



INVESTOR DAY



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EXPERIENCE WORK OF THE FUTURE.NOW

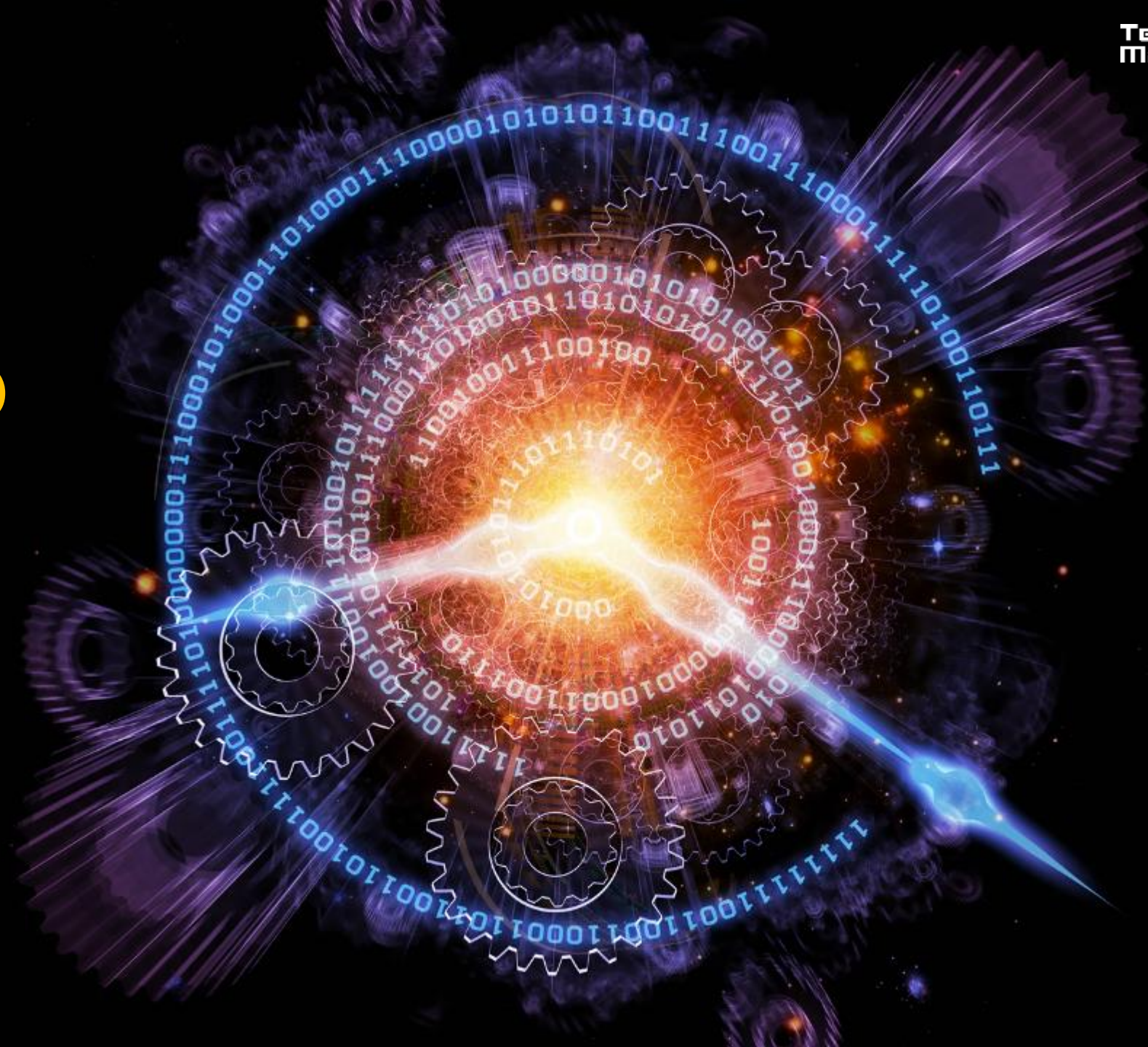
Harshvendra Soin
Global CPO



RECAP

OF THE YEAR

GONE BY



We protected our employees and ensured business continuity

Rapid Action
Task Force, BCP

WFH Enabled

Associate
Repatriation

COVID Care
Facilities

COVID
24/7 Helpdesk

24/7 Mental
Wellness

Touchless
Workspace

Employee
Recognition

Employee
Engagement to
counselling

Supporting Local
Communities



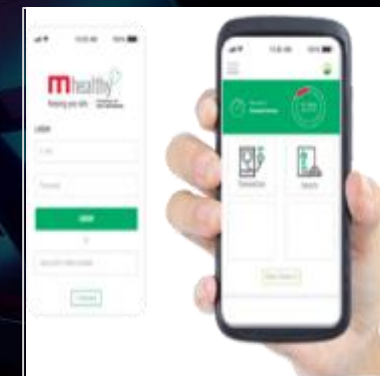
Holistic wellness has always been at Centre of our talent strategy then and NOW (96% vaccinated)



Wellness Buddy



Aasana bot &
Mind@Ease



Recognitions reinforcing, we are on right path to be an employer of choice

4 Key International Awards

Stevie Award for Pandemic Response

Brandon Hall Award for HR Technology

ATD Best Award for Skilling

The World recognized us for D&I

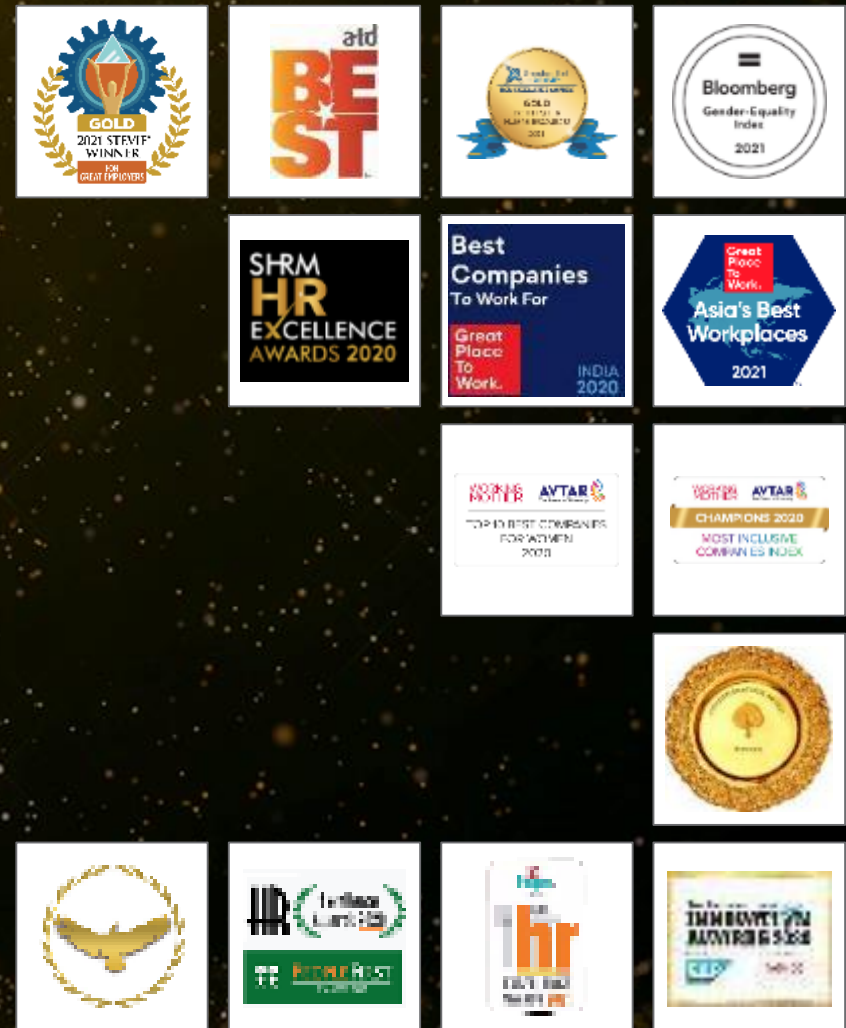
- Best place for Women to work in India – GPTW
- Top 10 Best Companies for Women in India by Working Mother and Avtar
- Disability Confident Employer – UK
- Most Inclusive Company - Working Mother and Avtar 2021
- Bloomberg GEI for Diversity

2X Winner

Golden Peacock Award for HR Excellence

10+

Including Asia's Best employer



Insights from the 'pandemic' and 'war for talent'

- ✓ Holistic wellness across Generations
- ✓ Need for Flexibility – Changing Expectations & Priorities
- ✓ War for talent – especially in Tier 1
- ✓ Focus on Upskilling, internal 'Build Processes'
- ✓ Moving from 'Employee Experience' to 'Human Experiences'
- ✓ Beyond EVP- Purpose & ESG as 'Employer Brand'



We are making Tech Mahindra future ready now



WORK

Building for Niche Skills – is key

Increased focus on ESG &
Holistic Wellbeing

High performance
work culture



WORKER

From Ex to Hx

Future proofing with skills & capabilities development

Increased focus on D&I and Gig working

Instant gratification for R&R - for greater impact

Juniorisation - Reversing the Pyramid



WORKPLACE

Fostering innovation
and collaboration

Extreme Ownership

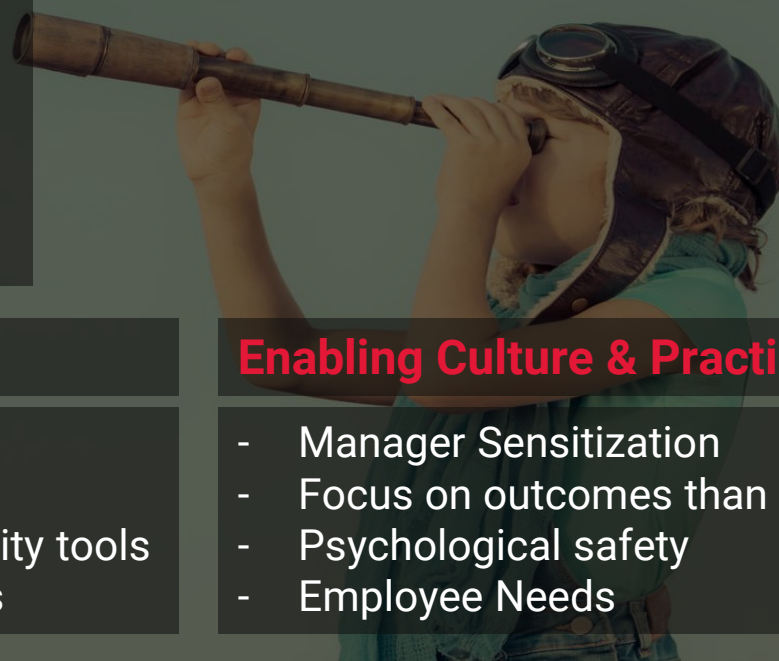
Simplification of processes

We are prepared for Hybrid Working

Right model for Right roles

Our approach on 'Back To Work'

- Continue to 'Work from Anywhere' till Dec 2021
- Back to Office this year is completely voluntary, ~ 15-20% are currently on WFO
- 96% of workforce vaccinated
- Re-assess situation in Jan 2022 and in a phased manner
- We however see a Hybrid model going forward



Role Assessment

- Nature of work
- Level of Collaboration required
- Client specific Needs

Redesign Workplace

- Touchless workplace
- Remote offices
- Collaboration & Productivity tools
- Strong Security Measures

Enabling Culture & Practices

- Manager Sensitization
- Focus on outcomes than output
- Psychological safety
- Employee Needs

We are building capability at scale...



BUSINESS OUTCOMES

▲ **2x** Offers rolled out

▼ Cost per hire

▲ **2x** Joining

▲ Recruiter productivity **by 20%**

▲ **3x** Freshers hired

▲ **30 %** Buddy referral

Policy

- Recruiters & Technical Interviewers to **increase offer throughput**
- Career Acceleration Policy** – ensuring upskilling at speed & scale

Process

- Dedicated Candidate experience team **to reduce drop-outs**
- 24 hours Offer release desk
- onboarding / BV process strengthened

People

- Doubled** Recruiter capacity
- Augmented hiring capacity**



Some of our marquee programs which enables us to build critical talent

LEAP

Young & Experienced
Domain Experts
transition to IT roles

GLC

High potential
candidates
for strategic roles

1000 Leaders

High Performers
Coached to manage
1000 critical programs

AIMer

Expert Technical
leaders aiming
for Sales Roles



We are building flexible and large talent pool through

ELEVATE

3x increase in Fresher hiring



Online Marketplace connecting Enterprises with Quality Tech Freelancers across the Globe

Tier II & Nearshore Talent



9 cities focus to drive quality hires

- Increased Nearshoring from 5 locations . With recent acquisitions Born & DOU, we have additional capacity for niche skills in Costa Rica, Mexico & Manilla

This will ensure that **Average Resource Cost does not rise**

Talent Transformation & Retention – Our quarterly attrition stabilised over the last 2 Quarters

- War chest to deliver Targeted Retention & Ringfence Critical talent
- Mix of Short term and Long-term Incentive Plans to fuel growth
- **CAREER ACCELERATION POLICY** to fast-track career progression and incentivize upskilling
- Strengthen employer brand + continued investment in remote engagement activities for associates & families
- Engagement Task Forces working and engaging at the lowest level



We are creating a **high performance culture** with Bias for Action and Extreme ownership



Top 300 Leaders walking the talk supported by coaching

Assessing Potential and Performance and linking Talent to Value



Stretched Goals aligning to Strategic Priorities



Hyper Personalised Incentives & Consequence Mgmt.



Coaching 2 Success

Ongoing feedback and development



ESG has been and will continue to be the core of all we do



Tech Mahindra is the Only Indian Organization recognized amongst the '2021 Global 100 Most Sustainable Corporations in the World' by Corporate Knights

Terra Carta Seal – The only Indian Company and 1 of 44

	Metric	Achievements FY21	Aspiration FY25
E	Renewable energy	1.77% (FY16) to 21.2% (FY21)	50%
	Scope 1+2 reduction	Reduction by 35%	Reduction by 38%
S	ESG Volunteering	18780 hrs per year	50,000 hrs per year
	Women in TechM	34.2%	40%
	TMF Disability projects	38	100
G	Data Privacy	Zero Data Privacy complaints, breaches, incidents or fines	Ensure continuous zero Data Privacy complaints and incidents

HRNXT.NOW – Focus Forward


- Build strong technical capabilities and provide us the **'right to win'** large deals
- Ensure cost optimization with **'Human - Machine collaboration'** and talent flexibility
- Realize higher billing with **'continuous upskilling /reskilling '**
- TechM as an employer of choice – **'to drive Retention, Productivity & Innovation'**
- Continuous Focus on ESG **'To be a global leader' in the space**

leading to sustainable value creation for all stakeholders

INVESTOR DAY '21

NXT.NOWTM

IMAGINE.
BUILD.
RUN.



Continue to focus on TIER II CITIES for finding cost effective talent

- 9 Tier II cities in India to build our Talent base – competency wise
- Setup a city-wise Task Force – includes a City Sponsor (senior leader), D&O SPOC, RMG SPOC and Local Recruiter(s)
- A dedicated Central Program Management Office managing the initiative under Head of RMG
- 1000+ talent requirements each from BUs
- Associates volunteering for permanent transfer to these locations engaged
- 5000+ associates already hired in Q2 in Tier II cities