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
- Associate Repatriation
- COVID 24/7 Helpdesk
- Touchless Workspace
- Employee Engagement to counselling
- WFH Enabled
- COVID Care Facilities
- 24/7 Mental Wellness
- Employee Recognition
- Supporting Local Communities
Holistic wellness has always been at Centre of our talent strategy then and NOW (96% vaccinated)
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

<table>
<thead>
<tr>
<th>Role Assessment</th>
<th>Redesign Workplace</th>
<th>Enabling Culture &amp; Practices</th>
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</thead>
<tbody>
<tr>
<td>Nature of work</td>
<td>Touchless workplace</td>
<td>Manager Sensitization</td>
</tr>
<tr>
<td>Level of Collaboration required</td>
<td>Remote offices</td>
<td>Focus on outcomes than output</td>
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<tr>
<td>Client specific Needs</td>
<td>Collaboration &amp; Productivity tools</td>
<td>Psychological safety</td>
</tr>
<tr>
<td></td>
<td>Strong Security Measures</td>
<td>Employee Needs</td>
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</tbody>
</table>
We are building capability at scale...
Fulfilment engine is now geared up for substantial growth

**BUSINESS OUTCOMES**

- **2x** Offers rolled out
- **2x** Joining
- **3x** Freshers hired
- Cost per hire
- Recruiter productivity **by 20%**
- 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

**begig**

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 stabilized 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

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