidelines, standards and internal policies, including such other requirements which are incidental thereto. As Directors and

Associates of TechMahindra have a duty to make decisions and implement policies in the best interests of the company and its stakeholders. The Board of Directors of TechMahindra is entrusted with the fiduciary responsibility of overseeing the assets and affairs of the company.

The policy of TechMahindra is to comply strictly with all laws governing its operations, and to conduct its affairs in keeping with the highest level of moral, legal and ethical standards. Accordingly, the Directors and Associates shall respect and obey the laws of the jurisdictions in which TechMahindra operates and comply with all applicable laws, rules, regulations, agreements, guidelines, standards and internal policies, including other requirements incidental thereto. The company has an Insider Trading Policy, the adherence of which shall be ensured, in letter and spirit. The Directors and Associates are expected to be aware of all relevant laws and regulations involving their responsibilities as Associates of TechMahindra and refrain from any illegal, unethical or otherwise improper activities.

Refer below link for the entire document [here](#)

## **COMPLIANCE WITH INTERNATIONAL STANDARDS FOR HUMAN RIGHTS**

TechMahindra as an organization complies with Universal Declaration of Human Rights, International Labor Standards & OECD Guidelines.

Universal Declaration of Human Rights which was adopted by the UN General Assembly on 10 December 1948 as a common standard of achievement for all people and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of Member States themselves and among the peoples of territories under their jurisdiction.

International Labor Standards are legal instruments drawn up by the ILO's setting out basic principles and rights at work. The intent of these standards is to establish a minimum level of protection from inhumane labor practices through the adoption and implementation of said measures. It is the aim of international labor standards to ensure the provision of such rights in the workplace, such as against workplace aggression, bullying, discrimination and gender inequality on the other hands for working diversity, workplace democracy and empowerment.

The OECD Guidelines for Multinational Enterprises provide voluntary principles and standards for responsible business conduct. The Guidelines aim to ensure that the operations of these enterprises are in harmony with government policies, to strengthen the basis of mutual confidence between enterprises and the societies in which they operate and to enhance the contribution to sustainable development made by multinational enterprises..



## SAFETY AND HEALTH



TechMahindra believes that associates are one of the most valued strength of the company that contributes with their work to the culture and the business results. It is therefore, imperative that as an organization associates' health & well-being becomes utmost important. TechMahindra is committed to provide healthy & safe working conditions to all associates & is focused on minimized damage to natural environment. Two of the major campuses are OHSAS 18001 certified.

TechMahindra commits to advocate a strong safety culture along with risk assessments that effectively aid hazard identification, prevent accidents & minimize danger.

**Wealth of Wellness (WOW)** initiative aims at harnessing the power of technology for associates' health and wellness. For this, facilities like Medical Rooms, Gymnasiums, Indoor Games Room & BMI calculator are provided. Events like Health Check Ups, Healthy cooking & Yoga sessions are organized for associates.

### ▪ **Wellness Infrastructure**

All large campuses at TechM have Medical Rooms, Gymnasiums and Indoor Games facilities for use by associates.

### ▪ **WoW Portal**

Wealth of Wellness portal is an interactive forum, which apart from hosting various user friendly features such as BMI calculator, BMR Calculator, Body Fat Calculator, and Calorie Calculator etc, also contains insightful articles and videos on nutrition, possible syndromes, benefits of various Yoga forms etc. This portal also hosts information on all the WoW events conducted across locations.

### ▪ **WoW Events**

Various Wealth of Wellness events are organized/enabled across locations to promote healthy living such as:

- Health Check Up camps for Associates as well as their families
- Competitions for Weight Loss, Healthy cooking etc.
- Workshops on Wellness by external speakers and professional counselors
- Yoga sessions
- Dance Classes

- **Ergonomics at workplace** – The biggest risk within the industry are the ergonomics related issues associates are exposed to, for the same reason TechMahindra acknowledges



the risk and has organized several internal programs for associate health & well-being as part of WOW.

The company strives to adapt processes & work practices in the direction of better ergonomics where the goal is to provide maximum productivity with minimal physiological or health cost to the associate.

Correct posture and movement play a central role in the provision of a safe, healthy and comfortable work environment. Hence, at TechM there are regular sessions to sensitize associates on correct sitting posture & exercises for most affected organs like back, neck, fingers, wrists & eyes.



\*\*\*"Stumbling into Infinity" – Talk by Michael Fischman – Michael enlightened the associates with his knowledge of Meditation and Yoga and also made them experience Meditation. He highlighted the fact that Yoga originated from India but how Indians don't use this treasure for enlightenment and personal growth. "Yoga is a way to freedom. By its constant practice, we can free ourselves from Fear, Anguish and Loneliness" – Indra Devi

\* Going forward the company plans to disclose the data on Health & Safety metrics

## ANTI-CORRUPTION

The policy to conduct all business in an honest and ethical manner has been articulated across platforms and in company's anti-corruption & bribery policy has been listed on organization's website.

The company takes a zero-tolerance approach to bribery and corruption and are committed to act professionally, fairly and with integrity in all business dealings and relationships, wherever the company operates, and to implementing and enforcing effective systems to counter bribery.

Bribery is a serious criminal offence in jurisdictions in which the Company operates, including India the United Kingdom (UK Bribery Act 2010), the United States of America (Foreign Corrupt Practices Act) and other applicable laws where bribery offences can result in the imposition of severe fines and/or custodial sentences, exclusion from tendering for public contracts and severe reputational damage.

Therefore the organization takes legal responsibilities very seriously. The purpose of this policy is to:

- Set out responsibilities, and the responsibilities of those working for the organization, in observing and upholding organization's position on bribery and corruption
- Provide information and guidance to those working for the company on how to recognize and deal with bribery and corruption issues

**All cases of corruption reported were resolved for FY2013-14. The risk assessment for anti-corruption cases happens via bottom-up approach where employees are encouraged to report such cases periodically via defined mechanisms**

Refer below link for the entire document [here](#)

## LABOR PRACTICES & GRIEVANCE MECHANISMS

TechMahindra encourages all its stakeholders to communicate and raise any behavior or practice, they may be aware of and suspect to be unethical, illegal or otherwise inappropriate and harmful to the company.

The TechMahindra Whistleblower Policy sets out ways through which the stakeholders can raise concerns that relate to actual or suspected violations of the Code of Ethical Business Conduct, Accounting, Internal Accounting Controls, Auditing Matters and applicable national and international laws including statutory / regulatory rules and regulations which includes but not limited to Companies Act, SEBI and SEC Regulations. All whistleblower complaints received are reviewed by the Corporate Ombudsman or the Redressal Committee.

Refer below link for the entire document [here](#)

## CORPORATE CITIZENSHIP AND PHILANTHROPY

TechMahindra is committed to empower people the Mahindra way of RISE. Through TechMahindra Foundation (TMF), the corporate social responsibility arm, a contribution of 1.5% of profit after tax (PAT) which is used to implement social initiatives across ten locations in India. In accordance with sub-



## COMMITMENT TO CREATE A MORE EQUITABLE, INCLUSIVE & SUSTAINABLE SOCIETY

section (1) of section 135 of the Companies Act 2013, TMF has set up a CSR committee to advise on the company's CSR policy and monitor the activities of TechMahindra Foundation.

TechMahindra Foundation commits to creating a more equitable and inclusive society by supporting processes that will lead to sustainable transformation and social

integration and by creating opportunities that enable the socially disadvantaged to utilize their

 <h3>EDUCATION</h3> <ul style="list-style-type: none"> <li>Fundamental theme of TMF's work</li> <li>Thrust areas to include- Whole school turnaround</li> <li>Remediation education including learning enhancement in language and mathematics</li> <li>Capacity building of stakeholders - school leadership, teachers, communities</li> <li>School governance</li> </ul>	 <h3>EMPLOYABILITY</h3> <ul style="list-style-type: none"> <li>TMF promotes the concept of 'education to employability', and runs the SMART (Skills-for-Market-Training) programme to encourage and facilitate employment opportunities</li> <li>Foundation enables the youth to acquire employable market-oriented skills</li> <li>Links them to potential employers, thereby facilitating development of self-reliant and contributing individuals.</li> </ul>	 <ul style="list-style-type: none"> <li>ARISE – All Round Improvement in School Education programmes (ARISE works on four dimensions – infrastructural, academic, social and organizational – for schools)</li> <li>ARISE+ – ARISE for People with Disabilities</li> <li>SHIKSHAANTAR – Capacity Building and Teacher Empowerment initiatives, including the Shikshak Samman Award programme.</li> <li>SHIKSHA SAMWARDHAN – Learning Enhancement initiatives to reduce the cumulative burden of non-comprehension</li> </ul>
 <ul style="list-style-type: none"> <li>SMART – Program for youth</li> <li>SMART+ – SMART for People with Disabilities</li> <li>SMART T – specialized SMART for technical training</li> <li>The SMART programme currently consists of a Foundation course (comprising of Spoken English, Basic IT and Soft Skills)</li> </ul>		
<p><b>EMPOWERMENT OF GIRLS/WOMEN &amp; PEOPLE WITH DISABILITIES, AND CORPORATE VOLUNTEERING ARE CENTRAL TO ALL THE WORK UNDERTAKEN BY THE FOUNDATION.</b></p>		

## TECHMAHINDRA FOUNDATION OPERATES UNDER TWO BROAD LINE PILLARS of EDUCATION & EMPLOYABILITY

potential. It is proud to be a part of Rise, the Mahindra and Mahindra Group's brand positioning, to communicate with one brand voice, one face and one 'Mahindra' core purpose. The company closely follows the three tenets of Rise in everything that it does: Accepting No Limits, Alternative Thinking and Driving Positive Change.

Since 2007, the foundation has run highly impactful programmes in education and employability. In the current year, it is running 136 projects across all locations –

- |               |             |
|---------------|-------------|
| ▪ Bengaluru,  | ▪ Delhi-NCR |
| ▪ Bhubaneswar | ▪ Hyderabad |
| ▪ Chandigarh  | ▪ Kolkata   |
| ▪ Chennai     | ▪ Mumbai    |

▪ Pune

▪ Visakhapatnam

During the year under review, TMF's programme spend has been 18.62 crore, reaching out to 71,383 direct beneficiaries and 321,224 indirect beneficiaries through 116 projects and 89 partners spread out across eight cities.

To this end, the foundation supports and strengthens vulnerable communities through vibrant, innovative partnerships with the government, NGOs, CBOs and others while also reinforcing and strengthening existing systems and processes. TechMahindra Foundation strives to rise to conquer challenges of the development sector by innovative and path-breaking initiatives in policy formation, programme implementation, and delivery of services.



increasingly being assessed in terms of the multidimensional performance profile and personality traits of students. The world of higher and specialized education

## EDUCATION

Education is the fundamental theme of TMF's work and one of the more significant interventions that the foundation has initiated. TMF believes that it is education which can substantially leverage changes in developing an equitable and just social system. This has led TMF to create various opportunities and platforms to empower individuals and systems to achieve a farfetched dream of educating children of disadvantaged sections.

The quality of school education is now





and the world of work expect the entrants to possess independent learning, problem-solving, and decision-making abilities. This shift in the expectation from school education is creating an external pressure on the system to change. The National Curriculum Framework 2005 (NCF 2005) and Right to Education Act (RtE) continuously propose new pedagogy and a move away from widely practiced and teacher centered classroom processes and mundane school governance to deal with the cumulative burden of non-learning.

The foundation, with a commitment to quality and equitable education opportunities for all, works to empower disadvantaged children through education, create an enabling environment that encourages children to come to school and reduce dropouts, and provide knowledge systems that facilitate better learning, for bringing a systemic change in schooling.

With that objective, the foundation has identified the following thrust areas:

- Whole school turnaround
- Remediation education including learning enhancement in language and mathematics
- Capacity building of stakeholders - school leadership, teachers, communities
- School governance

The Foundation works on all of the above areas with special emphasis on whole school development and teacher training to bring in a seismic social change.



The Education programme is built up of the following components:

- ARISE – All Round Improvement in School Education programmes (ARISE works on four dimensions – infrastructural, academic, social and organizational – for schools)
- ARISE+ – ARISE for People with Disabilities
- Shikshaantar – Capacity Building and Teacher Empowerment initiatives, including the Shikshak Samman Award programme.
- Shiksha Samwardhan – Learning Enhancement initiatives to reduce the cumulative burden of non-comprehension

The foundation will work on all of the above areas with special emphasis on whole school development and teacher training to bring in a seismic social change.

## **VOCATIONAL TRAINING AND EMPLOYMENT**

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In a fast growing economy like India, there is an evident gap between the demand for trained and skilled manpower and the supply.

In alliance with the government of India's vision and policy on skill development, the foundation enables the youth to acquire employable market-oriented skills and links them to potential employers, thereby facilitating development of self-reliant and contributing individuals.

TMF promotes the concept of "education to employability", and runs the SMART (Skills-for-Market-Training) program to encourage and facilitate employment opportunities for youth from the marginalized communities. Under this program, there is SMART and SMART+ (for persons with disabilities) centers, which are operational across India. The SMART program targets school dropouts and addresses the skill gap in areas like retail, hospitality, accounting, nursing aide, plumbing, electricians, and so on.

The SMART programme currently consists of a Foundation course (comprising of Spoken English, Basic IT and Soft Skills), with a further specialization in ten trades – customer relationship and sales, hospitality, ITES/BPO, office administration, tally, multimedia, lab assistant, pharmacy assistant, govt exam coaching, basic and advanced welding, electrician and civil. Direct and Indirect Economic Impact from SMART centers has been the income generated for the beneficiaries as below

- **SMART programme this year** has operated with a placement rate of 75-80%
- Many are already in jobs with companies like Big Bazaar, Costa Coffee, Café Coffee Day, Airtel, Aegis, TechMahindra, Cognizant, Max Health Care, Pizza Hut, Idea, McDonald's, Shoppers' Stop, Spencer's, Proctor and Gamble, Easy Day and so on
- **The SMART graduates have an average salary of INR 8,000-10,000**
- **Tech Mahindra has recruited over 25 beneficiaries from the SMART program leading up to direct estimated savings of 125,000 Indian Rupees in hiring cost**

- Digitization of books for people with sight-impairment – a popular volunteering activity at our Hyderabad Chapter, where volunteers from Tech Mahindra spend long hours at it (in partnership with LV Prasad Eye Institute)
- Toll-free helpline for teachers at East Delhi Municipal Corporation – over 5600 teachers from the Municipal Corporation schools could get answers to their queries on teaching / learning through this helpline, without having to visit the training institute

Empowerment of girls/women and people with disabilities, and corporate volunteering are central to all the work undertaken by the Foundation.



## MAJOR ACHIEVEMENTS

Some of the new flagship programs in Delhi-NCR this year include:

- A new 5-year program with East Delhi Municipal Corporation, where we would set up and run a high quality education institute for in-service teachers of
- MCD, and come up with a model lab school - in Dilshad Garden, New Delhi;
- A new long-term program with Kasturba Balika Vidyalaya (a government-aided girls school in Friends Colony, New Delhi) - where TMF is going to transform the existing school infrastructure and introduce a variety of school improvement initiatives. TMF would also eventually build up a primary school, which would be called the TechMahindra Primary School in future;
- School Excellence Award (new) to identify, honor and develop the best municipal corporation primary schools from each of the three MCDs in Delhi;
- Shikshak Samman Award (in its 5th year in Delhi now) to identify, honor and develop 25 best primary teachers from the 1799 municipal primary schools under MCDs; also introducing the same in partnership with MCGM in Mumbai;
- Three whole-school adoption programs in Public Private Partnership mode with Aseema Trust and Akanksha Foundation in Mumbai.

- **TechMahindra Foundation in FY2013-14 has reached out to 1 Lac beneficiaries**
- **A total of 50 SMART Centers have been opened across India**

## VOLUNTEERING

Volunteering is one of the core human resource strengths at all the Mahindra and Mahindra Group companies. TechMahindra encourages at least 10% of its associates to spend 10% of their free time in CSR activities. The foundation works in engaging TechMahindra associates with the disadvantaged communities to foster empathy and understanding of social inequalities on one hand, and creating a





positive response of the community for its beneficiaries on the other.

TMF will continue to create opportunities in all its locations for TechMahindra associates to share their time and skills in a meaningful manner for the betterment of the society, and acknowledge all volunteers and their contribution.

**Find out more here:**

[www.TechMahindra.com/en-US/www/society/Pages/default.aspx](http://www.TechMahindra.com/en-US/www/society/Pages/default.aspx)  
[www.TechMahindrafoundation.com](http://www.TechMahindrafoundation.com)

## CASE IN POINT: DIGITAL INCLUSION

We are now living in the Hyper Connected World where People to People, People to Things and Things to Things are connected due to advancement in Mobile, Long Term Evolution (LTE), IPV6, M2M Communication and Social Networks. Hyper connectivism has forced people to adapt to a Digital Lifestyle and also giving life into non-living things like car, machines, equipment, etc.

This is a major disruption which enables non-living things like cars, equipment, machines etc to communicate with each other through sensors and networks.

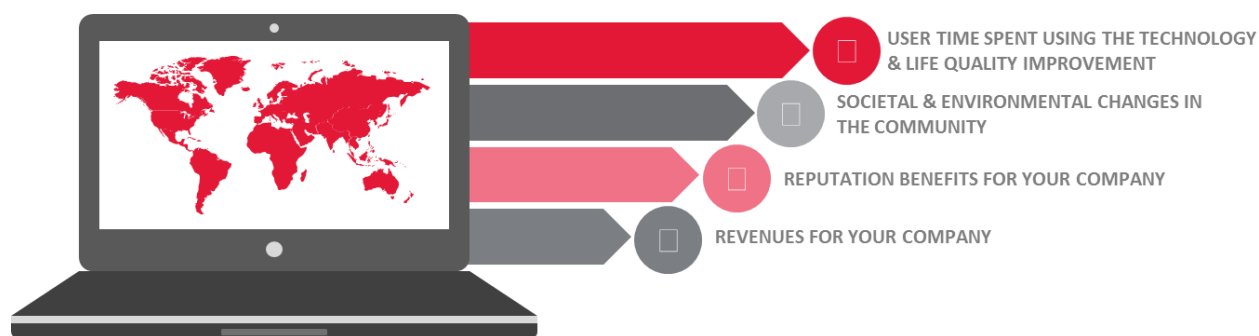
- Sensors enabling non-living things to sense
- Embedded software enabling non-living things to become intelligent
- Wireless communication enabling non-living things to communicate each other
- Predictive analytics software enabling non-living things to see the future

Digital Enterprise Services (DES) offer innovative and customer-centric services and solutions integrating technology with business that answer today's issues, anticipate tomorrow's needs and create Future Proof and Future Ready Solutions using seven technologies namely Networks, Mobility, Analytics, Cloud, Security, Social and Sensors. Digitalization of business value chains would significantly impact business ecosystem and IT ecosystem of the enterprises. Enterprise applications providers, technology, and Infrastructure vendors realized the power of the confluence of disruptive technologies like Cloud, Big data, Mobile, Social, Sensors etc. and the next-gen solutions developed with the nexus of these forces.

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### TECHMAHINDRA MEASURES THE SUCCESS OF DIGITAL INCLUSION INITIATIVES

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TechMahindra Foundation has been supporting individuals and organizations that harness the potential of the disabled, with a special focus on the visually impaired. TMF works to facilitate integrated development and inclusion of the disabled into the mainstream.

Some notable interventions supported by the foundation are:

- Printing of Braille books and development of digital books
- Supporting websites for the visually disabled
- Research and development for new technologies to help people with visual disability

**The above initiatives has brought in a change in lives of beneficiaries but also have reduced cost towards printing and making the material accessible for visually disabled.**

**Digital Inclusion & Research and Development** – TechMahindra apports sizeable amount to R&D budgets to develop next generation products for making the lives of the physically (and visually) challenged better.

TechMahindra has contributed efforts by representation at Business Disability forum to work towards making organization disability smart. TechMahindra has ensured access to differently abled across the facilities is well provisioned.

**TechMahindra has a charter around socio-innovation in the overall R&D spends. As an outcome the R&D team has developed blind man goggles to provide sensory vision to the visually challenged.**

The learning and training initiatives have gone through radical improvement over the last couple of years. The organization has embraced more inclusive training mediums like webinars, on-demand online quizzes and training pods. They are available for all the 89,000+ associates at any point of time

throughout the year. The company has on boarded more university training programs for those seeking specific skills or wanting to further specialization in the areas of interest through distant-learning programs. The company encourages associates to rely more on Web-conferencing and tele-presence infrastructure to make efficient use of technology

## ENVIRONMENTAL PERFORMANCE

### OVERVIEW

Alternative thinking has fueled the journey of Mahindra. TechMahindra nurtures the same business philosophy of alternative thinking, strategically leveraging sustainability as a competitive advantage. Alternative thinking has propelled the company to identify high impact material issues and concentrate individually on each one of them with a sole goal of a sustainable business model.

Sustainability without materiality is like a journey without a destination. Identifying material issues was the first step towards shaping organization's sustainability strategies. At TechMahindra the ideology of sustainability is reflected in rigor and strategic thinking across the organization. The centralized idea that company's operations should not affect the future of the society, ecological balance and life support functions.

### SUSTAINABILITY POLICIES

The company's sustainability policy is segregated in three aspects

- Sustainable supply chain policy and code of conduct
- Health, Safety and Environmental policy
- Environmental Policy

The entire gamut of documents envisages all the environmental, social and governance aspects of the organization.

The above three policies focus upon the high prioritized material issues for the company. The policy on sustainable supply chain policy focuses upon suppliers and parameters on which the organization has a common alignment to drive its sustainability goals.

Health, Safety and Environmental policy is applicable for locations which have been certified ISO14000 and OHSAS18001 certificates encompassing health and safety parameters of employees.

The environment policy aims to create a pollution free and environmentally friendly IT enterprise and add value to Society, Customers, and Employees, Investors, Government and other stakeholders. It also takes a delineates policy on e-waste disposal, waste disposal and an effective water management.

TechMahindra would also strive to conduct its business in compliance with Legal regulations & other requirements and in line with interested party concerns. TechMahindra will systematically manage the occupational risks and environmental impact(s) identified and reported. The idea is to minimize damage to the environment and comply with legal requirements.

## LOCAL SUPPLY CHAIN

TechMahindra believes that the country has given us immense opportunities to grow and the company takes it as a prerogative to give back in kind. Encouraging local supply is just one such means. Giving local supply a shot in the arm not only makes great business sense owing to the reduced transportation cost and faster deliveries, it also provides a global platform for local manufacturers to exhibit their products, services and proficiencies. That being said, the company would not want its customer's user experience to be dampened by enthusiasm towards local suppliers.

Percentage of local suppliers of total market spend	Percentage of local suppliers within top 10 of top 10 market spend
35.47%	68.98%

## ENVIRONMENTAL MANAGEMENT

### ECOLOGICAL FOOTPRINT



Today's economic paradigms do not protect the natural environment, yet they deepen human dependency on biodiversity and ecosystem services. To achieve sustainable development, environmental accountability & management is material.

At TechMahindra managing environmental footprint is essentially through a process which addresses issues ranging from emission reduction to water management &

from green infrastructure to green IT. The operations continuously strive to fine tune processes and

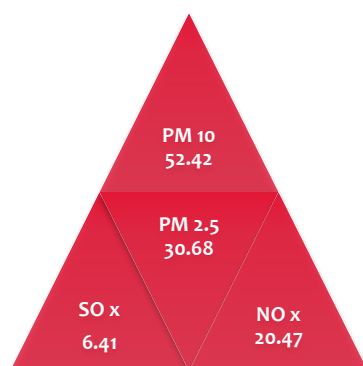
systems in order to identify, quantify and reduce the environmental impacts of its businesses & operations. Organization-wide year on year, there have been investment towards enhancing environmental performance by identifying issues material to the business operations.

TechMahindra has put together a strategy that enables customers to achieve their sustainability goals and objectives via organization's gamut of services & solutions in mobility, cloud and platform space. Thus strategically positioning the company to enable its customers to reach and exceed their sustainability goals.

A big step towards managing the five pillars of environmental footprint is Air, GHG, Energy, Water & Waste is identifying internal stakeholders & the central sustainability team for constant monitoring & management of robust sustainability data. This has helped in making disclosures across platforms such as CDP & DJSI and also environmental compliance clearance.

There is regular compliance check to all relevant environmental laws, acts and across all TechM sites. No instances of non-compliance to environmental laws and regulations were brought to the notice in FY 2013-14.

**TechMahindra being an IT service provider and business consulting company, there has been no direct material consumption due to its operations. TechMahindra proactively works to optimize the ecological footprint across all facilities to ensure sustainable business growth year-on-year. <sup>EN1</sup>**



### **AMBIENT AIR QUALITY**

**TechM Ambient Air Quality 2013-14**  
(microgram/m)

### **GHG EMISSIONS – EN15, EN16, EN17, EN18, EN19, EN30**

- The atmosphere is a complex natural gaseous system that is essential to support life on Earth.
- Ambient air quality refers to the quality of outdoor air in our surrounding environment.
- In line with the revised National Ambient Air Quality Standards (NAAQS 2009), the Particulate Matter (size less than 10 µm), (size less than 2.5µm), Sulphur Oxides (SO<sub>x</sub> ) and Nitrogen Oxides (NO<sub>x</sub> ) are commonly monitored.
- The Ambient Air Quality report results are mentioned here.

One of the most important among the pillars of environmental sustainability is the measurement of Greenhouse Gas emissions. As a step towards achieving enhanced operational eco-efficiency the company has taken targets to reduce its absolute emissions.

The sources of GHG emissions contributing to TechMahindra's carbon footprint are:

- Scope 1: Diesel-run Generator sets, Fuel used in Company-owned vehicles
- Scope 2: Purchased Electricity
- Scope 3:
  - Business Air Travel,
  - Upstream transportation (Inbound Logistics)
  - Employee commutation in company hired vehicles
  - Waste (paper consumption)

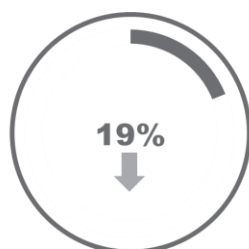
Reference standard used for emission calculations is GHG Protocol & IPCC Emission Factors have been used for calculating scope wise emissions.

## KEY PERFORMANCE INDICATORS



### SPECIFIC ENERGY CONSUMPTION

A reduction of 24% in Specific Energy Consumption in FY 2013-14 over previous year was achieved over base year FY2012-13



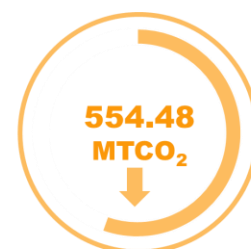
### ABSOLUTE ENERGY CONSUMPTION

19% overall reduction in Absolute, Direct & Indirect Energy Consumption was achieved in FY 2013-14 over base year FY2012-13



### WATER CONSUMPTION

A reduction of 15% in Specific Water Consumption in FY 2013-14 over previous year was achieved.



### CARBON INITIATIVES

554.48 MTCO<sub>2</sub> of carbon emissions reduced annually with motion sensors installation across facility

## KEY PERFORMANCE INDICATORS

Our Key performance indicators augurs well with our business growth across Telecom & Enterprise vertical

## INDICATORS BREAK-UP

The breakup of GHG emissions for TechM in FY 2013-14 is as below:

<b>SCOPE 1 - DIRECT EMISSIONS (MTCO<sub>2</sub>E)</b>	<b>11068</b>
HSD	5655
CNG	8
Diesel	5368
Petrol	37
LPG	0.11
<b>SCOPE 2 - INDIRECT EMISSIONS (MTCO<sub>2</sub>E)</b>	<b>89531</b>
Electricity Purchased	89531
<b>SCOPE 3 - OTHER DIRECT EMISSIONS (MTCO<sub>2</sub>E)</b>	<b>35338</b>
Inbound Logistics	898
Employee Commutation	1717
Air Travel	32118
<b>WASTE GENERATION (Metric tonnes)</b>	<b>399</b>

\* EN1 - Tech Mahindra being a specialist in digital transformation, consulting and business re-engineering solutions, has no direct material consumption in its business operations. Resources consumed including electricity, water, physical infrastructure and office information & communication technology equipment are auxiliaries which support organization's operations

\* Scope 1, Scope 2 and Scope 3 emissions have been calculated using the emissions factors published by the Green House Gas protocol.

TechMahindra has successfully reduced its specific carbon footprint (Scope 1 + Scope 2) through appropriate mitigation measures. Also the absolute carbon footprint has seen a reduction in scopes 1 & 2 while the scope 3 emissions have witnessed an increase due to robust business growth post-merger of TechMahindra & Mahindra Satyam

## SCOPE 3 EMISSIONS

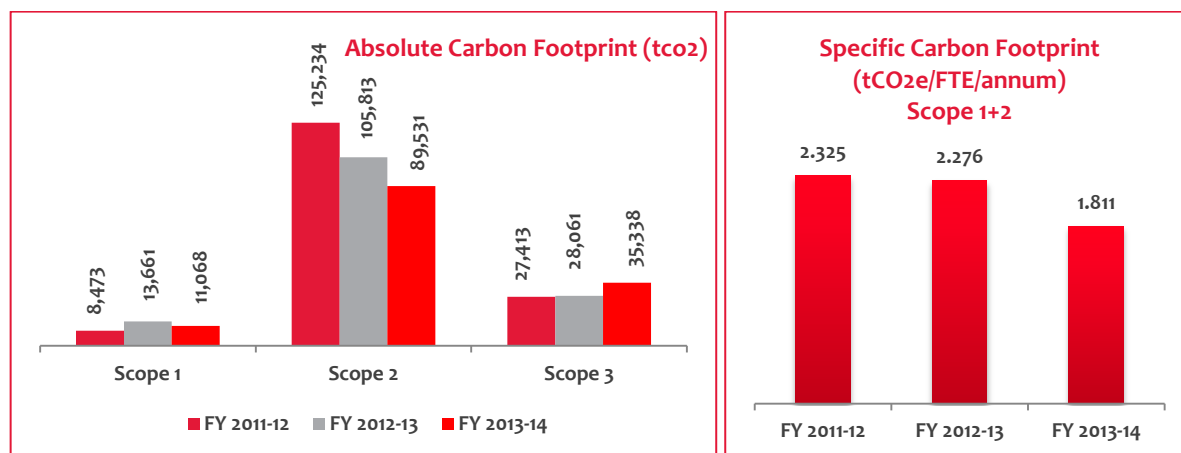
Scope 3 emissions include other indirect carbon emissions, which are a consequence of company's activities but occur from sources not owned or controlled by the organization. Often scope 3 typically comprise of most of the total carbon footprint for any organization. TechMahindra has initiated programs to quantify the indirect emissions due to its operations in FY 2012-13 as per the GHG Protocol Scope 3 accounting standard. We have been able to identify the categories which form the majority of the scope 3 emissions. The next tasks include how to include more categories such as employee commute from employee's vehicle & transportation.

Scope 3 GHG emissions are limited to:

- Inbound Logistics
- Daily Commutation
- Air Travel
- Paper Consumption

A reduction of 20% in specific carbon emissions in FY 2013-14 over previous year was achieved.

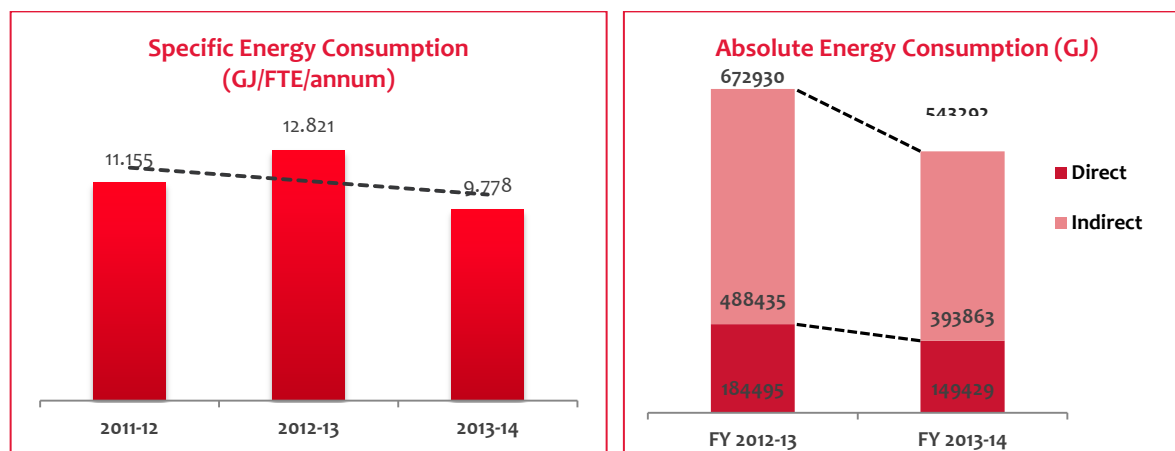
In FY 2013-14 Scope 1 emissions have reduced by 19% over previous year while Scope 2 emissions have reduced by 15% over previous year due to energy efficient initiatives like occupancy sensors & renewables like solar panels & windmill.





## ENERGY

Energy consumption forms a significant proportion of TechMahindra's carbon footprint coming from both direct & indirect energy usage. Hence, energy efficiency has been identified as a key focus area in order to reduce the energy footprint through various measures like operational efficiency, green IT & infrastructure.



ENERGY BREAKUP	MWH
Fuel	41,508
Electricity	109,406

FUEL BREAKUP	MWH
Diesel	20,122
CNG	38.5
HSD	21,199
Petrol	148
LPG	0.5

#### ENERGY SAVING INITIATIVES:

Renewable Energy is the energy which comes from natural resources such as sunlight, wind, rain, tides and geothermal heat. In order to leverage the opportunities presented TechMahindra continues to engage in renewable grid mix which not only helps reduce carbon footprint but also generates cost savings.

**WINDMILL:** The windmill installed at Pune campus generates 3.3 KW of energy.

**SOLAR HEATERS:** Solar Heaters are installed at three major campuses of TechM. Solar Power is used to generate 1.6 KW of electricity. Solar Heaters heat up water for guest house at Pune campus saving 53560 KWh of power & 42500 KWh at the Hyderabad campus.



**OCCUPANCY SENSORS:** These sensors automatically switch off the lights once occupancy in the area reduces & have been installed at Pune, Hyderabad & Chennai campuses. They have generated total electricity savings of 655257 KWh.

## BIODIVERSITY

Biodiversity forms a support system used by millions for growth and development. The rich biodiversity has been instrumental in providing humanity with food security, healthcare and industrial goods, all that is required for fulfilling the basic necessities of life and leading a better standard of living. The diversity of life on earth is so rich that if we use it sustainably we collectively can preserve enough for generations. TechMahindra understands the importance of biodiversity as an important resource for growth and development.

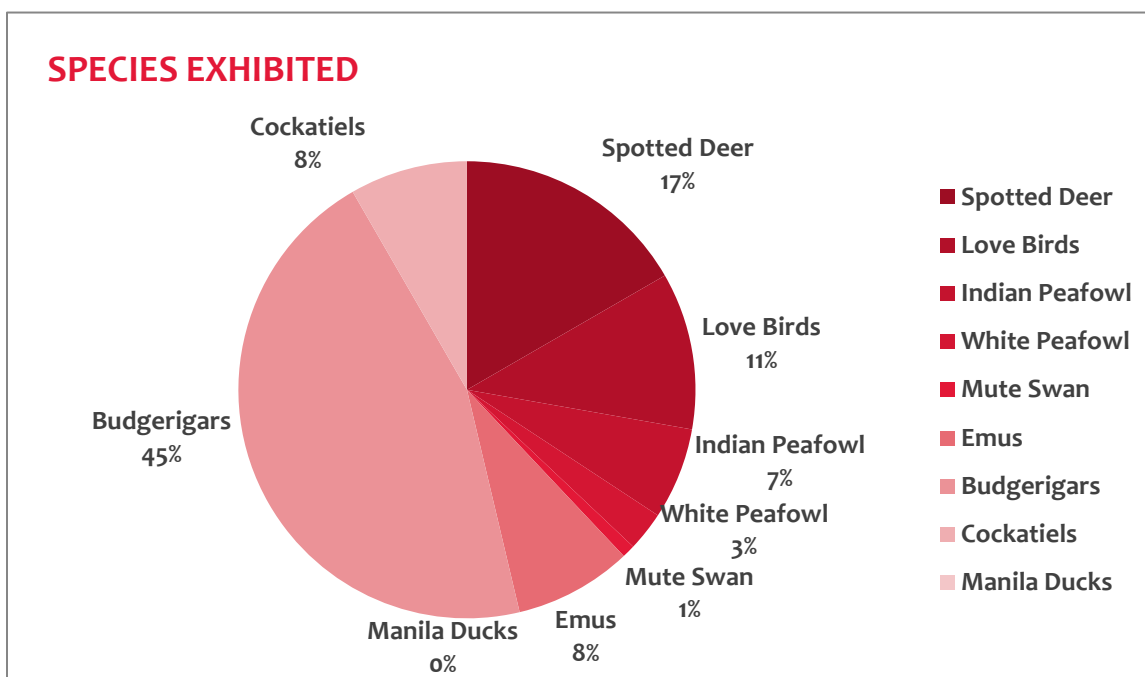


The company is committed to conserve & enhance biodiversity. One such step towards biodiversity is a deer park maintained and managed within heart of TechMahindra Technology Center campus, at Hyderabad, India. TMTC campus takes care of the Biodiversity Park which creates ecological balance and a serene environment for the associates to work in

The aim to develop and maintain a natural surrounding was a prime driver in instigating this initiative. Deer park not only helps maintain a green area but at the same time enables in local climate control for office and surrounding areas.

The deer park was founded in 1997 and is home to 18 deer and more than 8 species of birds. The zoo is government recognized under Section 38H of the Wild Life (Protection) Act, 1972 issued by CZA (Central Zoo Authority).

TechMahindra takes special care of all animal species with help of skilled veterinary officers who also handle day to day operations of Mini Zoo.



## BENEFITS

**“The mini deer park within an IT campus is first of its kind within the industry”**

The initiative for incorporating biodiversity in day to day operations has helped the company reduce its carbon footprint; building a greener campus landscape and in helping manage waste via nutrients recycling.

The mini deer park is one such initiative within TechMahindra towards biodiversity. There are plans to launch more initiatives within Sustainability framework in aspects of Energy emissions, water conservation and corporate social responsibility.

## WATER

Ground water withdrawals are very high in India. Considering the importance of groundwater management TechMahindra has started mapping its water use & its reduction alternatives.

As a target oriented company, the operations have developed an intensive water management plan which includes the targets over a period of next 3 years in the sustainability roadmap aligned with the Mahindra group sustainability strategy.

The water management policy addresses areas like water conservation, efficient water usage and reducing demand on fresh water through wastewater treatment and water recycling. These measures over the years would help tackle,

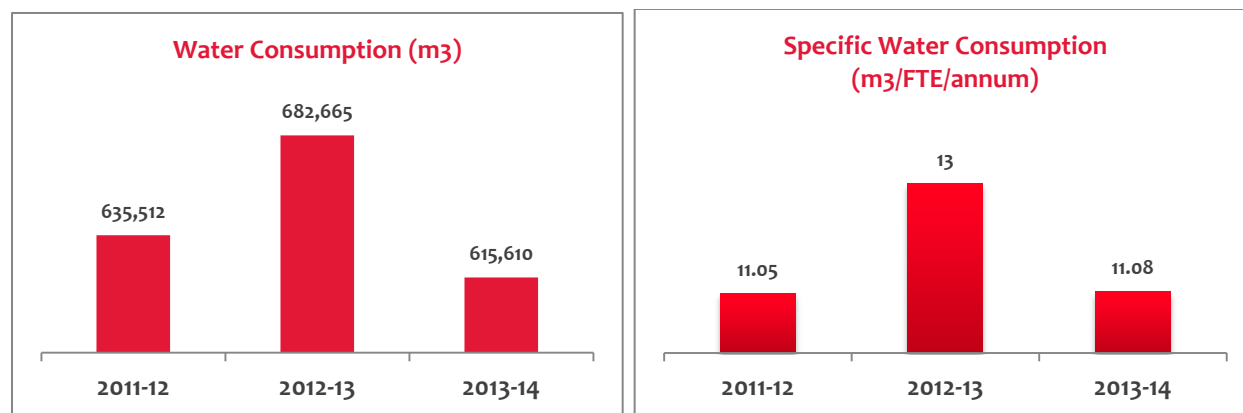
- Water scarcity
- The company would be resilient to any adverse effect due to the water recycling policies and systems.
- Drive internal cost efficiencies, to reduce costs incurred in purchasing fresh water.
- Reduce dependency on the fresh water sources that are currently threatened by over utilization and climate change.

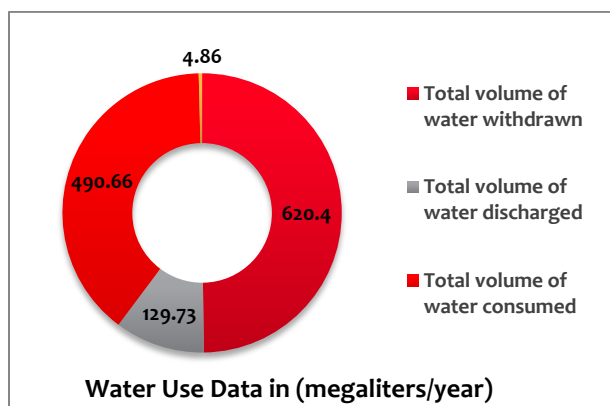
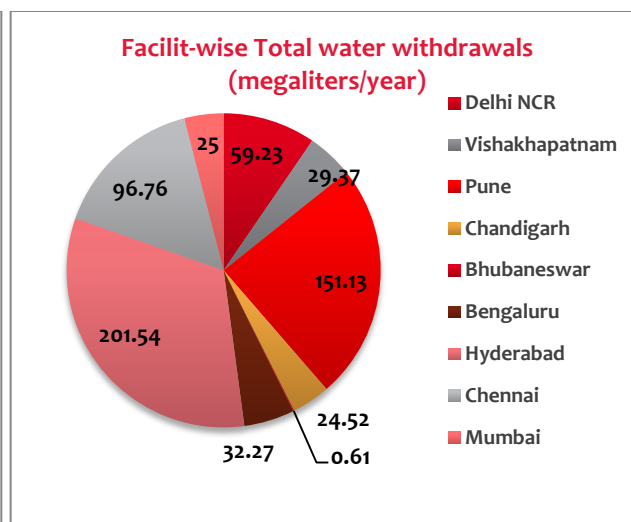
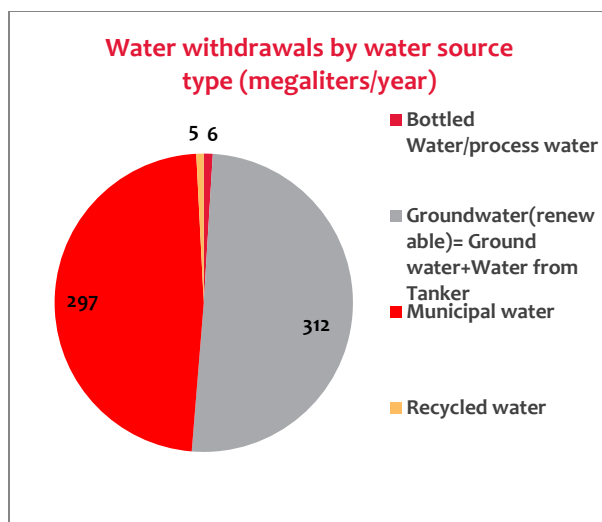
With majority of the facilities lying in water scarce belt, recognizing water availability as business risk & using water efficiently will help reduce operational costs & thus aid in the overall organization's growth.

## WATER DATA COMPUTATION PROCESSES

Data on water withdrawals, consumption, discharge, recycled water usage and rainwater harvesting is recorded in manual systems by all locations which are uploaded onto a centralized database for audit traceability.

Fresh water consumed at TechMahindra comes from municipal supplies, bore-wells, tanker supply and packaged drinking water procured at some facilities.





The water risk assessment tries to incorporate the following parameters:

- Dependency of water consumption on local suppliers
- Regulatory frameworks and tariffs at a local level
- Future estimates of changes in tariffs and regulations related to water
- Assessment of water operational expenditure versus capital expenditure in creating sustainable water management infrastructure
- Adapting to changing monsoon patterns and relevant impacts on operations

- A reduction of 15% in Specific Water Consumption in FY 2013-14 over previous year was achieved.
- Water Intensity in FY 2013-14 was 199 KL/USD million

### Water Conservation :

Water scarcity is a serious problem that requires global attention from all sectors of society. Though majority of our water requirement is for domestic water usage, the organization has started working towards measuring, reporting and reducing the water footprint of our operations. This certainly would help reduce dependency on fresh water supply and help the organization be future ready to face tough conditions. Most of the water use within operations is domestic water usage (cafeterias, washrooms, landscaping).

**Sewage Treatment Plants:** STP's have been set up at five of our major campuses to treat waste water which is reused for non-operational purposes like landscaping.

**Water recycling:** Campuses that have STP installed are 'Zero Discharge Facilities' & recycle sewage generated completely. It is reused for non-operational purposes like landscaping. Vizag recycles 4867 KL/ year.

**Rain Water Harvesting Systems:** Rain Water Harvesting Systems are set up at our Pune & Vizag campuses.

Setting up sewage treatment & water harvesting plants across TechMahindra campuses for recycling waste water & effectively conserving rain water for future use helps in bringing cost efficiency.

In case of change in availability of water, the company is resilient to adverse effect due to these measures. The organization sees an opportunity to reduce costs incurred in purchasing water & also dependency on fresh water sources that is threatened by over utilization and climate change. This certainly has a potential for business gains due changes in consumer behavior.

There is a possibility of water scarcity, hence, the organization has started water recycling & have water harvesting plants. This helps reduce dependency on the fresh water sources threatened by over utilization & climate change.





## WASTE

In order to reduce the environmental impact of waste streams generated due to its operation. The waste management practices seek to reduce waste generation. Effective waste management aligned to the 3R (Reduce, Recycle & Reuse) principle is the goal across all TechM facilities.

The waste at TechM is segregated into below categories & each category has following inclusions –

### Hazardous Waste – Solid & Liquid:

- For India operations hazardous wastes are disposed of as per the Ministry of Environment and Forests' (MoEF) Hazardous Waste Handling and Management Rules, only through government authorized vendors.

### Waste water:

- Waste water/ Sewage is recycled at campuses where STP is installed. The recycled water is reused for landscaping.
- Other campuses discharge it to the municipal pipeline.
- Newspaper waste:
- Newspaper waste is donated to NGO's.
- Scrap waste: Scrap waste comprises of plastic, office waste, packaging & paper is given to vendor for recycling.

### Hazardous Waste - Liquid

Compressor Oil

Fuel from DG sets

Hazardous Waste - Solid

Computers and peripherals

UPS Batteries

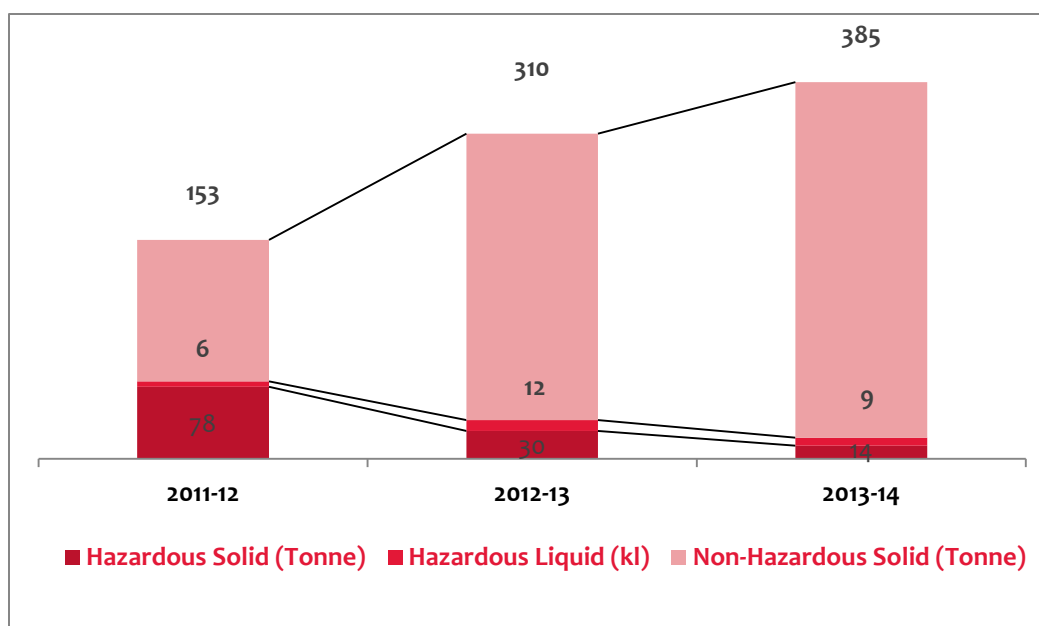
E-waste

Non Hazardous Waste - Liquid

Sewage/waste water

Non Hazardous Waste - Solid

Paper





➤ Food waste:

There is a continuous strive to minimize the waste generation at cafeteria through rigorous associate awareness campaigns. The food waste generated is weighed on a daily basis & the value is displayed in the cafeteria. Food waste is then given to vendor for fertilizer & animal feed generation.

➤ Paper management:

Paper management is also identified as an important area to reduce Scope 3 emissions. Associate awareness campaigns are done regularly through mailers & banners for limited print paper usage, double-sided printing & paperless communication.

➤ E-waste:

The E-waste generated includes defunct computers, monitors, servers, electronic and electrical items. Management of E-waste is as per E-waste Management policy which complies with the Government of India's E-waste (Management and Handling) Rules, 2011. It is disposed of through government authorized certified vendors for recycling.

## GREEN MARSHALS



The Green Marshals Program at TechMahindra works towards spreading awareness on how day-to-day activities can be done in an environmentally friendly way & the importance of recycling & reducing pollution.

With the commitment to include associates in sustainability initiatives, Green Marshals team of 200 green marshals who apart from their day to day deliveries are also involved in driving sustainability initiatives across TechMahindra campuses.

There are varied activities exhibited by Green Marshals team for their fellow associates to encourage them to think & act in an environmentally friendly way.

Few Green Initiatives at TechMahindra include:

- Green Desktop Policy - Automated system on each desktop to switch off monitor after 10mins and hibernate machine after 30mins.
- Eco-Friendly Printer Policy - Printing pages limited per Unit & Eco-friendly paper use promoted
- Solar Street Lights - All street lights at Bangalore campus have been powered by Solar Energy
- Tree Plantation - Around 2000 trees planted by associates
- Sapling sale
- Green Quiz - More than 25000 employees sensitized on knowledge of environmental sustainability
- Think Eco Act Eco Fair - The Eco Fair was a platform to promote all things 'ecofriendly' & drive a step ahead to fulfill its commitment towards a better environment. The two day fair was held at campuses in Pune with more than 20 stalls selling various ecofriendly goods like paper bags,

organic foods, bicycles, jute bags, khadi sarees, organic makeup & health supplements & ecofriendly paper books & handicrafts.

- No Light Hour - This is an energy saving initiative to help reduce scope 2 emissions of TechM. Lights in ODC's are switched off for one hour every Friday during day time at Noida campus. This initiative has helped save 1008 KW/month of electricity.
- TechMahindra Corporate Sustainability website - This exclusive website is a window for enthusiastic associates to be actively involved in going green. It has features like –
  - Odyssey - Carpooling Portal to encourage carpooling to work
  - Emission calculator - To compute the employee daily commutation to office
- Idea Bank/Blog - A forum where enthusiastic TechMighties come up with innovative green ideas & promote awareness



## ENVIRONMENTAL COMPLIANCE

There are regular audits/checks across facilities against compliance with relevant environmental laws, acts and across all TechM sites. No instances of non-compliance to environmental laws and regulations were brought to the notice in FY 2013-14.

The below environmental certifications were obtained in FY 2013-14:

- **LEED GREEN BUILDING CERTIFICATION** for Chennai Campus
- **ISO 14001:2004 & OHSAS 18001:2007**certifications for Hyderabad campus
- **OHSAS 18001:2007**certification for Bangalore Campus



## GREEN INVESTMENTS & SOLUTIONS

Investing for a green future & sustainable growth has always been on the forefront of TechMahindra's strategy. TechMahindra has introduced a gamut of services that enables the company achieve its sustainability goals and also helps customers to achieve their sustainability goals & targets. Whether it's the green IT or technology based solutions that enable sustainable business practices or green engineering solutions, the company is strategically positioned to enable customers to reach and exceed their sustainability goals.

Water-related CAPEX	
Spending	(INR)
STP	5,417,680
Rain water harvesting plant	6,120,232
Renewables CAPEX	
Investment	(INR)
Solar Geyser	550,000
Windmill	10,033,674
Solar Plant investments	There is also have budget allocated towards solar plants at Chennai campus of 264Kw capacity
Energy Savers CAPEX	
Investment	(INR)
Occupancy Sensors	58,542

## GREEN DATA CENTERS

Data Centers today are responsible for approximately 2% of global Green House Gas (GHG) emissions. To add to this, the evolution of cloud based solutions and the ever increasing density of computing equipment is making it necessary for CIOs and IT managers to closely monitor and control their data center energy usage.



## DATA CENTERS

**We have virtualized over 1100+ data centers resulting in reduction of 5755.92 MTCO2 annually for our customers.**

To address this market, the company has data center management services offering for nearly two decades. The gamut of services also includes end-to-end solutions in Green Data Center implementation and upgrade by offering assessment, design and architecture, implementation and post-implementation support services.

**The Power Usage Effectiveness (PUE) for FY2013-14 stood at 1.68**

## ENTERPRISE ENERGY AND CARBON MANAGEMENT

As organizations look to consolidate and bring sustainability related data under one roof, they are increasingly being flooded with enormous amount of data management. Manually tracking, aggregating and consolidating this data is extremely cumbersome, time consuming and prone to errors. To meet these challenges, organizations today are looking for tools that can manage report and analyze sustainability data – giving them a complete picture of their environmental performance.

### RENEWABLE ENERGY SOLUTIONS

The Government of India launched a major initiative termed 'Jawaharlal Nehru National Solar Mission' aiming to bring on line 20,000 megawatt of solar power by the year 2022. There is a concerted global effort to reduce dependency on fossil fuels and move towards a sustainable future.

To address these opportunity areas, TechMahindra provides numerous solutions in the solar and wind energy areas. The organization has proven capabilities in solar panel design, manufacturing and engineering. In the Wind Energy space, the company has assembly, geometric analysis and Finite Element Analysis (FEA) of wind turbines as offerings. By leveraging the Mahindra group synergies, TechMahindra has developed a Solar-Wind Hybrid Solution that addresses and solves the issue of lack of reliable energy for telecom towers.

### SMART GRID

While the purview of Smart Grid is beyond Sustainability, there is belief that smart grid would play a crucial role as there is a shift towards a sustainable tomorrow. To this end, TechMahindra has established itself as a leader by working with clients to perform a variety of services from planning to build individual components to wholesale deployments in the emerging area of Smart Grid.

The competency in Smart Grid solutions includes Home Area Network (HAN), Advanced Metering Infrastructure (AMI), Energy Management solutions, GIS solutions and Sensor Design Services. A Smart Grid Customer Demonstration Center (CDC) has been installed in a sprawling 120-acre TechMahindra campus in Hyderabad, India. The Smart Grid Customer Demonstration Centre incorporates advanced metering infrastructure, demand response, renewable energy integration, micro grid and Electric Vehicle (EV) charging stations.

## GRI INDEX

1. Strategy and Analysis					
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
1.1	Statement from the most senior decision-maker of the organization.	Fully	Vice Chairman Message - Page 7 Message From Managing Director & CEO - Page 8		
1.2	Description of key impacts, risks, and opportunities.	Fully	Sustainability of business performance - page 14		
2. Organizational Profile					
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
2.1	Name of the organization.	Fully	TechMahindra profile - Page 13		
2.2	Primary brands, products, and/or services.	Fully	Business Verticals - Page 16		
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Subsidiaries Companies - Page 17 Global footprint - Page 20 Highlights of the company's revenue - Page 14		

2.4	Location of organization's headquarters.	Fully	TechMahindra Profile - Page 13 Global Footprint - Page 20		
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Global Footprint - Page 20		
2.6	Nature of ownership and legal form.	Fully	TechMahindra Profile - Page 13		
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Global Footprint - Page 20		
2.8	Scale of the reporting organization.	Fully	Highlights - Page 14		
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	TechMahindra Profile - Page 13		
2.10	Awards received in the reporting period.	Fully	Awards & Recognition - Page 27		
<b>3. Report Parameters</b>					
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
3.1	Reporting period (e.g., fiscal/calendar year) for	Fully	About The Report - Page 5		

	information provided.				
3.2	Date of most recent previous report (if any).	Fully	About The Report - Page 5		
3.3	Reporting cycle (annual, biennial, etc.).	Fully	About The Report - Page 5		
3.4	Contact point for questions regarding the report or its contents.	Fully	Contact Us - Page 115		
3.5	Process for defining report content.	Fully	Definition of Content - Page 12		
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	About The Report - Page 5		
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	About The Report - Page 5		
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	About The Report - Page 5		
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and	Fully	About The Report - Page 5		



	other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.				
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	About The Report - Page 5		
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	About The Report - Page 5		
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	GRI Index - Page 88		
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	About The Report - Page 5		
<b>4. Governance, Commitments, and Engagement</b>					
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
4.1	Governance structure of the organization, including	Fully	Corporate Governance - Page 23		

	committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.				
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Corporate Governance - Page 23		
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Corporate Governance - Page 23		
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Corporate Governance - Page 23		
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Corporate Governance - Page 23		
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Code of Conduct - Page 26		
4.7	Process for determining the composition, qualifications, and expertise of the members of the	Fully	Corporate Governance - Page 23		

	highest governance body and its committees, including any consideration of gender and other indicators of diversity.				
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Corporate Governance - Page 23		
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Sustainability & Our World - Page 29		
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Corporate Governance - Page 23		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Environmental Performance overview - Page 67		
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Roadmap Creation Process - Page 29		

4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	Stakeholder Engagement - Page 30		
4.14	List of stakeholder groups engaged by the organization.	Fully	Stakeholder Engagement - Page 30		
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Stakeholder Engagement - Page 30		
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Stakeholder Engagement - Page 30		
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Stakeholder Engagement - Page 30		
<b>STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)</b>					
<b>G3.1 DMAs</b>	<b>Disclosure</b>	<b>Level of reporting</b>	<b>Location of disclosure</b>	<b>For partially reported disclosures, indicate the part not reported</b>	<b>Reason for omission</b>

DMA EC	Disclosure on Management Approach EC				
Aspects	Economic performance	Fully	Highlights - Page 14 Compensation Model - Page 42		
	Market presence	Fully	Global Footprint - Page 20		
	Indirect economic impacts	Fully	Vocational Training And Employment - Page 61 Major Achievements - page 63		
DMA EN	Disclosure on Management Approach EN				
Aspects	Materials	Fully	Roadmap Creation Process - Page 29		
	Energy	Fully	Environment management - Page 68		
	Water	Fully	Water - Page 77		
	Biodiversity	Fully	Biodiversity - Page 76		
	Emissions, effluents and waste	Fully	Environmental management - Page 68		
	Products and services	Fully	Green Investments & Solutions - Page 84		
	Compliance	Fully	Environmental management - Page 68 Environmental Compliance - Page 83		
	Transport	Fully	Scope 3 emissions - Page 73		
	Overall	Fully	Environmental management - Page 68		

DMA LA	Disclosure on Management Approach LA				
Aspects	Employment	Fully	Human Capital Development - Page 34		
	Labor/management relations	Fully	Compensation Model - Page 42 Josh Serious About Fun - Page 45 Workforce Breakup - Page 39		
	Occupational health and safety	Fully	Safety & Health - Page 56		
	Training and education	Fully	Workplace benefits - Page 35 360 Degree Learning & Development Offerings - Page 43		
	Diversity and equal opportunity	Fully	Diversifying The Talent Pool - Page 38		
	Equal remuneration for women and men	Fully	Compensation Model - Page 42		
DMA HR	Disclosure on Management Approach HR				
Aspects	Investment and procurement practices	Fully	Commitment To Human Rights - Page 53		
	Non-discrimination	Fully	Commitment To Human Rights - Page 53		
	Freedom of association and collective bargaining	Fully	Compliance With International Standards For Human Rights - Page 55		
	Child labor	Fully	Commitment To Human Rights - Page 53		
	Prevention of forced and	Fully	Commitment To Human		

	compulsory labor		Rights - Page 53		
	Security practices	Fully	Commitment To Human Rights - Page 53		
	Indigenous rights	Fully	Commitment To Human Rights - Page 53		
	Assessment	Fully	Commitment To Human Rights - Page 53		
	Remediation	Fully	Commitment To Human Rights - Page 53		
<b>DMA SO</b>	<b>Disclosure on Management Approach SO</b>				
<b>Aspects</b>	Local communities	Fully	Corporate Citizenship And Philanthropy - Page 58		
	Corruption	Fully	Anti-Corruption - Page 57		
	Public policy	Fully	Non Alliance with Political Parties - Page 31		
	Anti-competitive behavior	Fully	Code of Conduct - Page 54 Corporate Governance - Page 23		
	Compliance	Fully	Code of Conduct - Page 54 Corporate Governance - Page 23		
<b>DMA PR</b>	<b>Disclosure on Management Approach PR</b>				
<b>Aspects</b>	Customer health and safety	Fully	Case In Point - Connected World Connected Solutions - Page 21		
	Product and service labelling	Fully	Case In Point - Connected World Connected Solutions - Page 21		
	Marketing communications	Fully	Case In Point - Connected		

			World Connected Solutions - Page 21		
	Customer privacy	Fully	Information Security & Customer Privacy - Page 27		
	Compliance	Fully	Corporate Governance - Page 23 Information Security & Customer Privacy - Page 27		
<b>STANDARD DISCLOSURES PART III: Performance Indicators</b>					
<b>Economic</b>					
<b>Indicator</b>	<b>Disclosure</b>	<b>Level of reporting</b>	<b>Location of disclosure</b>	<b>For partially reported disclosures, indicate the part not reported</b>	<b>Reason for omission</b>
<b>Economic performance</b>					
<b>EC1</b>	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Highlights - Page 15 Compensation Model - Page 42		
<b>EC2</b>	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	Environmental Performance - Page 67 Green Investments & Solutions - Page 85		
<b>EC3</b>	Coverage of the organization's defined benefit plan obligations.	Fully	Compensation Model - Page 42		
<b>EC4</b>	Significant financial assistance	Fully	Highlights - Page 14		



	received from government.				
<b>Market presence</b>					
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Partially	Compensation Model - Page 42		
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	Local Supply Chain - Page 68 Workforce Breakup - Page 39		
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	Workforce Breakup - Page 39		
<b>Indirect economic impacts</b>					
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	Corporate Citizenship And Philanthropy - Page 58		
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Partially	Corporate Citizenship And Philanthropy - Page 58	We have provided the direct economic impacts from CSR wings but not from the impacts from our business	Not applicable

				operations	
Environmental					
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
Materials					
EN1	Materials used by weight or volume.	Not	Not Applicable (Page 72)	As an IT services provided the indicator is not applicable	Not applicable on the company operations
EN2	Percentage of materials used that are recycled input materials.	Not	Not Applicable	As an IT services provided the indicator is not applicable	Not applicable
Energy					
EN3	Direct energy consumption by primary energy source.	Fully	Environmental management - Page 68		
EN4	Indirect energy consumption by primary source.	Fully	Environmental management - Page 68		
EN5	Energy saved due to conservation and efficiency improvements.	Fully	Environmental management - Page 68		

EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Environmental management - Page 68		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Environmental management - Page 68		
<b>Water</b>					
EN8	Total water withdrawal by source.	Fully	Water - page 78		
EN9	Water sources significantly affected by withdrawal of water.	Fully	Water - page 78		
EN10	Percentage and total volume of water recycled and reused.	Fully	Water - page 78		
<b>Biodiversity</b>					
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	Biodiversity - Page 76		
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	Biodiversity - Page 76		
EN13	Habitats protected or restored.	Fully	Biodiversity - Page 76		
EN14	Strategies, current actions, and future plans for managing	Not	Not Applicable	As an IT services	Not material

	impacts on biodiversity.			provider and during materiality exercise biodiversity was not one of the material issues identified	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not	Not Applicable	As an IT services provider and during materiality exercise biodiversity was not one of the material issues identified	Not material
<b>Emissions, effluents and waste</b>					
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	Environmental management - Page 68		
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Environmental management - Page 68		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Environmental management - Page 68		
EN19	Emissions of ozone-depleting substances by weight.	Fully	Environmental management - Page 68		

EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully	Environmental management - Page 68		
EN21	Total water discharge by quality and destination.	Fully	Environmental management - Page 68		
EN22	Total weight of waste by type and disposal method.	Fully	Environmental management - Page 68		
EN23	Total number and volume of significant spills.	Fully	Environmental management - Page 68		
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not	Not Applicable	As an IT services provided the indicator is not applicable	Not applicable
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not	Not Applicable	At present we are not monitoring the affected habitats, though the idea is to have each facility as zero discharge facility	Not material
<b>Products and services</b>					
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Partially	Green Marshals - Page 81 Green Investments & Solutions - Page 83	The extent of impact no	
EN27	Percentage of products sold and	Not	Not Applicable		Not applicable

	their packaging materials that are reclaimed by category.				
<b>Compliance</b>					
<b>EN28</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Environmental Compliance - Page 82		
<b>Transport</b>					
<b>EN29</b>	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not	Not Applicable		Not applicable
<b>Overall</b>					
<b>EN30</b>	Total environmental protection expenditures and investments by type.	Fully	Green Investments & Solutions - Page 83		
<b>Social: Labor Practices and Decent Work</b>					
<b>Indicator</b>	<b>Disclosure</b>	<b>Level of reporting</b>	<b>Location of disclosure</b>	<b>For partially reported disclosures, indicate the part not reported</b>	<b>Reason for omission</b>
<b>Employment</b>					
<b>LA1</b>	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	Workforce Breakup - Page 39		

LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	Talent Acquisition - Page 40		
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	Workplace Benefits - Page 35		
LA15	Return to work and retention rates after parental leave, by gender.	Fully	Workplace Benefits - Page 35		
<b>Labor/management relations</b>					
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	Workforce Breakup - Page 39		
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	Workforce Breakup - Page 39		
<b>Occupational health and safety</b>					
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	Safety & Health - Page 56		Not applicable
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	Safety & Health - Page 56	occupational diseases and rates of injuries have not been	

				reported	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	Safety & Health - Page 56		
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	Safety & Health - Page 56		
Training and education					
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	360 Degree Learning & Development Offerings - Page 43		
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	360 Degree Learning & Development Offerings - Page 43		
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	360 Degree Learning & Development Offerings - Page 43		
Diversity and equal opportunity					
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	Diversifying The Talent Pool - Page 38		



Equal remuneration for women and men					
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	Compensation Model - Page 42		
Social: Human Rights					
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
Investment and procurement practices					
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	Commitment To Human Rights - Page 53		
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Partially	360 Degree Learning & Development Offerings - Page 43	Suppliers capacity building & security personnel data not reported	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees	Fully	360 Degree Learning & Development Offerings - Page 43		

	trained.				
Non-discrimination					
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	Commitment To Human Rights - Page 53		
Freedom of association and collective bargaining					
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	Commitment To Human Rights - Page 53		
Child labor					
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Not			Not available
Prevention of forced and compulsory labor					
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	Commitment To Human Rights - Page 53		
Security practices					
HR8	Percentage of security	Fully	Commitment To Human		

	personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		Rights - Page 53		
<b>Indigenous rights</b>					
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not			Not applicable
<b>Assessment</b>					
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not			Not material
<b>Remediation</b>					
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Partially	Commitment To Human Rights - Page 53	Information regarding number of cases has not been reported	
<b>Social: Society</b>					
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
<b>Local communities</b>					
S01	Percentage of operations with implemented local community	Fully	Corporate Citizenship And Philanthropy - Page 58		

	engagement, impact assessments, and development programs.				
S09	Operations with significant potential or actual negative impacts on local communities.	Fully	Corporate Citizenship And Philanthropy - Page 58		
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	Corporate Citizenship And Philanthropy - Page 58		
<b>Corruption</b>					
S02	Percentage and total number of business units analyzed for risks related to corruption.	Fully	Anti-Corruption - Page 57		
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	Anti-Corruption - Page 57		
S04	Actions taken in response to incidents of corruption.	Partially	Anti-Corruption - Page 57	Number of reported cases not mentioned	
<b>Public policy</b>					
S05	Public policy positions and participation in public policy development and lobbying.	Fully	Non Alliance with Political Parties - Page 31		
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	Non Alliance with Political Parties - Page 31		
<b>Anti-competitive behavior</b>					

S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	Corporate Governance - Page 23		
Compliance					
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	Corporate Governance - Page 23		
Social: Product Responsibility					
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission
Customer health and safety					
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not			Not applicable
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	Corporate Governance - Page 23		
Product and service labelling					

PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	Business Verticals - Page 16		
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	Corporate Governance - Page 23		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Channels of Customer Engagement - Page 22 Stakeholder Engagement - Page 30		
<b>Marketing communications</b>					
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	Connected World Connected Solutions - Page 21		
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	Corporate Governance - Page 23		
<b>Customer privacy</b>					
PR8	Total number of substantiated complaints regarding breaches	Fully	Corporate Governance - Page 23		

	of customer privacy and losses of customer data.				
Compliance					
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	Corporate Governance - Page 23		

## NON VOLUNTARY GUIDELINES MAPPING

PRINCIPLE	DESCRIPTION	PAGE NUMBER
Principle 1	Businesses should conduct and govern themselves with Ethics, Transparency and Accountability	Page 24 - 27
Principle 2	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Page 16, 27 & 85
Principle 3	Businesses should promote the wellbeing of all employees	Page 35-49, 56-58
Principle 4	Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized	Page 35, 53, 58
Principle 5	Businesses should respect and promote human rights	Page 53
Principle 6	Business should respect, protect, and make efforts to restore the environment	Page 68
Principle 7	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner	Page 26-27
Principle 8	Businesses should support inclusive growth and equitable development	Page 7 & 8, 58
Principle 9	Businesses should engage with and provide value to their customers and consumers in a responsible manner	Page 16, 21, 25, 53, 85

### \* About National Voluntary Guidelines

The National Voluntary Guidelines (NVGs) on Social, Environmental and Economical Responsibilities of Business, launched by the Ministry of Corporate Affairs (MCA) in July 2011, strengthened the Indian corporate sector in its ambition to become a global leader in responsible business. The NVGs are a refinement of the Voluntary Guidelines on Corporate Social Responsibility released by MCA in December 2009, incorporating significant stakeholder feedback. The NVGs provide nine broad-based Principles on responsible business behavior, each with recommended Core Elements as mentioned in the table above.



## APPENDIX

**ISO 14001-** sets out the criteria for an Environmental Management System (EMS) & maps out a framework that an organization can follow to improve environmental performance, resource efficiency, reduce waste and drive down costs.

**OHSAS 18000** - is an international occupational health and safety management system specification that promotes a safe and healthy working environment by providing a framework that helps organizations to identify and control health and safety risks, reduce the potential for accidents, aid legal compliance and improve overall performance.

**CanvasM Technologies Limited** - is a key player in the mobile VAS space, focused on developing and deploying VAS solutions, applications and platforms for organizations across the globe. It specializes in end-to-end enabling of solutions with managed services which bring together content, technology and device expertise to ensure an enhanced digital experience to customers of telcos, media houses and enterprises.

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The word 'world' has been defined as "the earth together with all of its countries, people and natural features". But in today's world, this definition has morphed to include not only life, but opportunities, technology, solutions and markets. Everything we interact with, we touch, we feel, we use, is an intrinsic part of the world. Without them, life seems impossible! Connectivity is dramatically changing the world around us and the way business is done and technology has evolved from an overhead to enabler to a full-fledged business driver. Enterprises are now unleashing the super power of technology to prepare themselves for future and to align with changing needs of new age customers. New Age Consumers have different expectations like Idea to Action at the speed of thought, Change in Needs at Shorter cycle time & Very High comfort & convenience in completing their work from anywhere, any time.

Low human intervention, predictability, new products/services at speed, shift from relevant to contextual information is forming the next global disruptive wave. This change driven by IT Consumerization, internet of things, Unified Networks, and emerging business models powered by Networks, Mobility, Analytics, Cloud, Security, Social Media and Sensors enable businesses to be future-ready and future-proof and go 'digital'.

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