Tech Mahindra

RE-IMAGINING

A SUSTAINABLE WORLD

INTEGRATED REPORT 2019-2020

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INTEGRATED REPORT 2019-20

RE-IMAGINING A SUSTAINABLE WORLD

Disruption is inevitable. Change is constant. That makes preparing for, embracing and converting change into opportunities the simple, obvious need if one wishes to survive, thrive and '*Rise*'. Now, while adapting to change is a constant process, the Covid-19 pandemic gave it a new meaning in FY20. We recognised that this was the time for us to re-imagine our business and create what we have always believed in – a sustainable world.

Global challenges like climate change, resource scarcity, evolving stakeholder expectations, have become further complicated because of a global economic slowdown due to the impact of the pandemic. There is a need for a new socio-economic world order that is resilient, inclusive, and adaptive to change. It is an opportune time for us to create a world in which business profitability is aligned with sustainability.

Sustainability is an attitude that demands a long-term view of the organisation and the ecosystem in which it operates. Traditionally, business strategies focused on internal changes to respond to customer needs and regulatory demands to deliver 'only profit and growth'. Today, the spectrum of key stakeholders has grown, as have their expectations from the organisation. To respond to the evolving needs of the diverse spectrum of stakeholders, we are required to re-imagine our business. It is no longer about limited sustainability as just a business function but adopting it as 'a way of life'. That's what Tech Mahindra believes in.

The big question is: how? Are the current systems of governance, business strategy, operations, delivery models and business-related infrastructure resilient and adaptable for the future? Are the existing customers and supply chains geared up to deal with internal and external disruptions? Is our approach towards human capital inclusive, and do we effectively engage with employees to ensure agility and productivity? These are the questions we try to answer through our recent efforts in internal reengineering at Tech Mahindra.

The social and environmental impact of a business may appear to be externalities; however, for Tech Mahindra, these are intrinsic and demand greater focus now than ever before. Is our security system prepared for cyber and information risks in a Work From Home scenario? Are the employees adequately trained to adapt and respond nimbly to environmental and social risks? Are we proactive in reducing the environmental impact of our activities and operations as well as those of a wider segment of customers and society? These are the additional parameters that we consider in building our approach to the future.

Over the years, we have come to understand that sustainability is not something beyond business; in fact, it is the core of the business. Today, we do not see a distinction between what we do for-profit and what we do for-people and the planet.

We are committed to pursuing plans that will create long-term value for all the stakeholders and believe that business profitability can be achieved by being strategically effective across all levers of sustainability – environmental, social, economic, and governance. In this year's Integrated Report, we discuss how we are rethinking the various aspects of our business and adapting to the new normal within and beyond Tech Mahindra.

We are bringing together solution-makers on one platform and proactively coordinating with the government to push for larger and sustainable solutions. While everyone is doing their best, such times of turbulence usually lead to radical transformation. It becomes imperative for organisations, businesses as well as individuals to frame this catastrophe not just in terms of what is lost, but what can be gained. We are pleased to share a summary of how we are re-imagining different elements of our business:

RISKS AND GOVERNANCE

As the world economic and social order is being redefined, risks due to external trends are likely to have a greater impact on businesses. Non-traditional stakeholders have a greater stake in brand value creation. We have been integrating climate change, environmental and social risks with our enterprise risk management framework. We are moving towards a more enhanced board-level oversight of risks – both financial and non-financial.

STRATEGY

While 3-4-3 strategy will continue to drive the focus of our business strategy, we are expecting a surge in demand due to 5G deployments. Our 3-4-3 strategy will help to address the disruptions, be it through changes in the external environment or innovations or other developments in the global economy. The strategy focuses on three megatrends, four tech bets, and three outcomes that matter to our customers.

We foresee that with most companies planning to shift to a partial work from a home model, the need for higher bandwidth will jump. This would likely increase the demand for 5G. Cyber Security will be another key segment as more companies will have to safeguard their network and data from security lapses. AI is already playing a crucial role as we are helping law enforcement agencies and hospitals to combat the pandemic. AI-based platforms are being used to help detect positive Covid-19 cases rapidly and resolve commonly raised queries of citizens through a specially created AI Chatbot.

CUSTOMERS

As we shifted to work from home, we had our own set of challenges on the service delivery side. We needed approvals from the government and our customers to allow work from home. It took us almost two weeks to return to operational normalcy. With 93% of IT associates, 70% in international BPO, and 99% at onsite IT working from home, we are confident that the service delivery challenges will be resolved soon. We are ensuring a high level of cyber security to avoid any instances of a data breach. We are providing continuous remote IT support to help associates troubleshoot problems that cause hindrance to their work.

We won new deals worth $500 million in the last quarter of FY 19-20. As our customers rethink their business strategies and prepare for a new normal, we have initiated a continuous communication process with them to find out ways to support their revival. We believe that our proactive and on-going re-skilling initiatives can prove useful in not only supporting their business more effectively but also in becoming future proof.

PEOPLE

We understand that social distancing norms will continue to be prevalent in every country until we find vaccines. This would also be useful to safeguard against the recurrence of Covid-19 in patients as well as for any other new virulence. Hence, we have started to **re-imagine our workspaces**. We have taken several precautions such as ensuring social distance between employees at the entrance, in elevators, workstations, urinals, and canteens. We also take the temperature of employees at the entrance and sanitise and fumigate the external and internal areas of the campus frequently.

We are also ensuring that there is no detrimental impact on the skilling of our associates by ensuring self-learning through **new-age delivery platforms**. Our current focus is to take this opportunity to skill our associates who are on the bench so that they are prepared to face new customers in the "new normal". As we prepare for 25-30% of our associates to work from home, we are deploying new ways to engage with our associates. "Wellness before Business" will continue to remain one of our top priorities during and after the Covid era.

SOCIETY

In times like these, we aspire to RISE™ to the occasion and help people to get back on their feet and lead a life of relative normalcy. We contributed our leaves, cash, and even rewards towards the Mahindra *Rise* Covid-19 Relief Fund. Our students from SMART Academy for Healthcare are helping hospitals during the pandemic that makes us proud. The students of Mahindra Ecole Centrale College of Engineering – a college promoted by Tech Mahindra have developed a district-wise tracking app to locate Covid-19 cases in the country. Activities like these give us confidence that with the right skills and knowledge, our young talent pool can contribute to society's wellbeing in their own way. All they need is our support and the right opportunities to exhibit their skills.

ENVIRONMENT

Addressing and responding to the challenges of climate change has always been one of our key priorities. The month of May, which sees record-high levels of carbon emissions due to the decomposition of leaves, has reported the lowest level of pollutants since 2008. Cities like Delhi, Kolkata, Bengaluru and Lucknow saw an improvement in the Air Quality Index.

In line with our mission towards an environmentally sustainable world, we had taken various initiatives to reduce our carbon footprint and greenhouse gas emissions. This gave us confidence that work from home is a viable proposition in the future. We plan to make it a norm for 25 to 30% of our associates. This could decrease the transportation needs and reduce the load on the infrastructure. We may also restrict business travel to do our bit to reduce air traffic and thereby, emissions. We are also working towards making our supply chain more sustainable and environment friendly.

The drastic change in climate has been a cause of worry for individuals, governments, and organisations. We believe that technology plays a crucial role in tackling the climatic challenges. We are leveraging AI to get at the core of climate change. Powered by our open AI platform – Acumos, we have built a collaborative community to re-emphasise our commitment towards climate action agenda and to shape a sustainable future.

Read more about the specific work undertaken by Tech Mahindra across these areas in detail in further chapters of this Integrated Report.

Stay safe.

Tech Mahindra GAiA platform makes it easy to Build, Collaborate and Operationalise AI applications

> **Our vision is to democratize knowledge in artificial intelligence and make it accessible to everyone, accelerate adoption and transformation. GAiA, powered by acumos is our open source AI platform re-shaping work, life, communities and the Planet.**

We launched GAiA – an open source Artificial Intelligence (AI) platform Acumos, which will enable enterprises across industry verticals to build, share and rapidly deploy AI-driven services and applications to solve business critical problems. Open, collaborative and constantly evolving, GAiA is the spirit of the enterprise, unifying intelligence and action. Unearthing new intelligence and unlocking connected experiences across convergent worlds.

MARKETPLACE

GAiA is the go-to site for data-powered decision making, with an intuitive easy-to-search, easy-to-use catalog, GAiA brings AI to the mainstream. Share, Download & Deploy in a collaborative ecosystem

BUILT FOR REAL CHANGE

As part of the TechMNxt charter, Tech Mahindra is focused on leveraging next-gen technologies to solve real problems. The need of the hour is to democratize knowledge in AI and make it accessible to everyone, accelerating adoption and transformation and with GAiA, we are one-step closer.

Accelerate your Artificial Intelligence and Machine Learning journey with

GAiA 3.0

It's easy to Build, Manage & Collaborate

FOR BUSINESS	FOR PLANET	FOR EVERYONE
From cognitive advertising and vulnerability detection to machine-enabled medical diagnosis and self-organizing networks, every industry and enterprise can leap ahead.	With #AI4Action, we're bringing together global communities for the world's first artificial intelligence challenge, to deliver solutions for climate change in partnership with Mission 2020	We are striving to make advances in artificial intelligence available to developers and data scientists everywhere. Putting the power of AI in the hands of people invested in an open future.

"The year has surprised us, and how! The Coronavirus outbreak and its impact on the society, business and beyond have pushed us to rethink 'normal' where businesses have

people and the planet at the core. The transformational journey initiated last year along with our robust business continuity processes enabled us to ensure uninterrupted service delivery to the customers, maintain continued contact with the associates, and provide support to the government and communities. While we have always kept wellness before business, this sudden jolt brought the overall wellbeing –physical, social and environmental – to the forefront for the company and stakeholders. The expectations of customers, consumers and employees have evolved requiring new ways of doing business and engaging. There is a greater expectation from companies to contribute towards societal development and environment protection. This necessitates an even more forward looking and proactive view towards reimagining a sustainable world which will help redefine how we see, think, act and conduct business to not just survive, but thrive."

The Financials

At revenue of USD 5.2 billion, we saw a growth of 5.6% year-on-year on a constant currency basis. We saw growth across our top verticals and made important inroads into key geographies. There has been an accelerated adoption of new technologies to drive business productivity and efficiency for companies. Our revitalised 3-4-3 strategy and focus on digital transformation as well as new solutions played out well, through the year. A significant number of larger deals worth nearly USD 3.7 billion of total cumulative value were signed as a stamp of approval for our value creation strategy. We also made strategic acquisitions to bolster our capabilities in the areas we want to play to win in the future. From a fiscal prudence perspective, we have focused on cash preservation, cash flow convergence and free cash flow. Cost Management has been aggressive especially in the last few months. Overall, we have shown resilience and we have tweaked our offerings to capture growth opportunities in new areas including repurposing some of our industry solutions to adapt ourselves to the new normal.

Techmighties First

Among our people development priorities, 'staying relevant' has been prefixed with 'staying prepared'. A while ago we imagined a day like this and started preparing for it right away. This was the thought behind developing our flagship NewAgeDELIVERY

(NAD) platform, something only we did. A future ready workforce has been a key focus for the company. Up-skilling as a Service (UaaS) and Fit4Future are organisation-wide initiatives, empowering teams to deliver solutions of the future. Created by NAD, UaaS, is ensuring customised, associate-level up-skilling, aligned to the project and to the associate's career paths. We ensured that appropriate security measures were taken with data privacy and remote connectivity environment in active partnership with our customers to ensure business continuity. Ensuring fairness and transparency is the key in any crisis and it was important to introduce a new organisation structure. We ensured effective communication and minimised the impact for those affected.

Wealth of Wellness & Digital Connect

We relentlessly focused on making sure that our employees remain healthy, are engaged, perform well and are productive just like at office. Associate well-being, both becoming and staying healthy has always been a focus. Especially now, the health and wellness, including the emotional and mental well-being of self and family needs to be a part of everyone's life. I thank, "Josh",our internal initiative where employees get together and create various fun groups to consciously focus on wellness beyond just productivity."Josh" continues to bring in fun including dancing, cooking or meditation classes, all virtually.

Run-Change-Grow

The collective trust and unified strength ensured that our teams excelled on delivering across virtual call centre, call centre from home, Offshore Development Centres, cloud adoption and cyber security. The crucial telecom and media and entertainment teams helped our customers deliver seamless service practicing, "Run, Change and Grow" in the new normal environment. We look at ourselves as a Company of the Future. How we do things now, and how we can do them differently. We have been applauded for the impeccable business continuity plan we have pulled off during this crisis, this is the power of NAD.

We Rise for Good

We insist on business beyond profit. I am particularly proud of the work we do for our communities. As part of our CSR agenda, Tech Mahindra Foundation is working towards the overall socio-economic development of the communities in which we operate. During the Covid-19 crisis, Tech Mahindra Foundation reached out to themost vulnerable of population - healthcare workers,security personnel, migrant workers and householdsfrom the bottom-most of the pyramid to support themwith foodgrains, personal protective equipment (PPE), and medicine.

Covid-19 Focused Work

To address this big impact problem, we rallied together with start-ups, private sectors and the government (central, state and international) to create and deliver technology in an agile manner. We are working on multiple initiatives to retrofit, deploy and build solutions afresh across several areas. We're running an internal task force that is exploring digital and health solutions globally for the medical fraternity, the local police and the community at large. Areas of work include digital health systems across Electronic Patient Record (EPR), supply chain management to tele-health systems, and elder care.

Environment and Climate Change

Taking the crisis as a wake-up call, we have linked profit with purpose. We are re-defining the most critical aspects of our business. Elevating environmental and social responsibility that is driven by ethical governance, we are integrating ESG parameters with business. We are at par with global practices in technology disruption, climate change and water scarcity, among others. We reviewed our operating strategy and business model to align with the UN Sustainable Development Goals (SDGs) and re-emerged as a sustainability leader, becoming one among three Indian companies to feature in the DJSI (Dow Jones Sustainability Indices) World Index and one of the 12 Indian companies who are part of the Emerging Markets category.

When we re-imagine a sustainable world, we look at predictive models for climate impact while we live with this pandemic. We must be prepared to tackle climate change risks and opportunities. Governance will remain vital in balancing environmental and social priorities with business. We have initiated bold, creative steps to ensure that sustainability remains a top priority for defining long-term resilience as we redefine the most critical aspects of our business strategy and bets for the new future. We are taking proactive, focused and systemic measures to make our business more resilient to future shocks, more productive, and better able to deliver to customers.

Embracing the Future

This disruptive crisis has also thrown up new opportunities with most sectors likely to relyon technology to reshape businesses. Another ripple effect which could prove even more significant will be as the pursuit of efficiency gives way to the imperative of resilience. The shift from supply-chain globalization as production and sourcing move closer to the end user is one such example. Clearly, the online world of contactless commerce could be bolstered in ways that reshape consumer behavior forever. We also anticipate a major shift in demand for technology solutions in healthcare, education, agri-tech, and manufacturing. Sustainable, tech-enabled connectivity will enable the future whether it is having virtual classes or healthcare driven by tele-health. Technology and connectivity driving growth will become a norm in our lifetimes more than we expect. We are already taking our new age offerings to our clients, additionally our work from home solutions (WaaSNxt, WFH and cyber security) have also enabled customers' employees work efficiently and securely from home. I do believe automation, new age delivery and creating a virtual pool will help as we go towards the next phase of disruption.

Companies that reinvent themselves to make the most of better insight and foresight, as preferences evolve, will disproportionally succeed. We have demonstrated agility, and been actively engaged in multiple sectors, and multiple geographies. We have worked on our core SOP for coming back to work by incorporating social distancing, personal hygiene, automation, contactless processes, thermal imaging etc. I think our solutions are needed internally as well as externally. I am confident that as we emerge out of this situation, we will embrace the new challenges and will continue to be a strong pillar of support to our employees and customers. We are on a war mode; our teams are warriors and we will fight to emerge stronger tomorrow and thrive not just survive.

CP GURNANI
MANAGING DIRECTOR & CEO

MESSAGE FROM THE CHIEF SUSTAINABILITY OFFICER

"A Company with a Purpose, a Company that Cares, and a Company that adopts Sustainability as a 'way of life' and not just a business function, process or mandate: our perspective at Tech Mahindra has grown from responsibility in businesses to responsible businesses as a whole. As an institution and as members of this family, we have committed to growth that is long term, inclusive and guided by principles of environmental and social responsibility … and hence, sustainable.

Amongst multiple challenges that we face, including climate change, shortage of resources, unsustainable waste management practices and so on, two critical macro-level items threats are climate change and plastic waste. At the same time, income disparity is growing and customer expectations are dynamically changing. All these imperatives have been further exacerbated by the Covid-19 pandemic where there are uncertainty and no easy solutions. The need for businesses to re-define and re-align with the 'new normal' is the writing on the wall, calling for concentrated, connected and collaborated action. Leveraging the power of technology, we are co-creating and co-innovating to be a part of the solution to some of the most critical sustainability challenges the world is facing."

We envision a sustainable future and Tech Mahindra's Annual Integrated Report, 2019-20, titled **'Reimagining a Sustainable World'** is an attempt to share how we are leveraging our capabilities to create long term value for all our stakeholders. We remain consistent in our sustainability priorities. However, in the new normal, these now receive enhanced focus across the key economic, environmental, social and governance dimensions.

Co-creating a better world

'*Rise for Good*' is our vision to create a better world. Going beyond just environmental compliance, we see long term value in being socially and environmentally responsible to ensure sustainable business growth. We use our sustainability philosophy to focus on ESG (environment, social and governance) aspects across all areas of our business including offering solutions to our customers. Since ESG factors have a wide impact on business results and society, we ensure that these are in alignment with our growth strategy and are embedded in our execution.

During the year, diverse strategic initiatives have been taken to reduce our environmental impact, across our operations. We have been reducing our carbon footprint by bringing in energy efficiency and increasing our use of renewable energy. We are installing solar modules and LEDs, fitting motion sensors, and using star-rated efficient equipment. There is a focus on reducing greenhouse gas emissions from employee commute as well as logistics through focused initiatives. We have digitalized internal communications with virtual meetings through tele/audio-conferencing that bring down meeting-related travel considerably. There has been a focus on reducing, reusing and recycling the waste along with the principles of the circular economy. We ensure compliance with applicable environmental regulation in the areas we operate and go beyond to fulfil our corporate responsibility.

Across our facilities we are increasing environmental sustainability, incorporating the elements of green building, and are greening our data centers to remain oriented with our sustainability objectives of energy efficiency, carbon neutrality, water stewardship, and responsible management of waste.

Making Sustainability Personal

Our overarching mantra is Individual Social Responsibility (ISR) which enables us to make sustainability personal and focus on the empowerment of our workforce. The ISR approach

has been aligned with our 3-4-3 initiative: Every associate to plant 3 trees a month, take 4 carpool rides and volunteer 3 hours a month for the cause. We initiated an organisation wide ban on smoking and 'single-use plastic'. The organisation-wide drive, 'Make Sustainability Personal', for the associates is slowly making environmental responsibility a way of life, and not just something they need to do when in office. In the reporting year, our 'Green Marshals' clocked 16633 volunteer hours involved in activities to promote environmental sustainability across all our locations. As a result, we successfully promoted sustainable, environment-friendly practices in our day to day lives and incorporated sustainability thinking into our DNA.

Sustainable Solutions

Our customers rely on us to support them in navigating a world of unprecedented risks and dramatic opportunities. As a customer-centric company, we are developing innovative and efficient solutions to address the challenges faced by our customers. Leveraging our alliances and partner ecosystem, we are also creating an array of green and sustainable solutions to help customers address their sustainability and environmental needs and commitments.

Sustainable Supply Chain

Our commitment to Governance, Ethical Business Conduct, Environmental Stewardship and Sustainability also extends to our value chain. This enables us to mitigate and manage risks posed by the supply chain to our business operations. Disruptions to the global supply chains because of Covid-19 have heightened the need to build resilience across the supply chain and extend our support to ensure that our suppliers have robust Business Continuity Planning as well. We engage with our suppliers annually and support them in building their capabilities on sustainable practices and business ethics.

Climate Action

Although the global focus right now may seem to have shifted from climate towards economic development, the two must co-exist in the new normal. Climate action is a beacon that requires urgent effort and we remain committed to being at the forefront. In recognition of the growing significance, and the increased need to understand the impacts of climate change on our business, we have adopted the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD). We carried out a detailed climate scenario analysis for our key risks in alignment with TCFD. We evaluated our climate-related risks and how they affect our resilience and financial stability. To deepen our understanding of the impact that climate change could have on our business, we performed a high-level assessment of the impact of 2°C and 4°C global warming scenarios. It is helping us to take a long-term view of business continuity and growth. As the impact of climate on our business becomes clearer, we are transforming ourselves to become a climate-resilient, sustainable and future-ready organisation. We adopted Science Based Targets and are orienting our systems and processes with SBTs across our facilities. Our business continuity management framework and incident response team ensure we are resilient to any external risks including climate change.

The relevance of sustainability to our business is acknowledged and embraced across the enterprise and is also cascading down the supply chain. The principles of sustainability are being embedded in operations with strategy and solutions. As we make progress in enabling sustainability for our employees, customers, and society, we acknowledge the support and guidance of all our stakeholders.

Stay sustainable.
Stay safe.

SANDEEP CHANDNA
CHIEF SUSTAINABILITY OFFICER

"Re-imagining a Sustainable World" is our 4th Integrated Report developed for Financial Year 2019-20 (1st April 2019 to March 31st, 2020). The report is annual and the last report was released in FY 2018-19.

The report is a discussion on what we achieved in the year and a reflection on what we see coming in the future. The report discloses our strategy, governance, performance and practices to create value for our internal and external stakeholders.

In the reporting year, we worked faster and better during the Covid-19 crisis to take care of our employees, customers, local communities, and society at large. We have been re-aligning our business to adapt to the changing expectations of the 'New Normal' in the post-Covid world.

The Integrated Report is one of our primary communications with stakeholders. While it is prepared mainly for the providers of capital and shareholders, the financial information is balanced with a commentary on our most material sustainability issues for a holistic view of the company. The intent is to provide relevant information to other stakeholders like employees, customers, collaborators & partners, regulators and government, local communities and non-governmental organisations (NGOs). Transparency and accountability in external communication are the core principles of governance and form the bedrock of all our disclosures. They are material for our brand and are aligned with the Mahindra Rise Philosophy. The management is committed to ensuring transparency in actions and disclosures and moving towards creating a better ecosystem for all the stakeholders.

The report provides a well-rounded assessment of our ability to create value. Material aspects, which, if not managed, could have an impact on our future performance and growth, are discussed. Our roadmap and goals, the organisational priorities, our performance and future orientation are communicated through this report. It helps us inform our corporate strategy and its alignment with our vision, mission, key activities and outcomes.

The Report is prepared based on the IIRC Framework, the GRI Standards, and TCFD Recommendations. The report is also aligned with the SDGs and CDSB Framework for reporting environmental information and Natural Capital.

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Traditionally, climate disclosure focused on the impact of our organisation on climate change, but today the discussion has moved to the impact of climate change on the business. The dynamic and devastating effects of climate change have disturbed the ecosystem. To curb climate change which is the result of activities form business and society, each one of us has to act responsibly.

Tech Mahindra has considered these risks and is working towards responsible Business growth. We are supporters of TCFD and have considered its recommendations for governance, strategy, risk management and metrics and targets to assess and manage climate-related risks. We have embraced TCFD to accelerate our transition to a low-carbon economy and to limit global temperature rise to 1.5°C above preindustrial levels.

Focusing on the resilience of the company's strategy, we have considered material risks due to climate change at 2 degrees and 4-degree scenarios and identifying mitigation strategies and action plans. Our material risks and opportunities of climate scenarios are managed and monitored through metrics and targets.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The pandemic has caused serious impacts on the existence of life of habitats and biodiversity in the world. There is a huge surge in risks of the health hazard of these habitats. Many businesses are at a standstill and there is a threat of losing jobs and livelihood. So it will be important to relook on 'S' aspect from ESG (Environmental, Social and Governance). Individuals, businesses and society have to work together to support and rebuild society.

Also like COVID, climate is the next threat posing devastating effects on the livelihood of citizens. But climate change and global warming can be prevented by taking aggressive goals and targets if we start working on the form this day onwards.

Thus, there is a great need for every business, government and society to adopt SDG to end poverty, hunger, and planet. There is a need to come together for collaborative actions and foster solutions towards these SDG's. It is a slow process but, eventually, it will lead to great outcomes for society, business and planet.

We are committed to achieving sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner. We are living in a world of uncertainty and volatility. Businesses are increasingly seen to be playing a key role in responding to society's challenges. The SDGs represent a real opportunity for sustainable business growth-promoting new opportunities and partnerships while contributing to societal development while protecting the environment. We are on a journey to embed the SDGs into our business planning and activities, with a focus on those SDGs that most closely align to the areas where we have the greatest influence and impact.

The Report is prepared based on the IIRC Framework, the GRI Standards: Comprehensive Option, and TCFD Recommendations. The report is also aligned with the SDGs and CDSB Framework for reporting environmental information and Natural Capital.

REPORTING PRINCIPLES AND APPROACH

Our Report is guided by the framework of the International Integrated Reporting Council (IIRC), published in December 2013. Our disclosures consider the guiding principles of strategic focus and future orientation, consistency and comparability, reliability and completeness; and connectivity of information. Stakeholder relationships; and materiality form the foundation of our reporting process.

Reporting principles of Sustainability Context, Stakeholder Inclusiveness, Materiality and Completeness were applied in line with the GRI Standards to define report content and topic boundaries. Inputs of key stakeholders were considered for identification of material topics.

The KPIs to measure performance are mainly as per the GRI Standards. However, non GRI based KPIs have also been developed where needed.

STRATEGIC FOCUS & FUTURE ORIENTATION	CONSISTENCY & COMPARABILITY	RELIABILITY & COMPLETENESS	CONNECTIVITY OF INFORMATION
• Insights on how our strategy influences our ability to create value	• Year on year Comparability dempoonstrates performance and progress	• Reliability that the material priorities are considered in a balances manner	• A holistic view on both financial and non financial matters that impact our business

← MATERIALITY, COMPLETENESS, STAKEHOLDER INCLUSIVENESS →

The report embeds the principle of Accountability. Our leaders are accountable for the company's actions and are the custodians of our governance framework.

We have identified material topics and aligned them with our roadmap and targets, policies and procedures, and our strategy to create value for all our stakeholders. Materiality helps us to provide a transparent and in-depth view of our business activities. Our success is dependent on stakeholder relationships. Their views have been duly considered in the process of identification of the reporting boundary as well as material assessment.

REPORT BOUNDARY

In line with the IIRC Framework and GRI Standards, in determining the report boundary, we considered two aspects, the financial reporting entities of Tech Mahindra; and risks, opportunities attributable to value creation beyond the financial reporting boundary. The entities included in our consolidated financial statements can be viewed from Tech Mahindra's Annual Report 2019-20.

The scope of the Report is Indian operations that fall under the direct control of the Company. It includes the following entities and operations:

- Tech Mahindra Limited
- Tech Mahindra Business Services Limited
- Tech Mahindra Foundation (Section 8 Company)
- Tech Mahindra BPO Limited.

This includes our facilities and offices in the following cities:

Chandigarh
Delhi NCR
Gandhinagar
Nagpur
Mumbai
Pune
Bangalore
Kolkata
Bhubaneswar
Vizag (Visakhapatnam)
Hyderabad
Chennai

Wholly owned subsidiaries outside India and subsidiaries which are not wholly-owned by Tech Mahindra are excluded from the scope of the report.

RESTATEMENTS OF INFORMATION AND CHANGES IN THE REPORTING YEAR

The scope, boundaries, and methodology for data analysis in this report remain the same as in the last reporting year. There has been no restatement of information or significant changes in the size, structure, ownership, or supply chain in the reporting year.

EXTERNAL ASSURANCE

This report has been externally assured by KPMG. The scope and basis of assurance have been described in the **Assurance Statement** issued by KPMG.

QUESTIONS REGARDING THE REPORT

"Re-imagining a Sustainability World" is our 4th Integrated Report. We value your feedback, suggestions and views on the report.

Email us at:
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ORGANISATION'S HEADQUARTERS

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Independent Limited Assurance Statement to Tech Mahindra Limited on selected sustainability disclosures reported in its Integrated Report for Financial Year 2019-20

To the Management of Tech Mahindra Limited, Plot #1, Phase 3, Rajiv Gandhi Infotech Park, Hinjewadi Phase 3, Pune – 411057, Maharashtra, India.

Introduction

We ('KPMG Assurance and Consulting Services LLP', or 'KPMG') have been engaged for the purpose of providing assurance on the selected disclosures presented in the Integrated Report ('the Report') of Tech Mahindra Limited ('Tech Mahindra' or 'the Company') for FY 2019-20. Our responsibility was to provide limited assurance on the Report content as described in the scope, boundary and limitations.

Reporting Criteria

Tech Mahindra applies its own sustainability reporting criteria derived from Global Reporting Initiative (GRI) Standards 'in-accordance' comprehensive option and the principles of the International Integrated Reporting Framework (<IR>) published by the International Integrated Reporting Council (IIRC). Tech Mahindra has also mentioned that the reporting criterial aligns to recommendations of the Taskforce on Carbon Related Financial Disclosures (TCFD) and Climate Disclosure Standards Board for reporting environmental information, natural capital and associated business impacts.

Assurance Standard

We conducted our assurance in accordance with

Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. Under this standard, we have reviewed the information presented in this Report against the characteristics of relevance, completeness, reliability, neutrality and understandability.

Scope, Boundary and Limitations

The scope of assurance covers the environmental and social disclosures of Tech Mahindra for the period 01 April 2019 to 31 March 2020.

The boundary of the Report covers Tech Mahindra's operations in India including legal entities.

The Disclosures[1] subject to assurance were as follows:

Universal Standards
General Disclosures
o   Stakeholder engagement (102-40, 102-42, 102-43, 102-44)
o   Reporting practice (102-46 to 102-52, 102-54 to 102-55)
Topic Specific Standards
Environment
o   Energy: 302-1, 302-2, 302-3, 302-4
o   Water: 303-1, 303-3

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[1] For details regarding the disclosures, please refer the GRI Content Index

- o Emissions: 305-1, 305-2, 305-3, 305-4
- o Waste: 306-1, 306-2
  Social
- o Employment: 401-1, 401-2, 401-3
- o Occupational Health & Safety: 403-1, 403-2
- o Training and Education: 404-1, 404-2, 404-3
- o Local Community: 413-1
- o Public Policy: 415-1
  Economic
- o Anti-Corruption: 205-1, 205-2, 205-3

The assurance scope subjects to following limitations:

Disclosures other than those mentioned under the scope above

Data and information outside the defined reporting period

The Company's financial performance

The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company and assertions related to Intellectual Property Rights and other competitive issues

Data review outside the operational sites as mentioned in the boundary above

Strategy and other related linkages expressed in the Report

Assurance Procedure

Our assurance processes involve performing procedures to obtain evidence about the reliability of specified disclosures. The procedures include the assessment of the risks of material misstatement of performance indicators and standard disclosures and underlying internal controls relevant to the preparation of the report in order to design assurance procedures that are appropriate in the circumstances. The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement.

Our assurance procedure also included:

Review of materiality and stakeholder engagement framework deployed at Tech Mahindra

Assessment of the systems used for data collection and reporting of the Universal Standard Disclosures and Topic Specific Standard Disclosures of material topics as listed in the assurance scope above

Testing on a sample basis, the evidence supporting the data and information

Discussion on non-financial aspects with senior executive at different locations and at corporate offices to understand the risk and opportunities from sustainability context.

Assessing that the report has been prepared in accordance with GRI Standards comprehensive option

Understanding the appropriateness of various assumptions, estimations and ma teriality thresholds used by Tech Mahindra for data analysis.

Review of the report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings.

The data was reviewed at the corporate office, selected sites visits and virtual interactions at sample locations. The locations visited included:

TMLW, Hyderabad

Chandigarh

Pune

Nagpur (Over video conference) TMCC,

Chennai (Over video conference)

TMBC, Bhubaneshwar (Over video conference)

Conclusions

We have reviewed the Report of Tech Mahindra Limited. Based on our review and procedures performed as per scope of work, nothing has come to our attention that causes us not to believe that the sustainability data and information as per the scope of assurance presented in this Report is appropriately stated in material topics, and in line with the reporting principles of GRI Standards.

We have provided our observation to the company in a separate management letter. These, do not, however, affect our conclusions regarding the Report.

Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 standard. 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) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies International Standard of Quality Control (ISQC1) and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

Responsibilities

Tech Mahindra is responsible for developing the Report contents. Tech Mahindra is also responsible for identification of material sustainability topics, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement 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 th is statement 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 statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. Our report is released to Tech Mahindra Limited on the basis that it shall not be copied, referred to or disclosed, in whole or in part, without our prior written consent. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

Prathmesh Raichura

Executive Director
KPMG Assurance and Consulting Services LLP
August 22, 2020

The Sustainable Development Goals (SDGs) are a universal call for action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The SDGs represent an opportunity for sustainable business growth, promoting new opportunities and partnerships while contributing to societal development and environmental protection.

In the current context of economic, environmental and social uncertainty, the SDGs bear even greater significance. The short to medium terms impacts on day to day life of business and citizens caused by the Covid - 19 pandemic are not lost to anybody. There has been a surge in number of deaths and social strife. Businesses have come to a stand- still. Risk of people losing jobs and businesses not being able to sustain the financial

stress is significant and real. The uncertainty of the future looms large. In the midst of this uncertain scenario, there is yet another global challenge – climate change, which runs the risk of being ignored. Governments, companies, and citizens must make a clarion call for action on climate change and balance social, economic and environmental sustainability for all.

The United Nations Sustainable Development Goals therefore become a greater priority now than ever before. Our aim is to align the organisation's Environment, Social and Governance (ESG) goals and targets with the SDGs. We are committed to developing solutions that are green and resource-efficient, and contribute directly or indirectly to attaining the 17 Sustainable Development Goals.

INDIVIDUAL SOCIAL RESPONSIBILITY

Our 3-4-3 growth strategy that focuses on three megatrends, four big bets & three objectives goes beyond business. TechMighties take these responsibilities personally, go the extra mile to embrace it in their daily lives and drive positive change uniquely

3 TREES

Every TechMighty is encouraged to plant at least three trees every month to increase the green cover on Earth. Where planting fresh trees is not possible, the associates are encouraged to adopt three plants and nurture them for a lifetime. across locations. Tech Mahindra regularly organises plantation drives to realise this mission and align it with the Mahindra Group's belief that trees are the world's hardest workers.

4 CARPOOLS

Our associates believe in leaving this world in a better form than they found it in. We have an internal carpooling website that associates use to offer or join shared rides for their daily commute between home and work. TechMighties are encouraged to use any of the 4 Ps – 'paidal' (walk), pedal (cycle), pool (carpool) or public transport – for their commute to and from work and thus reduce emissions.

3 HOURS

Each TechMighty is encouraged to volunteer for social causes for at least three hours every month. The associates can choose to volunteer either at a Tech Mahindra Foundation project, a social initiative supported by the local Josh team, or an external cause that is close to their hearts. We record these efforts at an organisational level, and share them with the Mahindra Group's ESOPs team, rewarding the top contributors suitably for their efforts.

We are on a journey to embed the SDGs into our business planning and activities, with a focus on those SDGs that most closely align to the areas where we have the greatest influence and impact.The approach and activities to support the SDGs are summarised below:

SDG 3 | ENSURING HEALTHY LIVES AND PROMOTING WELLBEING FOR ALL AT ALL AGES

With compassion and through technology, we have been playing our part in contributing to health and wellbeing for all. The graduates from Tech Mahindra Foundation (TMF) '*Healthcare Academies*' were at the forefront of relief work, providing care during Covid-19. Makers Labs, our R&D centres developed an AI enabled Chatbot and a healthcare App to assist government and the citizens during Covid-19.

We are helping the Government set up Tele-health services which are behind 'AragyaSetu', a mobile application developed by the Government of India to connect essential health services with the people of India in the fight against COVID-19. '*Health ATM*', a digital health kiosk, has been developed by TechM to enable affordable healthcare for all. We have deployed 50+ Health ATMs across India and Africa. The Smart Health Kiosks allow automated health screening, live video-consultation with doctors, instant health reports and prescriptions, delivery of medicines, and help in managing and monitoring health on a mobile phone.

'*Your Dost*', is our online **emotional wellness platform** which provides support for emotional difficulties through life coaching, grief counselling, confidence building, personality development, career coaching, parenting, marital discord, caregiver support, de-addiction support, relationship counselling, conflict management, and work-life balance to the employees.

SDG 4

ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

Education for Skilling and School Education at Tech Mahindra Foundation ensure quality education to the youth and children from urban marginalised sections of society. Shikshaantar, our teacher capacity building programme helps ensure quality education at the foundation level for children. They work to constantly evaluate and introduce new teaching and learning methods and have better learning outcomes among children in primary schools.

SDG 5

ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

Inclusivity, the third pillar of TMF's CSR programme is a cross-cutting theme across our skilling and school education programmes. The mandate suggests that 50% of the beneficiaries of the CSR interventions are female. This is part of the CSR vision and a commitment to the idea of gender equality and empowerment of women and girls.

SDG 6

ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL.

The objectives of our water stewardship programme are efficiency, responsible sourcing and water security. We engage on a broad range of programmes, both, within Tech Mahindra and outside like recycling waste water, use of water efficient fixtures, rain water harvesting and Participative Ground Water Management.

We are constantly working with our suppliers on effective water management through predictive AI model and development of New product and services that help reduce operational water consumption and prepare better for water related impacts.

SDG 7

ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL.

By enabling technologies like AI, IoT, 5Getc, we are bringing efficiency in the use of energy. Our renewable energy efficient solutions are removing inefficiencies and enabling reliable energy.

Our '*Microgrid as a Solution*' enables easy access to sustainable energy for communities. Our IoT-based solution '*Connected Solar Plants*' can connect solar plants globally, and helps in forecasting production, monitoring substations, analysing real-time trends and graphs, auditing and reporting energy production. The plug-and-play device support sends timely alerts and notifications during critical events to avoid any inadvertent incidents.

SDG 8

PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL
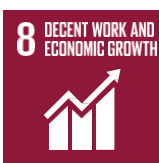
With sustainable economic growth for all being atthe core, the SMART and SMART Academies of TMF are the catalysts to furthering the principle of assuring a dignified living to the young beneficiaries. This is done by training the youth from socio-economic less privileged backgrounds in various specialised skill courses and assisting them with job opportunities.

SDG 9

BUILD RESILIENT INFRASTRUCTURE, PROMOTE SUSTAINABLE AND INCLUSIVE INDUSTRIALIZATION AND FOSTER INNOVATION

Our cutting-edge solutions and technologies are playing an important role in helping the customers rise to the challenges of sustainability. Our digital solutions are enablers of sustainable development for the customers.

We foster innovation. Through secured and unsecured innovations in the Makers Lab, we are developing solutions and technologies that contribute to the 17 SDGs. GAiA, is our open source AI platform to solve business and environmental problems.

SDG 10 — REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES.

Equal access to opportunities is critical to reduce inequalities. TMFalso facilitates the employment of the youth after providing them training in specialised vocational courses. This enables the Foundation to remain committed to achieving the greater good for the communities while alleviating economic inequalities.

SDG 11 — MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE

Our tech-enabled solutions are focused on making cities and human settlements sustainable and safe. Our in-house Smart Solutions like Smart Street Light, Smart Waste Management Systems, Smart Meter, and Smart Parking can be managed remotely through a smart city portal using unified monitoring and command centre (UMACC).

Our Smart Building Management solutions help in managing energy, efficiently within buildings and also help in reducing energy.

SDG 13 — TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS

Developed by Tech Mahindra, #AI4Action is a global collaborative community of thinkers, tinkerers, innovators and researchers from educational institutes and corporations that is focused on finding solutions to tackle climate change. We leverage AI-powered ACUMOS to address the environmental challenges impacting the world. We also provide access to participants so they can access, build, share and deploy their AI-powered applications to tackle climate changes.

Our management is committed to actions and initiatives to address the global challenge of climate change and to protect the environment. Our climate strategy and investments to curb greenhouse gas emissions are easing our way towards carbon neutrality.We have adopted the Science Based Targets in order to increase our focus on addressing the impacts of climate change. We have made a commitment to reduce our Scope 1 and 2 emissions by 22% until 2030 and 50% until 2050.

Our employees are advocating the use of eco-friendly products to protect the environment and ensure a sustainable future. Our organisation wide initiatives like '3-4-3 for Individual Social Responsibility', 'Ride for Pride' etc, and the current 'work from home' are ensuring the employees of a carbon neutral future.

SDG 17 — STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

Our Collaborative approach to address some of the global challenges like health care, climate change, inequality etc. is accelerated by partnering with government, NITI Aayog and global organisation like UNGC, CDP etc. (as evidenced during the Covid-19 Crisis), industry, academia and thinkers (as in the case of climate action).

Our Innovation across the globe is facilitated through Makers Labs (our R&D centres), and powered through partnership and collaboration ecosystem to develop sustainable and inclusive solutions for the future. We have partnered with University of Sydney where students are working on projects across areas like community development, sustainability, law, technology, farming, banking and health.

Our Partnerships work on the foundation of trust and is based on models that are scalable and sustainable in the long run. TMF works in partnership with 139 NGOs to create an atmosphere and ecosystem of collaboration, cross-learning, mutual benefit of partners and communities alike.

ABOUT TECH MAHINDRA

We create opportunities for clients, partners, communities, and the wider stakeholder fraternity to '*Rise*' above limiting circumstances and thrive in a constantly changing world. Change that is powered by the intelligent symphony of technology and humans designing innovative and sustainable experiences for the new world order.

At Tech Mahindra, our holistic solutions simplify digital transformation and ensure agile service

delivery. We foster a culture of innovation to deliver appropriate technology solutions to new and existing clients that result in better business outcomes. We synergise among offerings, leading to superior business value for clients, supported by best-in-class technology.

Leveraging a global ecosystem of partners, we deliver industry-leading value to our clients; while promoting a culture of digital responsibility.

COLLABORATE

We collaborate with clients, academia, eco-system players and start-ups for business solutions, enabling our clients to Run their business better, Change faster and Grow greater by creating new revenue streams. Co-innovation and co-creation, together, enable us to quickly deliver disruptive impact for our customers.

CONNECT

Experiences are delivered through the interplay of process re-imagination, design, innovation and digital technologies. Connectedness is our core strength. With automation, we enable clients to better engage with their customers across the customer lifecycle and offer the right experience, integrated with next-gen technology. As part of the TechMNxt charter, we invest significantly in re-skilling our people to create a future-ready workforce.

CHANGE

Our digital go-to market strategy revolves around solving customers' business issues. As a global digital transformation provider, we help businesses adapt to the fast-changing digital landscape with scalable, replicable and sustainable outputs and outcomes. We are happy to contribute to the vibrant digital revolution, which is constantly enriching and redefining the way we imagine life on the planet. We see ourselves playing an even larger transformative role by capitalising on our dominant position in Technologies of the Future.

DELIVERING SUSTAINABLE DIGITAL TRANSFORMATION

We represent the bold, new, disruptive digital era, offering innovative and customer-centric services and solutions to integrate technology with businesses more meaningfully and innovatively. Our core operation has been built around the credo 'Connected World. Connected Experiences.'

We are a leading global enabler of digital transformation, consulting and business re-engineering services and solutions. Part of the eminent Mahindra Group, we are a $ 5.2 Billion enterprise with more than 1,25,000 employees across 90+ countries. We currently have 973 active global clients, including several Fortune 500 companies. Tech Mahindra featured as the top non-US Company in the Forbes Global Digital 100 list for 2018, and featured among Forbes Fab 50

Our solutions help clients integrate their platforms across a wide range of technologies to deliver tangible business value to their stakeholders.

Companies in Asia in 2018. We deliver seamless and integrated experiences across digital, physical, and convergent dimensions.

We are a Public Listed Company, incorporated and domiciled in India with registered office in Mumbai, Maharashtra, India. We have primary listing on the National Stock Exchange of India Limited (NSE) and the Bombay Stock Exchange Limited (BSE).

ABOUT THE MAHINDRA GROUP

The Mahindra Group is a federation of companies bound by one purpose - to '*Rise*'. Inspired by this spirit and the group's legacy and values, it aims to always positively impact its partners, stakeholders, communities and the world at large. Headquartered in Mumbai, the Group employs over 2,50,000+ people across 100+ countries. It operates in key industries that propel economic growth, such as tractors, utility vehicles, information technology, financial services and vacation ownership.

The Group has a strong presence in agribusiness, aerospace, components, consulting services, defence, energy, industrial equipment, logistics, real estate, retail, steel, commercial vehicles and two-wheelers.

RISE TENETS

ACCEPTING NO LIMITS **ALTERNATIVE THINKING** **DRIVING POSITIVE CHANGE**

CORE VALUES

PROFESSIONALISM **GOOD CORPORATE CITIZENSHIP** **CUSTOMER FIRST** **QUALITY FOCUS** **DIGNITY OF THE INDIVIDUAL**

CORE PURPOSE

We challenge conventional thinking and innovatively use our resources to drive positive changes in the lives of our stakeholders and communities across the world, to enable them to '*Rise*'.

OUR VISION

We will continue to '*Rise*' to be an agile, customer-centric and purpose-led company delivering best-in-class technology led business solutions for our stakeholders.

FY20 HIGHLIGHTS

$3.7 BILLION
Net new deal wins
($ 1.7 Billion in FY19)

40%
Digital revenue

BUYBACK
Completed
first-ever buyback

92%
Free cash flow
conversion to PAT

GROWTH MOMENTUM FOR TELECOM PROVIDERS
IT / Network modernisation spends and telecom providers lining up for 5G opportunity

LARGE DEALS IN ENTERPRISE
Broad based growth driven by BFSI, technology and healthcare

AMONG THE TOP 3 INDIAN COMPANIES
Dow Jones Sustainability Index (DJSI) World Ranking 2019

4 SIGNIFICANT ACQUISITIONS
Mad*Pow, Born Group, Zen3 and Cerium

KEY STRENGTHS

TRANSFORM DIGITALLY

We offer the right blend of physical and digital design, powered by technology. We use digital capabilities to transform client's internal businesses and technology operations, and deliver industry-leading outcomes. Our solutions help clients accelerate their digital transformation journey by building intelligent and digital-next businesses, backed by next-generation technologies.

INDUSTRY-SPECIFIC SOLUTIONS

Businesses in the new world order are demanding sophisticated technologies that lower costs, increase sales, efficiency and performance, protect the environment and enable better management and control. We support our clients across sectors, with tailored solutions. Our solutions and services offer a proven delivery model and in-depth expertise.

INNOVATION ENGINE

Tech Mahindra's Makers Lab develops future-ready solutions by leveraging next generation technologies like Artificial Intelligence (AI), Machine Learning (ML), Robotics, Internet of Things (IoT), Augmented Reality (AR)/ Virtual Reality (VR), 5G – Network of the future. With 50+ technology platforms and solutions, we help customers achieve faster time-to-market and incremental innovation capabilities.

DIVERSIFIED GEOGRAPHIC PRESENCE

We deliver technology solutions across 90+ countries in Americas, Europe, Middle-East, Latin America, Africa andAsia-Pacific. Such prudent geographic diversification also reduces market concentration risks to the business.

STRATEGIC TRANSFORMATION APPROACH

Our senior management team comprises seasoned global leaders in the industry. Equipped with experience and expertise of diverse geographies and areas of specialisation, their leadership has enabled our all-round and consistent performance, acknowledged by our stakeholders.

HIGH-PERFORMANCE CULTURE

We offer an excellent workplace environment so our people can perform to the best of their abilities. Our work culture is shaped by self-motivated and committed professionals, aligned with our business objectives and working together to deliver top-notch, tailored solutions to meet our clients' diverse expectations, globally. We have been certified as Great Place to Work (GPTW)™ - which is a testament to our high-trust, high-performance culture.

EMPHASIS ON ENVIRONMENT, SOCIAL AND GOVERNANCE

We believe the ESG parameters have wider impact on society and business performance. And we have been at the forefront of driving business results with ESG. It is aligned with our overarching strategy and embedded in our execution.

SERVICE OFFERINGS

NETWORK SERVICES

Our wireless network services encompass the complete lifecycle of networks starting from design, planning and engineering, rollout, operations and maintenance, alongside optimisation services. We provide managed and professional services model — to businesses in the wireless networks segment. Our 5G network for enterprises provides multiple services that enable enterprises to establish private wireless network spanning operative areas and enabling a plethora of IoT use cases. Tech Mahindra's Global Network Operation Centre (NOC) based in India, provides best practices framework, right-shoring and automation levers, helping customers avail a cost-effective yet, progressive setup.

ENGINEERING SERVICES

Our Integrated Engineering Solutions (IES) delivers across aerospace and defense, automotive, industrial, telecom, Hi-tech, healthcare and transportation sectors.

- Extensive skills in electronics, mechatronics and mechanical engineering, paired with industry understanding and product knowledge
- Improved R&D productivity for the global market to meet continuous method development for new products, processes and technologies
- Extensive solution portfolio across product lifecycles — from conception and production to secondary market services
- Developed savings programmes leading to cost effectiveness and reduced time to market by 20-30%

PLATFORMS

We offer rapidly deployable platform solutions to drive innovation, bolster performance, and cultivate an ecosystem of collaborators. We orchestrate, analyse, automate and artificially intellectualise the delivery of technology to enterprises. Our vertical and horizontal solutions standardise and consolidate business processes, while accommodating changing needs. Our platforms improve agility, speed and ability, reduce operational costs, use analytics to generate insights to manage performance, identify exceptions and intervene in time, bringing in automation and enhancing customer experience as a Service (PaaS) mode.

DIGITAL MARKETING AND CUSTOMER EXPERIENCE

Business Service Group (BSG) offers customers innovative and optimised business solutions. With our industry knowledge and experience in change projects across common platforms, we conceive holistic solutions for telecommunications, healthcare and pharmaceuticals, banking and financial services, retail and Hi-tech. We work to disrupt customers' legacy systems by digitalising its end-to-end product lifecycle through the introduction of AAC (Automation, Analytics & Consulting) methodology, with focus on improving and delivering perpetual positive CX.

SECURITY

We provide comprehensive, advanced security outsourcing services across — Assess, Prevent, Detect, Respond and Recover stages of the value chain. We have dedicated security professionals, with a track record of successful delivery of 500+ large security outsourcing projects. We converge technology, people and processes, with consulting, implementation, integration, optimisation service, alongside service management. We have over 17 years' experience in information security services, with projects executed across 50 countries.

BUSINESS PROCESS SERVICES

Our Business Service Group (BSG) offers customers innovative and optimised business solutions. With our industry knowledge and experience in change projects across common platforms, we conceive holistic solutions for telecommunications, healthcare and pharmaceuticals, banking and financial services, retail and Hi-tech. We work to disrupt customers' legacy systems by digitalising its end-to-end product lifecycle through the introduction of AAC (Automation, Analytics & Consulting) methodology, with focus on improving and delivering perpetual positive CX.

IT

Our consulting services is supported by a team of experts and opinion leaders, who specialize in business transformation, process consulting, alongside IT and corporate excellence. We develop innovative strategies and offer bespoke processes for our customers according to industries and individual company requirements.

Our global expertise and seamless cross-platform functionality help create IT solutions to empower companies to focus on and enhance their core businesses. Leveraging nearly three decades of experience, we offer innovative solutions to integrate technology with business for several Fortune 100 and 500 companies.

SECTORS WE SERVE

COMMUNICATION

Our range of solutions for communications service providers (CSPs), telecommunications equipment manufacturers (TEMs) and independent software manufacturers (ISVs) make us a preferred partner for leading telecommunications and cable providers. We are helping organisations to be future-ready for the 5G revolution by helping on network modernisation. We are enabling 5G for enterprises, while driving CX transformation.

MANUFACTURING

With manufacturing-rich DNA and innovative value-added services, we have extensive expertise that help us tap into a broad customer base across diverse industries such as Aerospace and Defence, Automotive, Discrete and Process industries. We offer holistic support across the manufacturing value chain. Our deep knowledge of mechanical and electrical engineering, knowhow of sales and service processes, and hands-on exposure to the factory shop floor facilitate the bringing of digital offerings into core business domains.

BANKING, FINANCIAL SERVICES & INSURANCE (BFSI)

The BFSI sector is experiencing rapid reshaping to make the whole spectrum more customer-centric, personalised, digitalised and accessible. We bring on the table over two decades of experience in offering IT services and innovative solutions to diverse clients in the BFSI universe, such as retail banking, lending and leasing, card management, asset and wealth management, investment banking, and stock exchanges.

TECHNOLOGY, MEDIA & ENTERTAINMENT (TME)

Our Hi-tech vertical serves the software and internet sector, which has disrupted the way products and services are delivered to end-users. We also serve the semi-conductor industry in areas of storage, IDMs, fables and equipment manufacturers. With our Media and Entertainment (M&E) division, we serve customers from the film, gaming, sports, publishing and news industries — from vision to implementation.

RETAIL, CONSUMER GOODS, TRANSPORT AND LOGISTICS
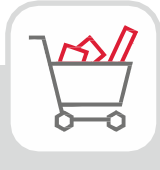
We deliver sustainable customer experiences to augment customer journeys at every stage of the retail and consumer packaged goods (CPG) value chain. Focusing on digital transformation services, we help on store re-imagination, digital operations management, intelligent supply chain, while creating personalised phygital experiences through products, devices and services. We are experienced in working with market leaders in the transport and logistics industry, conceiving specific industrial solutions and partnerships with pioneering players.

HEALTHCARE, LIFE SCIENCES (HLS), GOVERNANCE & OTHERS

Tech Mahindra partners with leading global companies in the healthcare provider, pharmaceutical, biotechnology and medical device sectors. We help to re-imagine businesses processes and deliver remarkable patient experiences. We have harnessed the power of digital and information technology to improve citizens' lives with solutions that we provide to public sector companies and government enterprises.

OUR PORTFOLIO COMPANIES

The Tech Mahindra Family of companies brings together the power of Digital, Design, and Convergent Experiences.

Tech Mahindra

| PININFARINA | THE BIO AGENCY | TARGET GROUP | HCI GROUP | COMVIVA | MAD * POW | BORN GROUP |
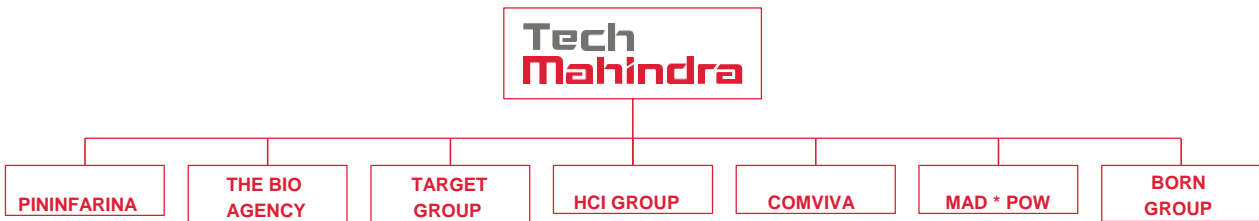
PININFARINA

A symbol of Italian style in the world, Pininfarina is a design house of international repute. With almost 90 years of experience, Pininfarina has been a flexible partner who offers competitive products and services based on the values of the brand that includes purity, elegance and innovation. Its activities focus on design, engineering services, conception and production of unique cars or in very small series.

THE BIO AGENCY

The Bio Agency is a digital transformation agency that helps customers who are under the threat of digital disruption to innovate and transform the entire organisation digitally.

TARGET GROUP

Target Group is a leading business services provider in lending, investments and insurance. They create value for our clients through the digital customer journey, outsourcing and operational transformation.

HCI GROUP

HCL is a leading healthcare IT consulting firm that has a proven record of solving healthcare IT challenges of healthcare companies. From implementation and training the EHR vendors to offering advisory, HCL Group is considered a global leader in healthcare.

COMVIVA	MAD*POW	BORN GROUP
comviva	**mad★pow**	**BORN**
Comviva is a leader of mobility solutions that offers a suite of expansive suite of productised solutions to over two billion mobile users globally.	Mad*Pow is a purpose-driven strategic design consultancy that creates innovative experiences and compelling digital solutions for businesses and people.	BORN is an award-winning global digital and content production agency that offers both integrated creative production, and full-service digital e-commerce solutions.

OUR PARTNER ECOSYSTEM

Our robust ecosystem comprises leading technology and disruptive startups that empower us to deliver comprehensive and customised solutions to our customers. For the full list, see our [website](#).

AWARDS AND ACCOLADES

COMPANY

- Winner of the 'COMPANY OF THE YEAR – IT' at the second edition of CNBC-AWAAZ CEO Awards for the Year 2019.
- Ranked #21 in India's Best Companies to Work for 2020 by the Great Place to Work Institute. Also recognised as Best in Mega Employer and Best Companies for Career Management list.
- CEO & MD, C P Gurnani won the Business Today's Best CEO award in IT & ITES, 2019 for the third consecutive year.
- Tech Mahindra is ranked 15th on the Forbes Digital 100 list
- Tech Mahindra has been selected as 'Brand of the Decade 2019' by BARC Asia
- Recognised as Leader Board member, an industry leader at The Hague Conference.

- Recognized with the Golden Globe Tigers Award 2019
- Winner for 2019 Microsoft Partner of the Year award.
- CP Gurnani recognized as 'The Corporate Leader of the Year' at the 14th Indo-American Corporate Excellence (I-ACE) Awards, and - Best CEO of the Year in IT & ITES category by Business Today
- Gold Winner at the CEO World Award in the 'CEO Achievement of the Year' category.
- Tech Mahindra's CEO recognized for his significant contribution to the company's strategy and philosophy, by the jury of the 14th Indo-American Corporate Excellence (I-ACE) Awards.

SOCIAL

- Tech Mahindra's CSR arm, Tech Mahindra Foundation has been recognized with
- ASSOCHAM Skilling India Awards 2019 in Best Higher Vocational Institute for Skill Development category
- 8th ACEF Asian Leaders Forum and Awards Best Corporate-Non-profit Partnership Category
- CSR Times Awards 2019 Skill Development Category
- The Economic Times-Rotary CSR Awards, 2019

- Top CSR Contributing to Skill Development in the ET Now World CSR Day 2019 (8th CSR Leadership Awards)
- 5IHW Awards 2018 for Health Skilling Brand
- Outstanding CSR Award 2018 by Government of Telangana (Information Technology Electronics & Communications, Department)
- India CSR Leadership Summit recognizing CSR Community Initiative Awards 2018 for SMART (Skills-for-Market-Training) Skill Development

TECHNOLOGY AND SOLUTIONS

- Recognised amongst 'Most Valuable Digital Transformation Companies in 2019' by a global business magazine, CIOLook.
- Winner of 'Technology Excellence for Blockchain' and a close contender for Technology Excellence in Emerging Technology (IoT) in the NASSCOM Technology Award and Conclave 2019.
- Won the ET Innovation Award in the 'People Innovation' category from The Economic Times.

SUSTAINABILITY

- Recognized as a global leader in the Carbon Disclosure Project (CDP) and DJSI (Dow Jones Sustainability Index) since 2015
- One of the only 4 Indian companies recognized as part of CDP Global Supplier A-List 2019
- Recognized with Leadership ranking of A- in CDP 2019
- Member of DJSI World Index 2019- one amongst the only 3 Indian companies to be listed
- One of the 12 Indian companies to be part of the DJSI 2019 Emerging markets category
- Included in the RobecoSAM 2020 sustainability yearbook with a Bronze Class Distinction.
- Ranked among the Top 6 companies of the world in the "TSV* IT services & Internet Software and Services" segment (*TSV- Industry code by RobecoSAM).
- Awarded highest "Gold CSR Rating -2019" by EcoVadis with 94 percentile.
- Winner of Microsoft Global Supplier Leadership Award on Climate Change 2019
- The constituent of FTSE4 Good Index Series 2019

HUMAN RESOURCE

- Certified as a Great Place to Work for the period February 2020 to January 2021
- Winners of 'The Golden Peacock HR Excellence Award' for the year 2019 in the IT sector
- Winners of the Economic Times Innovation Award 2020 in the People Innovation category
- Winners of Association for Talent Development (ATD) BEST Awards 2020 for Learning & Development
- Being in the top 10 of Working Mother & Avatar Best Companies for Women in India list
- Winners in the categories of 'Diversity & Inclusion' and 'HR Technology' in both Business World HR Excellence Awards 2020 and 10th Asia's Best Employer Brand Awards 2019.
- Amongst the only three Indian companies to be included in the Bloomberg 2020 Gender-Equality Index (GEI).
- Recognized with the Golden Globe Tigers Award 2019
- Received the Malaysia Best Brand Award for Innovation in career development' and 'Excellence in HR through technology

STRATEGY & INNOVATION

- IBC Award2019 for developing a Bias, claims check, and violence detection system to enable regulatory compliance.
- Express IT Awards under the Digital Solution of the Year category for our cognitive operations automation platform, TACTiX.
- The Economic Times Innovation Awards in the "People Innovation" category
- Tech M's Amarjeet Kaur won "Women in AI Leadership Awards! Rising 2020" by Analytics India Magazine
- AIOps Catalyst showcased at DTW Nice 2019 won the TM Forum Award for "Best Contributor to TM Forum Assets"
- Health & Life Sciences team's Kisan Swasth, which provides end to end digital healthcare for rural patients won the Platinum award at Mahindra Innovation Award in the business model innovation category.
- "Most Innovative IoT Deployment" at the 2019 Industrial IoT Innovation Summit in Shanghai.
- New Age Delivery wins the best use of AI in the software delivery lifecycle category.
- Recognized by Intel Network Builders Ecosystem at Hague Conference as Leader Board member and an Industry Leader guiding Network Transformation. Winner of the Best Business Transformation Solution in Energy from the GEC Media Group

CORPORATE GOVERNANCE AND ETHICS

Our philosophy on Corporate Governance is embedded in our rich legacy of ethical and responsible governance. Corporate governance is a reflection of our culture, our policies and practices, our relationships with stakeholders, and our commitment to values and ethical business conduct. Ethics, transparency and accountability form the bedrock of our Governance. In the same spirit, timely and accurate disclosure of information regarding the financial position, performance, ownership and governing details of the Company is an important part of corporate governance.

Our management is committed to ensuring transparency in all actions and disclosures and is moving towards creating a better ecosystem for all stakeholders. We communicate progress on material matters to our stakeholders through the Integrated Report. We are continually taking steps to strengthen our reporting approach through ongoing stakeholder engagements and voluntary alignment to universally adopted frameworks like United Nations Global Compact (UNGC), Sustainable Development Goals, and Taskforce on Climate Related Financial Disclosures (TCFD).

BOARD OF DIRECTORS

Mr. Anand G. Mahindra
Non-Executive Chairman

Mr. Anupam Puri
Independent Director

Mr. C. P. Gurnani
Managing Director & CEO

Mr. M. Damodaran
Independent Director

Mrs. M. Rajyalakshmi Rao
Independent Director

Mr. Ravindra Kulkarni
Independent Director

Mr. T. N. Manoharan
Independent Director

Mr. Ulhas N. Yargop
Non-Executive Director

Mr. V. S. Parthasarathy
Non-Executive Director

Ms. Mukti Khaire
Independent Director

Ms. Shikha Sharma
Independent Director

Mr. Haigreve Khaitan
Independent Director

Dr. Anish Shah
Non-Executive Director

Our strong and effective governance on the Board ensures long term success of the business and creation of value for the stakeholders. The Company has a balanced mix of eminent executive, non-executive and independent directors on the Board. The Board consists of 6 Independent Directors including 3 Woman Directors, 3 Non-Executive Directors and 1 Executive Directors. The Chairman is a Non-Executive Director.

During the year 2019-20, five meetings of the Board of Directors were held on May 21, 2019, July 30 & July 31, 2019, November 5, 2019, January 30 & 31, 2020 and February 24, 2020.

The names and categories of the Directors of the Board, their attendance at the Board and Annual General Meeting held during the year and the number of Directorships and Committee Chairmanships/ Memberships held by them in other companies as on March 31, 2020 are given below:

Name	Category	No of Board Meetings Attended	Attendance at AGM held on 31st July, 2019	Directorship in other public Companies[1]	No. Of Committee positions held in other public Companies[2]	
					As Chair	As Member
Mr. Anand G. Mahindra	Non-Executive Chairman	5	Yes	3	0	1
Mr. Anupam Puri[4]	Independent Director	2[4]	Yes	2	0	0
Mr. C. P. Gurnani	Managing Director & CEO	5	Yes	1	0	0
Mr. M. Damodaran	Independent Director	5[3]	Yes	8	3	6
Mrs. M. Rajyalakshmi Rao	Independent Director	4	Yes	1	0	0
Mr. Ravindra Kulkarni[4]	Independent Director	2[4]	Yes	6	2	7
Mr. T. N. Manoharan	Independent Director	5[3]	Yes	2	1	2
Mr. Ulhas N. Yargop[4]	Non-Executive Director	2[4]	Yes	1	0	0
Mr. V. S. Parthasarathy	Non-Executive Director	5	Yes	8	1	4
Ms. Mukti Khaire[5]	Independent Director	5[3]	Yes	-	0	0
Ms. Shikha Sharma[5]	Independent Director	3	No	4	0	4
Mr. Haigreve Khaitan[5]	Independent Director	3	No	7	4	6
Dr. Anish Shah[6]	Non-Executive Director	3	No	3	0	2

[1] Does not include private companies, foreign companies and companies established under Section 8 of the Companies Act, 2013.

[2] Represents Audit Committee and Stakeholder Relationship Committee in public companies, excluding Tech Mahindra Ltd.

[3] One meeting attended through Video Conference/Tele conference.

[4] Ceased as Directors w.e.f. close of business hours of July 31, 2019.

[5] Appointed as Independent Directors w.e.f. August 1, 2019.

[6] Appointed as Directors w.e.f. 10th September 2019.

[7] Membership includes Chairman position.

ACTIVITIES OF THE BOARD AND BOARD LEVEL COMMITTEES

The Board of Directors provide oversight on the company's overall growth strategy and future direction. The members of the Board have necessary skills, background and experience to provide oversight for management and take important decisions towards the success of the company. The Board's oversight and actions based on company's purpose and core values and inputs from stakeholders is driving the future direction of our business.

Total Board Members: 10
Percentage of Independent and Non-executive Directors: 90%
Male Female Ratio: 7:3
Number of Meetings Held in 2019-20: 5

Strong Governance and Commitment from Board during the Covid-19 Pandemic

The Board was actively involved in understanding the likely business risks, impacts and risk mitigation policies and protocols with measures taken to respond to the pandemic. The Board of Directors maintained close contact with the CEO and the Management to ensure the safety and well-being of our people and other stakeholders. There were proactive measures taken to maintain continuous communication with employees and customers. As we navigate through our business in the post COVID storm, a new norm of governance is emerging that will drive our future.

AVERAGE TENURE OF THE BOARD

No	Name	Tenure (in years)
1	Mr. Anand G. Mahindra	25
2	Mr. Haigreve Khaitan	1
3	Ms. Mukti Khaire	1
4	Ms. Shikha Sharma	1
5	Dr. Anish Shah	1
6	Mr. M. Damodaran	12
7	Mrs. M. Rajyalakshmi Rao	7
8	Mr. Chander Prakash Gurnani	8
9	Mr. T.N. Manoharan	7
10	Mr. V. S. Parthasarathy	5
	Total Years	**68**
	Average years	6.8

AUDIT COMMITTEE

The Audit Committee of the Board of Directors meets the criteria laid down under Section 177 of the Companies Act, 2013, read with Regulation 18 of the SEBI Listing Regulations. Mr. T. N. Manoharan, Independent Director is the Chairman of the Committee. Mr. M. Damodaran, Ms. Shikha Sharma, and Mr. V. S. Parthasarathy are the other members of the Committee. Mr. Anupam Puri and Mr. Ulhas N. Yargop ceased to be members of the Audit Committee w.e.f. close of business hours of July 31, 2019.

The terms of reference to the Audit Committee inter alia includes:

- Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible;
- Review and monitor the auditor's independence and performance, and effectiveness of audit process;
- Approval or preapproval or any subsequent modification of transactions of the Company with related parties except the transactions with a wholly owned subsidiary whose accounts are consolidated with the Company and placed before the shareholders at the General Meeting for approval;
- Evaluation of internal financial controls and risk management systems;
- Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
- Statement of significant related party transactions and disclosure of related party transactions;
- To review the functioning of the Whistle Blower mechanism.

A total of 5 meetings were held in the financial year on May 20, 2019, July 30, 2019, Nov 4, 2019, January 30, 2020 and February 24, 2020. The composition of the Audit Committee and particulars of meetings attended by the members are given below:

Name	Category	Meetings attended
Mr. T. N. Manoharan	Independent Director, Chairman	5
Mr. Anupam Puri*	Independent Director, Member	2
Mr. M. Damodaran	Independent Director, Member	4
Mr. Ulhas Yargop*	Non-Executive Director, Member	1
Ms. Shikha Sharma**	Independent Director, Member	3
Mr. V. S. Parthasarathy**	Independent Director, Member	3

Ceased as Directors w.e.f. close of business hours of July 31, 2019.

*** Appointed as Independent Directors w.e.f. August 1, 2019.*

The Company Secretary acts as the Secretary to the Audit Committee.

The Managing Director & CEO, Chief Financial Officer, the Statutory Auditors, and the Internal Auditors are the invitees to the meetings of the Audit Committee. The Chief Internal Auditor reports to the Audit Committee Chairman.

The Audit Committee holds discussion with statutory auditors without the presence of management at its quarterly meetings.

Mr. T. N. Manoharan, the Chairman of the Audit Committee, was present at the Annual General Meeting of the Company held on July 31, 2019.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination & Remuneration Committee of the Board of Directors meets the criteria laid down under Section 178 of the Companies Act, 2013, read with Regulation 19 of the SEBI Listing Regulations. Mr. T. N. Manoharan, Independent Director, is the Chairman of the Committee. Ms. Mukti Khaire, Ms. Shikha Sharma and Mr. V. S. Parthasarathy are the other members of the Committee. Mr. Ravindra Kulkarni, Chairman of the Committee and Mr. Anupam Puri and Mr. Ulhas Yargop ceased to be members of the Committee w.e.f. close of business hours of July 31, 2019.

The Nomination and Remuneration Committee is responsible for determining the qualifications and independence of the directors and informing the Board. The committee determines the appointment, removal and remuneration of the directors, senior management, the key managerial personnel, and other employees based on the evaluation criteria laid down in the policy for Appointment, Evaluation and Remuneration of the Board of Directors, Key Management Personnel and Senior Management.

The terms of reference to the Nomination & Remuneration Committee are as given below:

• Formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy, relating to the remuneration of the directors, key managerial personnel and other employees;
• Formulation of criteria for evaluation of Independent Directors, Committees of Board and the Board;
• Devising a policy on Board diversity;
• Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board their appointment and removal;
• The Committee will develop and review induction procedures for new appointees to the Board to enable them to become aware of and understand the Company's policies and procedures and to effectively discharge their duties;
• Recommending whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors;
• Recommending to the board, all remuneration payable to senior management.

The average base salary of the 18 Executive Committee members is INR 425Mn. They exercised stock options around INR 190Mn i.e. 0.447 times the base salary in this financial year.

The composition of the Nomination & Remuneration Committee and particulars of meetings attended by the members are given below:

Name	Category	Meetings attended
Mr. Ravindra Kulkarni*	Chairperson, Independent Director	2
Mr. Anupam Puri*	Independent Director, Member	2
Mr. Ulhas Yargop*	Non-Executive Director, Member	2
Mr. T. N. Manoharan**	Independent Director, Chairman	2
Ms. Mukti Khaire**	Independent Director, Member	2
Ms. Shikha Sharma**	Independent Director, Member	2
Mr. V. S. Parthasarathy	Non-Executive Director, Member	2

Ceased as Directors w.e.f. close of business hours of July 31, 2019.

***Appointed as Independent Directors w.e.f. August 1, 2019.*

The Company Secretary acts as the Secretary to the Committee. The Managing Director & CEO, Chief People Officer and Chief Financial Officer of the Company are the invitees to the meetings of the Committee.

The Nomination and Remuneration committee comprises an Independent Director as the Chairperson, and 3 committee members. There were four meetings held on May 21, 2019, July 31, 2019, November 4, 2019 and January 30, 2020 during the financial year.

For details on the evaluation criteria for Independent Directors and Remuneration of Directors, refer Tech Mahindra Annual Report 2019-20.

STAKEHOLDERS RELATIONSHIP COMMITTEE

The Stakeholders Relationship Committee (SRC) of the Board of Directors meets the criteria laid down under Section 178 of the Companies Act, 2013, read with Regulation 20 of the SEBI Listing Regulations. Mr. M. Damodaran, Independent Director, is the Chairman of the Committee. Mr. C. P. Gurnani, Mr. V. S. Parthasarathy, Ms. Mukti Khaire, Mr. Haigreve Khaitan and Ms Rajyalakshmi Rao are the other members of the Committee. Mr. Ulhas N. Yargop and Mr. Ravindra Kulkarni ceased to be members of the Committee w.e.f. close of business hours of July 31, 2019. There were three meetings held on May 20, 2019, November 5, 2019 and January 31, 2020 during the Financial Year 2019-20.

Name	Category	Meetings attended
Mr. M. Damodaran	Independent Director, Chairman	3
Mr. C. P. Gurnani	Managing Director & CEO, Member	3
Mr. Ravindra Kulkarni*	Independent Director, Member	1
Mr. Ulhas Yargop*	Non-Executive Director, Member	1
Mr. V. S. Parthasarathy	Non-Executive Director, Member	3
Ms. Mukti Khaire**	Independent Director, Member	2
Ms. M. Rajyalakshmi Rao**	Independent Director, Member	2
Mr. Haigreve Khaitan**	Independent Director, Member	2

Ceased as Directors w.e.f. close of business hours of July 31, 2019.

** *Appointed as Independent Directors w.e.f. August 1, 2019.*

The responsibilities of the Committee include:

- Look into redressing of the grievances of the shareholders of Company, including complaints related to transfer/transmission of shares, non-receipt of the annual report, non-receipt of declared dividends, issue of new/ duplicate certificates, general meetings etc.;
- Monitor and review the performance and service standards of the Registrar and Share Transfer Agents ("RTA") of the Company and provide continuous guidance to improve the service levels for investors;
- Formulate policies and procedures in line with the statutory and regulatory requirements to ensure speedy disposal of various requests received from security holders/other stakeholders from time to time;
- Review Company's obligation towards meeting environment, health and safety obligations towards all stakeholders;
- Review the complaints/ queries received from other stakeholders' such as vendors, suppliers, service providers, customers etc.;
- Review reports on employee, vendor and customer satisfaction surveys;
- Consult other committees of the Board while discharging its responsibilities;
- Obtain professional advice and assistance from the Company's external legal advisors and accountants and also internal resources;
- Oversee the Investor relations function in the Company and suggest appropriate means to strengthen Investor relations of the Company;
- Review measures taken for the effective exercise of voting rights by shareholders;
- Review measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrant / annual reports and statutory notices by the shareholders of the Company.

The status of shareholder complaints received and resolved during the financial year 2019 -20 is as under:

Pending Complaints as on April 1, 2019	Complaints received during the year Complaints disposed during the year	Complaints disposed during the year	Complaints pending as on March 31, 2020
1	16	16	1

Name and Designation of the Compliance Officer: Anil Khatri, Company Secretary & Compliance Officer.

INVESTMENT COMMITTEE

The Board of Directors constituted the Investment Committee of the Board at its meeting held on September 9, 2014. The terms of reference to the Investment Committee primarily includes consideration and approval of investment proposals, approving loans and Corporate Guarantees within the limits delegated by the Board of Directors in compliance with the provisions of the Companies Act, 2013.

Ms. Shikha Sharma, Independent Director, is the Chairperson of the Committee. Mr. C. P. Gurnani, Mr. V. S. Parthasarathy, Dr. Anish Shah, Mr. Haigreve Khaitan and Ms. Mukti Khaire are the other Members of the Committee. Ms. Shikha Sharma and Ms. Mukti Khaire were appointed members w.e.f. August 1, 2019. Mr. Haigreve

Khaitan was appointed as a member w.e.f. November 5, 2019 and Dr. Anish Shah was appointed as member w.e.f. September 10, 2019. Mr. Ravindra Kulkarni, Mr. Anupam Puri and Mr. Ulhas Yargop ceased to be a members of the Committee post their retirement from close of business hours of July 31, 2019.

The Company Secretary acts as the Secretary to the Committee. The Chief Financial Officer is the invitee to the meetings of the Committee. The Committee met on January 30, 2020 which was chaired by Ms. Shikha Sharma and attended by Mr. C. P. Gurnani, Mr. V. S. Parthasarathy, Dr. Anish Shah, Mr. Haigreve Khaitan and Ms. Mukti Khaire.

SECURITIES ALLOTMENT COMMITTEE

The Committee was formed to enable allotment of shares upon exercise of options under ESOP and allotment of securities as may be delegated by the Board of Directors from time to time for any specific issues of securities. Mr. Haigreve Khaitan is the chairperson of the Committee and Mr. V. S. Parthasarathy is a member of the committee w.e.f.

1st August, 2019. Mr. C.P. Gurnani is the other member of the Committee. Mr. Ravindra Kulkarni who was Chairman of the Committee ceased to be Chairman and member of the Committee and Mr. Ulhas N. Yargop member of the Committee ceased to be member w.e.f. close of business hours of July 31, 2019.

RISK MANAGEMENT COMMITTEE

The Risk Management Committee meets the criteria of the Regulation 21 of SEBI Listing Regulations. The Board approved a detailed framework on Risk Management, which inter-alia covers the roles and responsibilities of the Risk Management Committee and delegated the monitoring and reviewing of the risk management plan to the Committee. The Risk Management Committee periodically reviews the Risk Management framework, identifies risks with criticality and mitigation plan. The Committee periodically reviews enterprise level risks including Business, M&A related, Treasury, Forex and Currency risk, Information Security, Cyber Security risks, Climate Change risks, and Officers Liability risks.

Ms. Shikha Sharma is the Chairperson of the Committee with effect from 11th February 2020. Mr. T.N. Manoharan was the Chairman of the Committee up to 10th February 2020. Mr. M. Damodaran, Ms. Mukti Khaire, Dr. Anish Shah and Mr. V. S. Parthasarthy are the other Members of the Committee.

Mr. V S Parthasarathy overviews the cyber security

strategy of Tech Mahindra. He is also the President of the Mobility Services Sector of Mahindra Group and a member of the Mahindra Group's supervisory board, the 'Group Executive Board'. Mr. Parthasarathy is the Chairman of Mahindra Logistics Ltd., Smart shift Logistics Pvt Ltd., and a Director on Board of several other listed companies of the Mahindra Group. The COO of Tech Mahindra (Mr. L Ravichandran) who is accountable for cyber security at TechM, gives quarterly updates to Parthasarathy & the Risk Management Committee. Mr. Parthasarathy was the CIO and CFO of the US $20.7 billion Mahindra Group till March 2020.

The Company Secretary acts as the Secretary to the Committee. Mr. Sunil Sanger has been appointed as the Chief Risk Officer of the Company. The Managing Director & CEO and Chief Financial Officer are the invitees to the meetings of the Committee. The committee comprises an Independent Director, a Chairman, and 5 committee members. There were four meetings held on May 20, 2019, July 30, 2019, November 4, 2019 and January 30, 2020 during the financial year.

Name	Category	Meetings attended
Mr. T. N. Manoharan#	Independent Director, Member	4
Mr. Anupam Puri*	Independent Director, Member	2
Mr. M. Damodaran	Independent Director, Member	3
Mr. Ulhas Yargop*	Non-Executive Director, Member	1
Ms. Shikha Sharma**	Independent Director, Chairperson	2
Ms. Mukti Khaire**	Independent Director, Member	2
Dr. Anish Shah***	Non- Executive Director, Member	2
Mr. V. S. Parthasarathy**	Non- Executive Director, Member	2

Ceased as Directors w.e.f. close of business hours of July 31, 2019.

**Appointed as Independent Directors w.e.f. August 1, 2019.*

***Appointed as Committee Member w.e.f. 10th September, 2019*

Chairman upto 10th February, 2020

CSR COMMITTEE

The Corporate Social Responsibility Committee (CSR) of the Board of Directors meets the criteria laid down under Section 135 of the Companies Act, 2013 and Rules made therein. Mr C.P. Gurnani, Managing Director & CEO is the Chairman of the Committee. Mrs. M. Rajyalakshmi Rao, Ms, Mukti Khare, Mr. Haigreve Khaitan and Mr. V.S. Parthasarthy are the other members of the Committee. Mr. Ulhad Yargop ceased to be a member of the Committee w.e.f close of business hours of July 31, 2019. There were two meetings held on May 20, 2019 and November 4, 2019.

Terms of reference of the CSR Committee are:

• Formulate and recommend to the Board, a CSR policy indicating the activities from the specified list of activities in Schedule VII of the Act;
• Recommend the amount of expenditure to be incurred for the chosen activities;
• Monitor the CSR Policy and activities from time to time;
• Review Sustainability initiatives of the company and provide guidance on aspects of sustainability policies and programmes including environmental sustainability, climate change and responsible sourcing;

• To carry on such tasks and activity as may be assigned by the board of directors from time to time.

The Corporate Social Responsibility Committee (CSR) formulates and recommends to the Board of Directors, the activities and the expenditure to be incurred for the chosen activities, and monitor the CSR Policy, the implementation of the policy and the sustainability initiatives of the company. The Company Secretary acts as the Secretary to the Committee. The Chief Financial Officer of the Company and Chief Executive Officer of Tech Mahindra Foundation are the permanent invitees of the Committee meetings.

The CSR committee of the Board is the apex body responsible for oversight and decision making on economic, environmental and social aspects of Sustainability and CSR across the organisation. The Committee is the final authority for review, prioritisation of material matters and decision making on CSR and Sustainability, including climate change. The governance structure for sustainability and climate change is discussed below:

GOVERNANCE OF SUSTAINABILITY AND CLIMATE

The Board has an oversight of sustainability and climate change issues and receives regular update on climate change actions in the board meetings each quarter.

The Risk Management Committee of the Board monitor, assess and review climate and sustainability risks in alignment with TCFD recommendations. Other enterprise level strategic, business and people risks are also overseen by the Risk Management Committee. Climate Change Risks like business disruption, changing regulatory landscape, acute physical stress and transition risks are identified, prioritised, assessed and managed by the Enterprise Risk Management Council and reported each quarter to the Risk Management Committee and presented to the Board of Directors. Climate change risks are managed through mitigation plan and Business continuity and disaster management process.

The CSR committee appointed by the Board reviews and guides Sustainability and climate strategy, major plans of action, risk management policies, budget plans as well as Sustainability performance of the company. Strategic integration of climate related risks with business is performed by the CSR committee which comprises of Board members and Managing Director & CEO of Tech Mahindra.

Mr. C.P. Gurnani, the Managing Director & CEO, is the chair of the CSR Committee and is responsible for the integration of sustainability and climate risks and opportunities into the overall corporate strategy. He reviews Sustainability performance, progress and implementation of Sustainability policies and initiatives and briefs the committee on Sustainability and climate-related agenda and performance of the company. The MD & CEO also conducts a formal review of the Sustainability Report. In coordination with the Sustainability Council, we review the inclusion and disclosure of all material topics in the report.

Tech Mahindra Sustainability council includes CFO, CPO, CSO, head of Legal and Corporate Services. They formulate Sustainability vision, strategy, and plan of action in alignment with the sustainability charter and roadmap of the company. They review progress on our sustainability and climate change agenda each quarter and approve annual budget and expenditure. They ensure that we remain configured to our sustainability charter and are in compliance with the applicable regulation, voluntary standards and norms; and performances in the relevant aspects of sustainability. They are decision makers who can influence the permeation of our sustainability agenda within the organisation.

Mr. Sandeep Chandna, the Chief Sustainability Officer (CSO), is responsible for overall implementation of climate change and sustainability strategy and initiatives; developing budgets and plans for sustainability and climate change. He reports to the Managing Director & CEO. He communicates the sustainability agenda to every function in the organisation and is ably supported by his team of sustainability managers and sustainability champions in implementing the same across the Company. The CSO also helps in climate related risk management and is involved in benchmarking the company, considering all external factors, indices and peer-to-peer best practices. The CSO is also the Chief Customer Officer who has oversight of customers' and investors' inclination towards Sustainability.

COMPOSITION OF THE TECH MAHINDRA SUSTAINABILITY COUNCIL

Department And Designation	Name
Chief Financial Officer (CFO)	Mr. Manoj Bhat
Chief People Officer (CPO)	Mr. Harshvendra Soin
Chief Sustainability Officer (CSO)	Mr. Sandeep Chandna
Head of Corporate Services	Mr. Shivanand Raja
Group General Counsel	Mr. Vineet Vij

Each location of operations has Sustainability Champions from different departments who are responsible for implementation of the sustainability agenda at the location and facility level. They are responsible for implementation, monitoring and environmental compliance. The implementation of the organisation wide sustainability initiatives and campaigns are given wings by the Green Marshals – our sustainability and environment enthusiasts.

The environmental reporting data is monitored by the Sustainability Champions every month, and reviewed by the Corporate Sustainability cell each quarter and the Sustainability Council every six months.

The Corporate Services and the Human Resources department coordinate within the Sustainability Council to integrate sustainability with business.

Corporate Sustainability cell drives sustainability initiatives, prepares and publishes Sustainability and Climate risks reports externally, reviews and conducts scenario analysis to identify climate related risks and opportunities based on the TCFD recommendations. The cell develops annual sustainability budget, capital expenditures, and plans initiatives considering Carbon Price mechanism. The cell develops the Sustainability Roadmap in consultation with various departments and tracks performance and progress against the targets. They receive and track the sustainability data from Sustainability Champion. Promoting sustainability in the supply chain also falls in the purview of the Corporate Sustainability Cell.

Sustainability Champion from across corporate function executes and monitors policies and initiatives including sustainability and climate-related issues which are aligned to the company's strategy. Climate Change and ESG performance is aligned to the Balanced Score Cards of the CEO & MD and senior leaders of Tech Mahindra.

GOVERNANCE - CLIMATE AND SUSTAINABILITY

Risk Management Committee
Monitor, assess and manage risk including climate change risks

Committee Chaired by MD & CEO of Tech Mahindra
Reviews objectives and progress on targets taken and reviews implementation of Sustainability and Climate change issues

Risk Management Committee

Tech Mahindra Board — Oversight of Sustainability and Climate Change issues

CSR Committee on Board — Strategic integration with climate-related issues, review charter, performance and decision on Sustainability and Climate Change issues

Tech Mahindra Sustainability Council
CFO, CSO, CPO, Head of Legal & Corporate Services — Formulating Sustainability vision, strategy and plan of action; reviews climate change risks/opportunities; approves annual budget & expenditure; monitor ESG performance

Tech Mahindra Corporate Sustainability Cell — Drives and report Sustainability initiatives; develop annual budget and capital expenditure; permormance and progress on roadmap target of Sustainability and Climate Change issues

Sustainability Champion from each Corporate function — Execute and monitor initiatives including Sustainability and Climate change aligned to Company's strategy

ETHICAL BUSINESS CONDUCT

Ethical business conduct is company's most valuable asset which determines a company's future and is essential to conducting business responsibly. Ethical conduct of business is an essential market differentiator that safeguards our employees, customers, and our financial performance.

The Board of Directors of Tech Mahindra has adopted the Code of Ethical Business Conduct as a testimony of our commitment to adhere to the standards of loyalty, honesty, integrity and to avoid any kind of conflict of interest. The Board of Directors, Senior Management, Associates (permanent and on contract) and all external stakeholders are required to strictly adhere to the Code of Ethical Business Conduct.

CEBC Training is mandatory for all Associates. To ensure completion of this organisation level mandate, we have enhanced the training module and automated a few processes making it more stringent. Employees who have not completed the training are notified and strict action is taken for non completion.

We encourage our external stakeholders also to take the CEBC Training which is available on our website.

Our Whistleblower Policy provides associates (permanent or contractual), Investors, customers, vendors and other stakeholders an avenue to raise concerns, in line with our commitment to the standards of ethical, moral and legal business conduct. The policy safeguards employees from reprisals or victimization, so as to encourage whistle-blowing in good faith. Our robust whistle blower process ensures that not only employees, but other stake holders can raise whistle blows/complaints to the Corporate Ombudsman through various avenues as detailed in the policy.

We are cognizant of the risk that Bribery and Corruption can pose to the organisation's integrity and culture. Our Anti-corruption and Bribery Policy helps us maintain the required checks and balances to ensure an ethical workforce.

We have Zero tolerance to sexual harassment at the workplace. It is enforced through the Prevention of Sexual Harassment (POSH) Policy. The policy is strictly enforced, and associates are encouraged to report issues. The investigations are conducted thoroughly and confidentially in an unbiased manner. All associates have to compulsorily undergo the POSH training and ensure they strictly adhere to all the mandates of the Policy. The Policy is routinely communicated to the associates through mailers, screen savers, induction programmes, interactions with Senior Management, HR SPOCs and emphasised upon by the respective business heads and team leaders.

COLLECTIVE KNOWLEDGE OF THE BOARD

The Board ensures that the skills, expertise, and competencies fundamental for effective functioning of the Company are available with the Board of Directors. The collective knowledge of the Board on economic, environmental and social topics is developed through the Familiarisation Programme for Independent Directors.

In addition, the Board members are regularly updated on changes in corporate and allied laws, taxation laws and related matters through, presentations and updates made by the respective functional leaders. The MD & CEO along with senior leadership conduct quarterly session with board members sharing updates about the Company's business strategy, operations and the key trends in the IT industry relevant for the Company.

PUBLIC POLICY PARTICIPATION AND LOBBYING

Environmental sustainability and social development for all is the core agenda for the organisation. Technology can provide effective and feasible solutions to environmental challenges like climate change, energy security, water shortage, resource scarcity, and biodiversity among others. Societal needs like public health and economic inclusion can also be assisted by technology. In alignment with our '*Rise for Good*' Philosophy, we participate in and support public policy formulation for societal welfare.

We engage and collaborate with the Government directly as well as through Industry Associations and International Multilateral Bodies like the World Economic Forum and United Nations Global Compact. We maintain membership of Industry Associations including National Association of Software and Services Companies (NASSCOM), Confederation of Indian Industries (CII), and some local and regional Industry Associations.

The purpose of engagement and public policy participation is to share and disseminate knowledge and best practices, and co-create technology enabled solutions for society. Some of the solutions developed through collaboration in the reporting year include **CITIZEN E-Immunity PASS** and **Ward Rooms** during Covid-19. We have developed smart grid technologies in the Indian power sector, and build 'on-ground' model projects to lead sustainability initiatives at the state level.

A total membership fee of INR 3.68 Crore was paid to various industry and trade associations who represent our interests at government levels and help address issues with policymakers. The highest fees were paid to NASSCOM (National Association of Software and Service Companies) and WEF (World Economic Forum) - INR 60 Lakh and INR 1.07 Crore respectively.

There is a commitment and focus on compliance with the applicable laws of the countries in which we operate. As a policy, we do not campaign for, support or offer any funds, in cash or kind, as a donation or otherwise, to any political party or any independent candidates. Our policies and procedures preclude any activity or conduct which could be interpreted as a favour to any political party or person. There are no contributions to political parties to influence any decision or gain a business advantage. Any donations, if made, are legal and ethical under local laws and practices.

NON-ALLIANCE WITH POLITICAL PARTIES

Tech Mahindra as a company complies with the applicable laws and governance systems of the countries in which we operate. We do not campaign for, support or offer any funds or property as a donation or otherwise to any political party or any independent candidate for the political office. We strive to preclude any activity or conduct which could be interpreted as a favour to and from any political party or person.

The company does not contribute to political parties to influence any decision or gain a business advantage. We make donations that are legal and ethical under local laws and practices.

THE WORLD IS CHANGING

As the world economy was aligning for the next decade, a new unforeseen challenge emerged - the Corona virus pandemic, or as we know it, COVID-19. The world is grappling with the pandemic. Its impact has given rise to a new order to world economics and socio-economic equilibrium. A shock of this scale has created a shift in the preferences and expectations of individuals as citizens, employees, customers, investors, and consumers.

Agility, simplicity and resilience will help businesses survive the impacts of this pandemic. We are re-imagining our business in line with the changing expectations of our customers and the customer's clients in the context of global impacts like public health, climate change, economic slowdown and localisation. These global imperatives will shape the future of how we live, how we work, and how we use technology.

GLOBAL IMPACTS

PUBLIC HEALTH		LOCALISATION
	CHANGING CUSTOMER EXPECTATIONS	
CLIMATE CHANGE		ECONOMIC SLOWDOWN
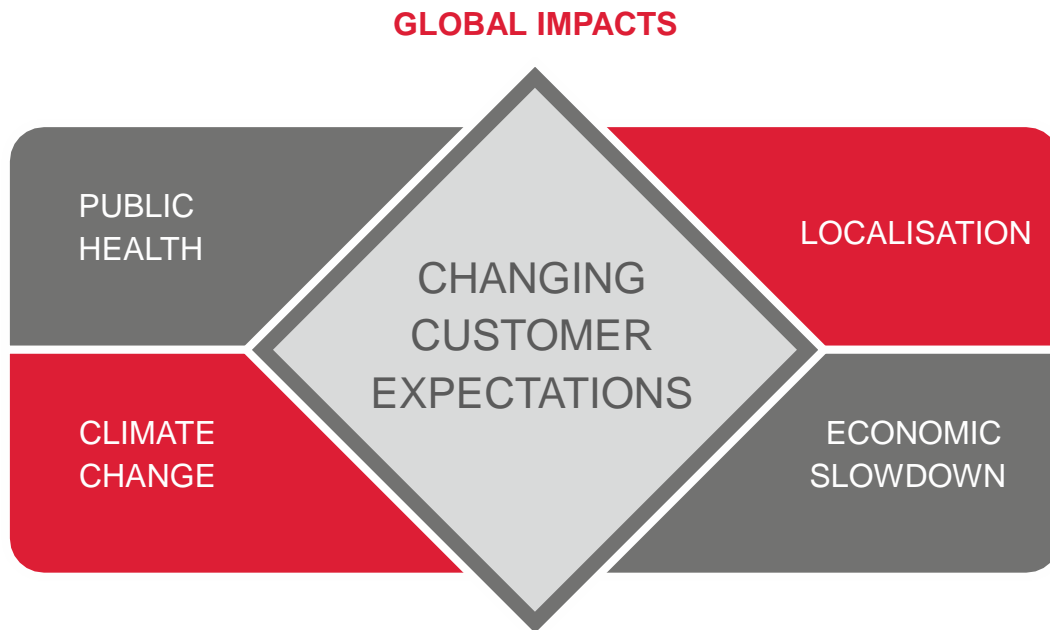
PUBLIC   HEALTH

COVID – 19 has compelled the world to bring the focus back on health, safety and wellbeing. Increase in chronic lifestyle diseases is a burden on the public healthcare system. There is an urgent need to find solutions to critical healthcare infrastructure, strategic reserves of essential supplies, and contingency production facilities for critical medical equipment.

We are rethinking how technology can assist in managing public healthcare systems. We are helping hospitals and pharmaceutical companies in finding solutions to the current pandemic. We are also leveraging our AI and researching capabilities at '*Maker's Lab*' to assist hospitals, and the government. We are enabling increased access to health by training the youth in healthcare services through the Smart Academy for Healthcare.

Work-related stress and uncertainty of a stable career due to changing technologies are a few reasons leading to a mental health crisis and lifestyle diseases. In 2015, we realized there was a need to shift from the wellness of business to wellness before business. We started to extend wellness offerings to employees and help them strike a balance between their regular schedule and mental, physical, and financial wellbeing. We have also extended our wellness offerings to communities, governments, and our customers.

LOCALISATION

The current pandemic has impacted businesses in many ways. It has compelled governments and companies to re-think globalisation and embrace localisation. Supply chains have got affected due to restricted trades. Companies have started to consider localisation to strengthen their supply chain, reduce the duration of supply-chain processes, and save costs. There will also be no inventories stuck with customs or in containers. The localisation of supply chain will increase the demand for local jobs and create more jobs in the area of technology due to increased focus on digitisation. The need to go-to-market before others will urge companies to hire local talents at a lesser cost. Post-COVID will also see companies becoming more hyper-local and responding to specific customer needs through localised products and solutions.

We have been following localisation way before COVID-19 shook the entire world. We leverage local talent who understand the needs of local customers and deliver services faster at lower costs. We have intentionally created a 'globally inclusive workforce' that comprises 125+K associates from 90+ countries who provide convergent, digital, design experiences, innovation platforms and reusable assets to our 973 global customers. We adhere to the local laws of the countries where we operate and deliver solutions.

CLIMATE IMPACT

The Earth's climate is changing. Global temperature has been on the rise, causing substantial physical impact. Acute hazards, such as heat waves and floods, are expected to grow in frequency and severity. Chronic hazards, such as drought and rising sea levels, will intensify. These physical risks from climate change will translate into increased social and economic risks. These risks will have a direct and indirect impact on our business.

There has been a global reduction in carbon dioxide emissions caused by Covid-19 related economic slowdown and Work From Home. However, action on climate could as well be reversed. According to the World Economic Forum, climate - as well as the circular economy - may become less of a priority for stakeholders, customers and industry as a whole, as they focus on rebooting the economy quickly. The important milestones in climate negotiations may also be delayed. And in the event of an economic recession, companies and governments may divert the funds reserved for investments in sustainability to other priorities.

The current crisis could also offer an opportunity to tackle the climate issue head-on. The pandemic is showing us that we have the technology, scientific understanding, financial means and human resourcefulness needed to tackle climate change. This may well be our only chance to 'rebuild' and work on an economy that both looks after people and considers the limitations of our world.

We are committed and taking focused action to combat climate change. Initiatives to build climate resilience in our operations and financial planning are becoming a norm. We are integrating environment and climate imperatives into our corporate strategy. Technology-enabled solutions to address climate change and environmental obligations and commitments are enabling the future of our business.

ECONOMIC DOWNTURN

In the past few years, global trade growth has been slower than global GDP growth. Macro challenges like the US-China trade war and Brexit created uncertainty, while the automobile slow-down caused a demand contraction in related sectors. This downturn was exacerbated as a result of COVID 19. The whole world is grappling with an impending global recession.

We believe that the crisis provides businesses with an opportunity to introspect and improve their performance. This could be a good time for leaders to evaluate which costs are truly fixed versus variable. This is the time to push the envelope of technology adoption and create a future-ready business that is more resilient, productive, and better able to deliver value to customers.

Brands can no longer rest on the past laurels of customer satisfaction. They have to put customer-centricity at the heart of everything they do. The internet has empowered customers with more information. Yesterday's 'wow' has become today's average for a customer. Companies, therefore, need to innovate constantly. The reputation of the brand depends upon the experience and convenience it offers to its customers.

Brands also have to be cautious about the stand they take on pertinent socio-political issues. The millennials are concerned about global issues like climate change, income inequality, and universal access to opportunities. The value attached to a product or a service has evolved beyond price and functionality to include caring for the environment and human rights. Millennials will abandon a brand that violates these values.

As a customer-centric company, we understand our customer's needs and respond to them with viable and innovative technology-enabled solutions. We are realigning our business activities to service these future needs. Our customers are interested in large multi-year strategic engagements, as they progress on their digital journey. On the back of domain expertise and digital offerings, we signed a multi-year agreement with AT&T, the largest deal in our history is to expand strategic collaboration accelerating AT&T's IT Network Transformation, shared services modernisation and movement to the cloud. We also won a deal from a global financial services leader in Insurance and Annuities, marking the largest deal in the Enterprise business.

BUSINESS IMPACT DUE TO COVID-19

We anticipate some adverse impacts on business because of COVID-19. The global economy is heading towards recession due to lockdowns in almost every country across the world. IT vendors expect delays in the adoption of new technology initiatives and cut in discretionary spending by companies. On the demand side, the Indian IT sector will see delayed off-take of scheduled new projects, reduced discretionary spend, as well as overall lower spend owing to sluggish economic growth. Like every company, we could also feel the impact. Some of the global trends in IT spending decline are discussed below.

WORLDWIDE IT SPENDING EXPECTED TO DECLINE

IDC (International Data Corporation) expects worldwide IT spending to decline by 2.7% in constant currency terms this year due to COVID-19. This will impact the global economy and may force many organisations around the world to respond with contingency planning and spending cuts in the short term. Commercial IT buyers and consumers will implement rapid cuts to capital spending in line with declining revenues, profits, market valuations, and employee headcounts. As a result, there will be a decline in IT spending on hardware, software, and IT services.

Software will post growth of just under 2%, primarily due to cloud investments with some resilient demand for specific categories. Sectors such as Airlines, Transportation, Tourism, and Hospitality will be the most affected, followed by Retail. These sectors may expect an aggressive push for cost reduction from vendors, increased demand for cyber-security and contact centres in the near term. Telecom spending will be less impacted, as demand for broadband remains extremely strong (in some cases, higher due to increased working from home and isolation measures).

% Growth 2020	January Forecast	February Forecast	March Forecast
Real GDP	+2.4%	+2.0%	-1.7%
IT Spending	+5.1%	+4.3%	-2.7%

Source: IDC Worldwide Blockchain Live Edition 2020

However, the positive outcome of this pandemic has been the complete transformation of the way of working. We also see a positive impact through opportunities to win new business and deliver exceptional customer experiences, and that forms the crux of our integrated report.

RE-IMAGINING THE FUTURE OF BUSINESS

In the wake of COVID-19, different countries adopted different measures with lockdown being the preferred action. The Government of India announced a lockdown which was extended. This meant that our employees not just in India, but across the globe had to adhere to the social distancing norms. We executed our business continuity plan and quickly moved our associates to WFH 'work from home' scenarios. It has also allowed IT vendors, including our company, to test some concepts of "Future of Work" and some of them might become the norm as the dust settles.

We anticipate acceleration in digital transformation needs of companies because of remote working and greater need for a secure working environment. IT spends across cloud, Artificial Intelligence, big data and analytics, cyber security, 5G, robotics, and other next-gen technologies have been on the rise. IT spends forecasts indicate continued demand for cloud infrastructure services and a potential increase in specialised software. Forecasts also anticipate increased demand for communications equipment and telecom services as schools and universities move to online courses.

IT departments of companies will play a larger role in ensuring are liable business continuity plan. They will need help from IT service providers in procuring devices, setting up a resilient, flexible and secure network, disaster recovery systems and IT security. In addition, there will be a need for ever-faster access to data. Automation will enhance the focus on network equipment and communications, as never before. This will speed up 5G network deployment and adoption of 5G equipment.

In alignment with these trends, the FY-2020 began with substantial growth in our digital portfolio. With the changing global business landscape, disruptive emerging technologies continued to drive IT spends. There was a revival of IT modernisation spends, which had been subdued in the past few years.

The IT and business process management industry has been gearing up to manage the impact of the COVID-19 outbreak. IT-BPM industry powers critical services such as healthcare, finance, and telecom—most of which are significantly challenging to process outside a highly secure work environment. Foreseeing the impact of the outbreak and at the same time, keeping employee safety at the heart of the survival strategy, very early on, we pushed for "Work from Home" (WFH) operations. We have been able to conceptualise and implement WFH successfully—a logistical challenge in itself and maintain a sustainable operating environment without compromising data security.

The rise in remote work, school, and entertainment for millions of people has caused Internet usage to surge – placing big demands on communication networks. A recent analysis shows that the overall average daily fixed broadband consumption per user in the US has increased approximately 3GB from January to now. All of this has increased the need for more robust networks as enterprises will also re-imagine need for remote working, amid social distancing requirements even in the longer term. This brings up issues relevant to 5G deployment, specifically around spectrum allocation. Telecom companies in many markets have faced challenges in upgrading network infrastructure and are bidding large sums to acquire spectrum licenses, and this was before the COVID-19 pandemic. In the future, we would expect some of these trends to increase IT spend after the initial period of adjustment.

STAKEHOLDER RELATIONSHIPS

Stakeholders are those individuals, groups of individuals or organisations that affect and/or could be affected by our activities, solutions or services and associated performance. Engagement with the stakeholders helps us understand their explicit and tacit needs that inform our strategy and operational decisions. Inputs from stakeholders give us an insight into the future outlook and risks. Stakeholder feedback also becomes a part of our annual review of the materiality assessment process.

We follow a robust process for engagement with both internal and external stakeholders based on the need and context. Our stakeholders include our customers, our employees, our investors & shareholders, partners & collaborators, academic institutions, government & local bodies, regulatory bodies, local communities & NGOs, suppliers & vendors, recruitment agencies, and society at large.

We strive towards healthy, trust based relationships with our stakeholders. Periodic discussion of the Board and its committees with the management and the stakeholders helps us align our priorities with stakeholder expectations. Our Stakeholder Relationship Committee at the Board reviews employee, vendor and customer satisfaction survey reports, and oversees mechanism for addressing grievances and complaints. The committee also reviews environment, health and safety obligations of the company towards the stakeholders.

Economic, environmental and social issues that are important to stakeholders are represented below. A focus on the various capitals enables value creation for the stakeholder groups.

STAKEHOLDER ENGAGEMENT FOR VALUE CREATION

FINANCIAL CAPITAL
- Investors & Shareholders
- Regulators

INTELLECTUAL CAPITAL
- Customers
- Partners & Collaborators
- Society at Large

NATURAL CAPITAL
- Customers
- Regulators
- Employees

HUMAN CAPITAL
- Employees
- Customers
- Academic Institutions & Recruiters

SOCIAL & RELATIONSHIP CAPITAL
- Local Communities
- Government and Local Bodies
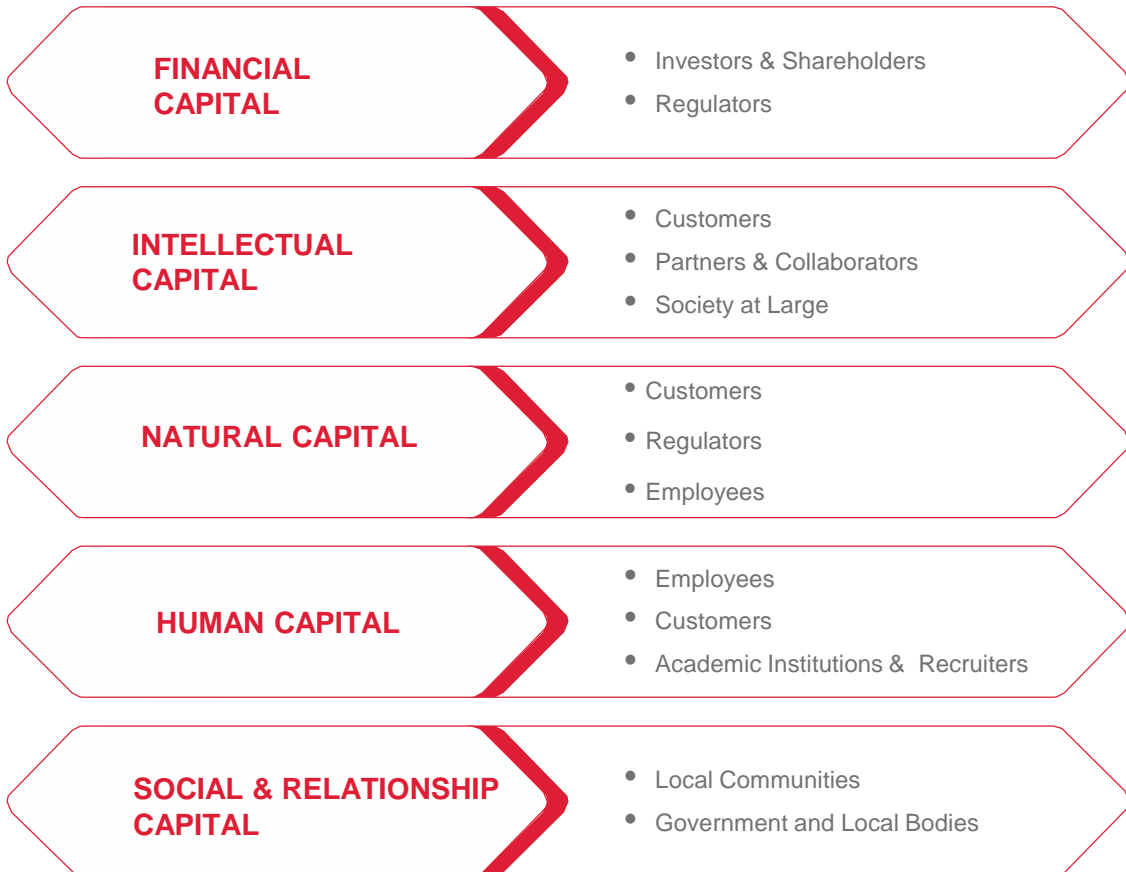
We believe in engaging with all our stakeholder groups. We adopt various methods to ensure that we understand stakeholder's needs and concerns. We also effectively work towards addressing these needs. The methods of engagement by category are enumerated in the table below:

STAKEHOLDER GROUPS AND ENGAGEMENT MECHANISMS

STAKEHOLDERS	WHY WE ENGAGE	HOW WE ENGAGE	FREQUENCY
EMPLOYEES	Brand ambassadors of the company, employees enable growth, and are the drivers of our values, culture and brand philosophy. We engage with them to ensure their safety and wellbeing, to communicate information to them and to receive feedback from them	• On a continuous and ongoing basis through our employee engagement initiatives like Leadership Connect, Communication emails, HR Flip Books, UVO 2 Chatbot, and Internal Portal among others. • Josh and Green Marshals to enable purpose and individual social responsibility. • Conferences and workshops, publications, internal mailers, newsletters and reports. • One-to-one interactions	Annual TechM Cares survey. Ongoing and need based engagement.
CUSTOMERS	Helps ensure customer satisfaction, win client referrals and co-create solutions to address their current and future needs. It enables us to capture the industry pulse and future landscape to align our strategy accordingly.	• Continuous engagement with customers through structured engagement mechanisms like Account Escalation Dashboard, and Account Status Indicator, and Annual Customer Leadership meet. • Customer feedback and project feedback. • Interviews, customer visits, publications, media & communications, feedback camps, and support programmes.	Annual Customer as Promoter survey/ease of business survey and Biannual Project Satisfaction survey.
INVESTORS & SHAREHOLDERS	Our current and future investors and shareholders are a part of the extended Tech Mahindra family. We provide accurate, detailed, timely and transparent information to them on the financial, and ESG performance and the future orientation of the organisation.	• Annual communication of information through Annual Report, Business Responsibility Report, and Integrated Report. Press Releases, Investor Calls and Analyst Calls, Social media and news are ongoing communication tools. • Feedback is received from investors and shareholders during Annual General Meeting (AGM). • Online portals, and one to one interactions are also used.	Quarterly, six-monthly, annually and need based communication.
PARTNERS & COLLABORATORS	They constitute our alliance ecosystem that helps us deliver customised and complete end to end solutions to customers; accelerate implementation of the 3-4-3 strategy; and develop new solutions and platforms through collaboration, co-innovation and co-creation.	• In addition to Partners meets, the alliance and partnership teams engage on an ongoing basis to gain future direction and align the strategic focus of our work. • Partner meets, trainings, conferences, workshops & surveys.	Annual Partner Meet and ongoing and need based.

GOVERNMENT & LOCAL BODIES	We dialogue with government and policy makers to formulate public policy and support long term value creation for the local communities and society.	• The representatives of Tech Mahindra participate in public policy through industry associations and bodies like World Economic Forum.	Quarterly, six-monthly, annually and need based communication.
REGULATORY BODIES	We engage with statutory/ regulatory bodies like the stock exchange, tax departments, SEBI and Pollution control Boards to ensure compliance with applicable and emerging regulation.	• We submit compliance reports based on the compliance need of the regulators in the countries of operations.	Quarterly, six-monthly, annually and need based.
ACADEMIC INSTITUTION	Engagement with universities and leading technical institutes helps us identify synergies for collaboration, exchange scholars, and get interns for our Research Facilities. Strategic tie-up on innovation also enables capacity building of associates and identifying new talent.	• We engage with universities and colleges through Campus Connect for hiring talent. • We have annual recruitment drives across campuses. • We sign strategic tie-ups and memorandum of understanding (MoU) with universities for R&D and new product development.	Annually and need based.
LOCAL COMMUNITIE & NGOs	We are driven by the Mahindra Rise Philosophy to improve the lives of the socially and economically disadvantaged people in the urban areas where we operate. Active engagement allows us to identify community needs and measure impact and outcomes of our CSR interventions. Engagements at the grass-root level have enabled us to forge long-lasting relationship with society.	• We engage directly as well as through third party organisations. Impact assessments help us understand impact of our CSR programmes on the beneficiaries. • We receive ongoing inputs from the beneficiaries of the CSR projects, the NGO partners as well as the local bodies. • There is need based engagement with city authorities to implement the CSR initiatives.	Quarterly Newsletter titled 'Samvaad' was started to establish a medium of dialogue amongst the CSR fraternity. Continuous, ongoing and need based.
SUPPLIERS & VENDORS	We engage with them on sustainability, quality and delivery to promote ethical and sustainable business practices and promote sound environment management. Supplier survey helps us understand their alignment with the Tech Mahindra supplier policies and principles.	• We promote supplier and vendor development through annual supplier and vendor meets. • We organise workshops, surveys and trainings to build their capabilities. • We promote sustainability in the supply chain and require the signing of the Supplier Code of Conduct by all the vendors.	Annual Supplier Audits. Ongoing and need based engagement.
RECRUITMENT AGENCIES	Tie ups with recruitment agencies helps us acquire the required talent and manage the impact of attrition. In the IT industry, there are many skill gaps due to the fast pace of new technology. We are on a constant lookout for good talent to sustain our growing business.	• Tie-ups with recruitment outsourcing partners by the resource process outsourcing teams (RPOs) to accelerate the talent requirement.	Ongoing and need based.

INCORPORATING FEEDBACK RECEIVED FROM STAKEHOLDERS

Continued engagement with stakeholders helps gain inputs on their perception of value creation and their expectations from Tech Mahindra. It helps us to identify risks and opportunities to the business, and opportunities for collaboration, co innovation and co creation. It also helps us to identify and develop solutions that can address these risks. Feedback received from our stakeholders is incorporated into decision making and corporate strategy. Some initiatives planned in the reporting year in response to the stakeholder needs are discussed below:

Associates

We develop organisation wide HR initiatives based on the needs of the associates gathered through annual employee surveys, and other digital engagement platforms and tools. #NewAgeDelivery (NAD) and #Workplace as a Service (#WaaS) were developed in the reporting year to fulfil the learning needs and safety and wellbeing needs of the associates across the company.

Customers

The inputs, feedback, suggestions received from customers are incorporated in decision making, strategy development, and development of new solutions and applications. There was continuous engagement and support to the customers during the lockdown to enable business continuity for the customers during Covid-19 and develop #Work from Home based solutions. Case studies on supporting business continuity and operations for customers are discussed in Customer: The Core.

Partners & Collaborators

We continuously tap into our alliance and partner ecosystem, exchange ideas, and receive inputs to develop future fit technology enabled solutions. With a powerful alliance ecosystem of leading technology firms and disruptive start-ups, we empower our business capabilities to deliver a comprehensive and customised solution package to the market. Our dedicated Alliance teams and partner management initiatives help our customers in their journey of digital transformation and to be current in the changing business environment. More details on our alliance ecosystem can be found here.

Local Communities

Feedback received from the local communities by way of direct engagement and third party impact assessments helps align the orientation of our CSR interventions with the future needs and expectations of the local communities and society at large. The Smart Healthcare Academy established in 2016 based on the need for trained healthcare practitioners helped support the efforts to manage the Covid-19 crisis.

Tech Mahindra Foundation's CSR work to promote quality education and employability for vulnerable sections of society is enabled through novel and collaborative partnerships with Government, NGOs and other organisations across India. In an attempt to reach out to stakeholders in the social development sector, TMF recently introduced a quarterly e-newsletter named *Samvaad*.

Disability & Employment: An Analysis With Multi-stakeholder Perspective

Tech Mahindra Foundation conducted a study to understand the ground realities and constraints of persons with disabilities in gaining and sustaining employment. The objective is to sensitise the workplace and encourage inclusive hiring and to plug in the gaps in training and infrastructural disadvantages. The study found out that persons with disabilities were aware of the barriers and obstacles in their career and must be trained and guided to help them shape their future. The study also noted the challenges that persons with disabilities face at workplaces. It suggests that there is a critical need for skill training programmes to address this and advocate it to the organisations. The full report can be found here.

MATERIALITY

Material topics are those that reflect our significant economic, environmental and social impacts; and those that substantively influence the assessments and decisions of the stakeholders. We carry out a materiality assessment to identify and prioritise the most pertinent challenges and opportunities for Tech Mahindra. It helps us to focus on matters that can affect our ability to create value over the short, medium and long term. It also helps us identify climate change and sustainability risks and opportunities while maintaining focus on stakeholder expectations and needs. Our established materiality assessment process is based on the GRI Standards. It follows six key steps represented below:

Identification of all stakeholders and their strategic importance to business outcomes

Defining KPIs under each capital and internal agreement for targets. Final targets taken and disclosed publically.

Establishing Engagement Channels and Frequency

Mapping the material issues in the prioritization metrics based on type of impact – financial, operational, strategic, reputational, environmental, and regulatory, and the magnitude, and timeframes

Identifying potential material matters that can impact people, planet, profit, and climate now and in the future by stakeholder

Identifying functions, and departments within to organisation who will be driving it.

STAKEHOLDER ANALYSIS
ENGAGEMENT METHODS
MATERIALITY ASSESSMENT PROCESS
MATERIAL TOPICS
STAKEHOLDER AND MANAGEMENT FEEDBACK
PRIORITISATION
DEFINING KPIs & TARGETS

In determining the material matters, we considered the views of both internal and external stakeholders. Formal and informal interactions were carried out with key stakeholders including customers, partners and collaborators, academic institutions and investors to arrive at issues perceived as critical by them. The internal stakeholders included representatives from key departments like investor relations, strategy, innovation, corporate services, customer services, human resources and governance. All issues that were deemed to be material were considered in the assessment process.

In reviewing our material issues, we have considered:
• Stakeholder groups, their requirements and future expectations;
• Impact of stakeholder expectations on our strategy, performance and governance.
• Significant risks that could impact our operations, outcomes and customer relationships.
• Matters related to value creation for our products and service offerings, customer solutions and operations.
• Relevant regulation, likely future regulation and our commitments, values, policies, goals and targets.
• Previous year's performances, online and media reviews, industry and competition benchmarking.

Key inputs considered in prioritization of material topics are those of key stakeholders and the company expressed through discussions in management meetings. The material topics by the stakeholder category are represented below:

MATERIAL TOPICS BY STAKEHOLDER CATEGORY

COLLABORATORS & PARTNERS

- **Innovation & Digitization**
- Business Model
- New Services and Platforms
- Credit Worthiness

INVESTORS & SHAREHOLDERS

- Sustainable revenue growth & profitability
- Cash flows
- **Innovation & Digitization**
- Dividend payouts
- **Ethical Governance & Compliance**
- Transparency and disclosures

CUSTOMERS

- Service Responsibility
- **Delivery Capabilities and Quality**
- **Cyber Security & Customer Privacy**
- Technology
- **Customer Relationships**
- **Climate Impact**

EXTERNAL SYSTEMS & PROCESSES**

- **Climate Change Risk**
- Governance
- Ethics and Compliance
- Code of Conduct
- **External Environment**

**External systems and processes include creditors, investors, government, trading partners, regulatory agencies, international standardization agencies, journalists etc.

EMPLOYEES

- **Re-skilling**
- Career Development
- **Attrition**
- **Human Rights, Safety, Security & Wellbeing**
- Code of Conduct
- **Associate Engagement**
- **Engaging Assignments**

GOVERNMENT & LOCAL BODIES

- Job Creation
- **Impacts on Local Communities**
- **Diversity & Inclusion**
- **Corporate Governance, Ethics & Compliance**

SUPPLIER & VENDORS

- **Health & Safety**
- Environmental & Social Integration
- Credit worthiness
- **Supplier Code of Conduct**
- **Knowledge Sharing and Capacity Building**

ACADEMIC INSTITUTIONS

- Career Development
- **Job Creation**
- **Innovation**
- Internship Opportunities
- **Co-innovation Synergies**

ORGANISATION FACILITY/LOCATION

- **Biodiversity**
- **Energy, Water, E-waste**
- **Health and Safety**
- **GHG Emissions**
- **Data Centres**

NGOS & LOCAL COMMUNITIES

- **Volunteering Activities**
- Support for Development Programmes
- Awareness
- Impact Assessments
- **Responsible Citizenry**

REGULATORS

- Partnering in Research
- **Environmental Disclosures**
- **Economic and Disclosures**
- **External Environment**
- Digital Inclusion
- Compliance

SOCIETY AT LARGE

- **Climate Change**
- **Innovation**
- Green IT
- **Research and Development**
- Product Innovation and Enhancement
- Ethical Business Practices

These material matters are then checked against business and strategy risks, environmental risks and people risks that provide opportunity to create or deplete value. Current and future risks are also an indication of future regulation that may impact our financial planning. Our reputation and brand perception is reviewed against that of peer companies through review of external media coverage and peer benchmarking. We consider all these aspects to conduct an annual review and re-prioritisation of material matters.

Materiality is also reviewed from a risk perspective. Environmental, strategy and people related risks were evaluated in terms of likelihood of occurrence and its impact on our business. The steps taken for identification of material risk are explained in the chapter on Climate Change Scenario Analysis.

MATERIALITY MATRIX

Relevance to stakeholder

Highest

Cyber Security & Customer Privacy

Economic Disclosures

Innovation & Digitization

Climate Change & Carbon Impact

Responsible supply Chain Ethics & Compliance

Corporate Governance

Talent & Skill Management

Customer Relationship

Employee Engagement, Wellness & Safety

Diversity & Inclusion

Local Impacts and Communities (CSR & Voluntring activity)

Energy

Waste

Water

Biodiversity

Lowest

Highest

	People Imperatives		**Business & Innovation Imperatives**		**Environmental Imperatives**		**Governance & Ethics**

Impact on Tech Mahindra

Once finalised, the material matters are linked to the Balance Score Card of the key departments and employees and linked to the enterprise risk register.

ALIGNMENT WITH MAHINDRA SUSTAINABILITY ROADMAP

Our organisation is driven by purpose and committed to give back to society, and enable progress for all. In addition to a structured materiality assessment for our business, we align our performance with the 3 pillars of the Mahindra Sustainability Framework for long term value creation.

The alignment with material topics of the Mahindra Group sustainability framework allows us to remain consistent with the parent organisation's vision and strategy.

MAHINDRA SUSTAINABILITY FRAMEWORK

Building enduring businesses by rejuvenating the environment and enabling stakeholders to Rise

PEOPLE

Enabling Stakeholders to Rise

Build a great place to work

Foster inclusive development

Make sustainability personal

PLANET

Rejuvenating the Environment

Achieve carbon neutrality

Become water positive

Ensure no waste to landfill

Promote biodiversity

PROFIT

Building Enduring Business

Grow green revenue

Mitigate risk including climate risk

Make supply chain sustainable

Embrace technology and innovation

Enhance brand equity

Partnering. Learning. Sharing.

Giving back more than we take.

The mapping of our Material topics with the Mahindra Sustainability Framework is represented below:

Mahindra Sustainability Framework		Material Topics
Enabling Stakeholders to Rise	• Build a Great Place to Work • Foster Inclusive Development • Make Sustainability Personal	• Talent and Skill Management, Re-skilling, IT Attrition • Employee Engagement, Wellness & Safety • Local Impacts & Communities • Employee Volunteering
Rejuvenating the Environment	• Achieve Carbon Neutrality • Become Water Positive • Ensure no waste to Landfill • Promote Biodiversity	• Climate Change •Energy • Water • Waste • Biodiversity
Building Enduring Business	• Grow Green Revenue • Mitigate Risks including Climate Risk • Make Supply Chain Sustainable • Embrace Technology and Innovation • Enhance Brand Equity	• Cyber Security • Innovation • Digitization •External Environment • Economic Disclosures • Strategic Initiatives • Responsible Supply Chain

MANAGEMENT APPROACH

Our management approach explains how we manage the economic, environmental and social impacts related to material topics. It provides narrative information about how we identify, analyze, and respond to actual and potential impacts. The key material topics represented in the Materiality matrix are clubbed under four key imperatives – people, environment, business & innovation, and governance & ethics. They represent the top 4 priorities for us. The relevance of material topics for long term value creation is explained below along with the boundary of impact as well as the strategy to manage these impacts. We have a sustainability roadmap with defined targets for each material topic.

PEOPLE IMPERATIVES – MANAGING THE HUMAN CAPITAL

The employees are our brand ambassadors that enable client continuity, future growth, and orientation. Employee engagement, wellbeing and safety; talent and skill management; and diversity and inclusion are the key people imperatives.

EMPLOYEE ENGAGEMENT

We believe in active and ongoing employee engagement, which helps us gain perspectives on employee needs and growth aspirations. It also informs employees about the company's future growth plans, industry trends and future orientation. We have various employee engagement initiatives– each serving a different purpose. Our employee engagement programmes (through technology and one-to-one) enable interaction between employees and peers, employees and performance managers and employees and leadership.

EMPLOYEE WELL-BEING AND SAFETY

Employee well-being and safety are part of the organisation's culture. "Wellness before Business" is our Mantra. We believe that a healthy workforce translates into a more productive and engaged workforce. Balanced physical, emotional, and mental health of the associates will prepare them to handle challenges at work and in their sphere with equanimity. Therefore, the management engages with the associates on their overall wellness also.

DIVERSITY AND INCLUSIVITY

We are an 'intentionally diverse and globally inclusive' organisation. We believe that if we do not intentionally include, then we unintentionally exclude it. Diversity and Inclusion have played an instrumental role in our growth. We capitalize on our diversity of thought to find innovative solutions to new business challenges as well as provide products and services that exceed our customers' expectations.

TALENT & SKILL MANAGEMENT

There is a need to develop well-rounded professionals who believe in the company's core values and brand philosophy, have the right technical skills and an entrepreneurial, solution-oriented mind-set. As a technology firm, we rely on the right talent for servicing customer needs, business sustainability and future growth. Talented employees leaving the company has both a direct and indirect impact on client retention and service delivery. Financial and tacit resources are invested in hiring talent and right skilling them. They enhance the efficient and effective functioning of the business through the timely delivery of services and solutions for the customers.

IT ATTRITION REDUCTION

Loosing trained talent to Attrition is a financial and non-financial loss for the company. The technical skills and collaborative, critical thinking approach developed overtime within the team, enables a smooth flow of operations. This takes time to be developed in a new recruit and we cannot quantify this cost.

We have a robust system in place to reduce IT attrition. Employee engagement and satisfaction, employee re-skilling and utilization and incorporating wellness into their lives are critical for talent retention.

RE-SKILLING AND UP-SKILLING

There is a need to constantly re-skill and up-skill our employees to sustain our growing business. Employee re-skilling helps us to keep pace with the dynamic change in demand for new technology. We focus on the continuous development of our employees to stay ahead of competency needs. In the reporting year, we started three functional initiatives to ensure re-skilling - Future Skilling of Employees, Re-skilling/Up-skilling of Employees and Developing Self-Learning Culture.

Our business case and strategy for employee engagement, employee wellbeing and safety, diversity and inclusion, IT attrition reduction and re-skilling the employees are discussed in detail in the 'Caring for our People Chapter'.

Material Topic	Boundary of Impacts	How we measure Impact (KPIs)
Employee Engagement, Wellness and Safety	Internal	GRI Disclosures 401-1, 401-2, 401-3 403-1, 403-2, 403-3, 403-4
Talent and Skill Management	Internal	GRI Disclosures 404 – 1, 404 – 2, 404 -3
Diversity and Inclusion	Internal	GRI Disclosures 405-1, 405-2

Roadmap	Metrics	Target	Baseline Year	Progress				Target Year
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Employee Engagement, Wellness & Safety	Build a great place to work	Employee Engagement Score	3.7	3.78	3.76	3.92	3.92	3.9
	Build a great place to work	Telephonic and Face to face Counselling facility	58% 7 locations	8 locations	100% 12 locations	100% 12 locations	100% 12 locations	100% 12 locations
	Build a great place to work	Health, Safety and Ergonomics Trainings at locations	83% 10 locations	11 locations	100% 12 locations	100% 12 locations	100% 12 locations	100% 12 locations
Talent & Skill Management	Build a great place to work	Continuous Learning for all (Employees) (Hours Per Person Per Year)	40	40	39.11	47.44	47.08	40
	Build a great place to work	IT Attrition rate	20%	17%	18%	20.8%	19.1%	17%
Diversity & Inclusion	Foster inclusive development	Women in Senior Management	8%	8.4%	7.32%	8.68%	8.81%	12%
Integrating Sustainability into Business	Make Sustainability Personal	Sustainability training of total associates (Employees)	25%	27%	27%	100%	100%	100%

BUSINESS & INNOVATION IMPERATIVES

Innovation, Digitization, Cyber Security, and Customer Privacy are an integral part of our business model and strategy.

STRATEGIC INITIATIVES

We keep pace with the external environment and sustainability mega-forces on an ongoing basis and adopt various strategic initiatives to accelerate the adoption of new technology, tap new markets, and service dynamic customer needs.

INNOVATION

Innovation is the enabler of sustained growth and profitability. It helps us to serve the changing customer needs. As a front-runner in the industry, we have consciously developed a culture of innovation. We are using innovation to create a sustainable future for our customers and society. Across the organisation, innovation is driven through the 'Innovation Charter'. Our mission is to build smart machines of the future. These smart machines include solving Artificial intelligence at its primal level and then applying that intelligence to products and IPs. Our mission includes solving AI and its approach to a practical commercial model to be used for the company and industry at large. In the reporting year, we formalised an organisation-wide 360-degree Innovation Approach. With Maker Labs at the core, it combines collaborations and partnerships with the development of the organisational culture amongst the associates.

DIGITIZATION

Digital is the future of the industry. Digital is about crafting the right experience for our clients and customers and design plays a critical role in this. We focus on providing the right blend of physical and digital design, powered by technology to ensure customer delight and business growth. Our DigitAll philosophy focuses on transforming clients' businesses across Products & Services, Business Models, and Re-imagined Business Processes leading to new revenue opportunities, enhanced customer experiences, operational efficiencies, reduced risks, and a better Society.

CYBER SECURITY

Ensuring the security of customer data and information is extremely important for our customers. Cyber Security attacks can severely impact businesses and revenues. Without being assured of a comprehensive security posture, our customers would not be keen to outsource to us large projects or sensitive areas of their business. Cyber Security management programme is part of the already established Information Security Management System, which provides a high level of assurance and maturity in managing cyber security incidents with a combination of processes compliant and certified with ISO 27001:2013 and ISO 22301:2012 International standards. We have a centralised and organisation-wide information Risk Management Framework which includes cyber security risks.

It received overview from the Board Member of Tech Mahindra. {Refer our Risk and Opportunities chapter} for details.

CUSTOMER RELATIONSHIPS

Deep, strong and trust based relationship with customers is a key organisational priority. There are various mechanisms for engagement, understanding customer need, and monitoring customer satisfaction across all levels.

Refer our chapter on {Customer: The Core} for details.

The material topics along with the boundary of impact and the KPIs used to measure performance in Business & Innovation are listed below.

Material Topic	Boundary of Impacts	How we measure Impact (KPIs)
Digitization	Internal and External	Percentage revenue from Digital
Innovation	Internal and External	Realization of Innovation opportunities
		Embrace Technology & Innovation
Cyber Security & Customer Privacy	Internal and External	GRI Disclosures 418-1
Customer Relationships	Internal and External	Customer Satisfaction Survey/Ease of Business Survey
		Project Satisfaction Survey
		Connecting with Customers

Roadmap	Metrics	Target	Baseline Year	Progress				Target Year
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Promote Innovation	Embrace Technology & Innovation	Number of Innovation contests & events per year	18	48	68	75	80	85*
	Embrace Technology & Innovation	Number of ideas incubated in Labs per year	2	4	6	9	15	20*
Realization of Innovation opportunities	Embrace Technology & Innovation	Revenues from Innovative Solutions (USD in Million)	40	42	110	200	250	300*
Connecting with Customers	Enhance Brand equity	Customers connected	8	46	80	150	175	200*

ENVIRONMENTAL IMPERATIVES

The environmental topics of Climate change, energy, water, waste, and biodiversity are all material topics under the overarching umbrella of environmental management. Responsible environment management and stewardship are a management priority. There are focused targets in the sustainability roadmap for each of the environmental priorities and are discussed in detail in the 'Sustaining the Natural Capital Chapter'.

CLIMATE

The direct and indirect impact of human activity on the environment affects all. Climate change poses physical and transition risks to our business. It can impact the overall wellbeing of our employees, infrastructure and business strategy, and financial resources. We have a focused strategy and initiatives to reduce the carbon footprint from our own activities and also develop technology-enabled climate-centric solutions for our customers.

ENERGY

Energy management is directly linked to business sustainability. Energy efficiency and switching to renewable energy sources, is a priority which is aligned with the agenda of moving towards carbon neutrality. We take focused initiatives to reduce our specific and absolute energy consumption.

WATER

Water scarcity is a growing problem, which requires global attention and action. At Tech Mahindra water is essential for the health of the employees. To manage the water risk and ensure responsible management of water resources, we have established a robust Water Management Strategy and Plan across all our operations and facilities.

BIODIVERSITY

There is a heightened need to conserve biodiversity, the species, flora, and fauna. Loss of biodiversity directly impacts the quality of human life. There is a strong business case for integrating biodiversity considerations into core management systems. The information technology sector can leverage technology to play an enabling role to protect and conserve biodiversity. We are committed to protecting the natural resources across campuses. We have a Biodiversity Policy and a directive on protecting habitats and species. We ensure that none of our operations have a negative impact on biodiversity by complying with all the conditions identified and recommended during environmental impact assessments.

WASTE

Effective management of waste and transitioning towards zero waste to landfill is becoming a business imperative with the increasing pressure on the availability of land and natural recourses. There is an urgent need to reduce and recycle. All waste generated at our activities is reused, repurposed, or recycled through authorised recyclers and vendors in line with the principles of circular economy.

Material Topic	Boundary of Impacts	How we measure Impact (KPIs)
Climate Change & Carbon Impact	Internal and External	GRI Disclosures 305-1, 305-2, 305-3, 305-4, 305-5, 305-7
Water	Internal	GRI Disclosures 303-1, 303-2, 303-3
Energy	Internal	GRI Disclosures 302-1, 302-2, 302-3, 302-4
Waste	Internal	GRI Disclosures 306-1, 306-2
Biodiversity	Internal	GRI Disclosures 304-1, 304-2, 304-3, 304-4

Strategy	Metrics	Target	Baseline Year	Progress				Target Year
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Achieving Carbon Neutrality	GHG Emissions	Reduction in Scope 1 -2 GHG emissions in MTCO2	114309	122697	125486.63	110979.28	107,511.98	97162.65
	PUE (Power Usage Efficiency)	Reduction in Power Usage Effectiveness of Data Centres (%)	1.76	1.78	1.79	1.91	2	2%
	Renewable energy	Renewable energy as % of total electricity used	1.77%	2.1%	2.87%	15.2%	17.60%	10%#
Becoming Water Positive	Total Water Consumption	Reduction in per capita fresh consumption KL/emp.	13.73	18.28	13.16	13.11	12.41	12.357*
	Recharge	Number of rain water harvesting units	2	4	4	6	8	6
Ensuring Zero Waste Landfill		Reduction in Paper consumption (Tones)	93.37	86.17	70.15	73.54	54.32	79.36#
		Consumption food waste at owned locations	2 Locations	3 Locations	4 Locations	5 Locations	5 Locations	9 Locations

\# We surpassed these targets and will take more ambitious targets in the next Sustainability Roadmap.
*We have revised the target to 10%

GOVERNANCE AND ETHICS

CORPORATE GOVERNANCE, ETHICS AND COMPLIANCE

Corporate governance is a reflection of our culture, policies, relationship with stakeholders, commitment to values, and ethical business conduct. Strong corporate governance that takes into account stakeholder concerns, generates trust, oversees business strategies, and ensures fiscal accountability, ethical corporate behaviour and fairness to all stakeholders is core to achieving the organisation's longer term mission.

Ethics, transparency, and accountability in economic disclosures are the core values of governance. They are material for our brand. We ensure compliance with applicable regulation in the areas we operate and go beyond to fulfill our corporate responsibility.

ECONOMIC DISCLOSURES

The management is committed to transparency in actions and disclosures and creating an enabling ecosystem for all stakeholders. It is the responsibility of the Company to constantly adapt, innovate, and keep pace with external environment and customer needs.

EXTERNAL ENVIRONMENT

We strive to keep pace with the external environment to create value for our stakeholders in short, medium and long term. The external environment refers to economic, environmental and social conditions and factors, within which we operate, make decisions, develop the strategy and business models, and set goals and priorities. We conduct an annual review of our material matters to keep pace with the external environment. We develop a sustainability roadmap with defined targets on the key material matters. They are given due attention at the Board and Management level through the CSR Committee and the Sustainability Council respectively.

LOCAL IMPACT AND COMMUNITIES

We are committed to giving back to society by creating a positive impact and value for the communities in the areas of our operations. Our CSR vision is "*Empowerment through Education*". We work towards creating a society where children are purposefully engaged, youth is constructively employed, and every person with different abilities is provided with equal opportunities. We are committed to creating an equitable and inclusive society to support sustainable social integration and transformation.

EMPLOYEE VOLUNTEERING

Our employee volunteering programme helps sensitize our employees to follow a sustainable way of life and align with our corporate social responsibility agenda, '*Rise for Good*'. We look at employee volunteering through the lens of ISR – Individual Social Responsibility. It is a self-driven and self-sustained model of volunteering done by each employee by giving their time towards a societal cause. The ultimate objective is to inspire others to find meaning and joy in giving back to society.

RESPONSIBLE SUPPLY CHAIN

Our commitment to Corporate Governance, Ethical Business Conduct, Environmental Stewardship, and Sustainability extends to our value chain. Responsible engagement with the supply chain enables us to mitigate and manage the risks posed by the supply chain to our business and operations.

Our roadmap on the material topics on Governance and Ethics is represented below. In addition to those KPIs covered in the Roadmap, we have measured and monitor various other governance-related imperatives that are covered in the Corporate Governance and Ethics Chapter.

Material Topic	Boundary of Impacts	How we measure Impact (KPIs)
Corporate Governance	Internal and External	Training on Code of Ethical Business Conduct
Ethics and Compliance	Internal and External	GRI Disclosures 205-1, 205-2, 205-3 GRI Disclosures 307-1, 415-1, 419-1 GRI Disclosures 412-2, 412–3
Economic Disclosures	Internal and External	GRI Disclosures 201, 202, 203
Local Impacts and Communities	Internal and External	Employee Volunteering GRI Disclosure 413-1
Responsible Supply Chain	Internal and External	ESG Audits, assessments & Capacity Building Workshops on ESG and Sustainability practices

Strategy	Metrics	Target	Baseline Year	Progress				Target Year
			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Local Impacts & Communities	Foster inclusive development	Direct & indirect beneficiaries of (Figures in Lakh)	3.85	2.50	4.90	6.73	Direct: 2.6** Indirect: 16.5**	5.39#
	Foster inclusive development	SMART Vocational Training centres across all locations of operations with 80% placement	75	80	100	100	109	130
Responsible Supply Chain	Make supply chain sustainable	Number of top Suppliers to be audited yearly on Sustainability parameters	2	4	6	12	23	10#
	Make supply chain sustainable	Engaging with IT suppliers to estimate GHG emission from products manufactured for TechM	-	1	2	2	2	5

** In the beneficiary count for our Shikshaantar (teacher training) programme, we have now included the students taught by the government school teachers trained by us as the indirect beneficiaries. For this, we have taken a conservative multiplier of 40 children to every teacher. This was not being done in the earlier years.
 # We surpassed these targets and will take more ambitious targets in the next Sustainability Roadmap.

RISKS AND OPPORTUNITIES

In the 'New World Order', enterprise risk management and Business Continuity Management has become of even greater significance. Covid-19 is a wake-up call that has brought environmental risks like climate change, water security, cyber threats, and data and information security to the forefront. The pandemic and Climate change are similar; both can impact operational activities and cause socio-economic impact but later can be long-lasting. Above all, some of these can impact the safety and wellbeing of employees, customers, and society at large.

In the reporting year, there was an enhanced focus on risks considering TCFD recommendations at all levels across the organisation, from the Board of Directors and the Risk Management Committee to the Management, Business Heads, and the functional departments. Risks like data and information security due to shift of Work from Home, employee wellbeing and safety, along with climate change, water scarcity; air quality, etc. were part of the discussion at the Board. There continues to be an integration of resilient corporate strategy to encompass addressing these risks while we prepare for the new normal.

"Our vigorous and holistic 'Enterprise Risk Management Framework' is helping us stay abreast of the dynamic and emerging risks in the 'post-COVID' world. We have a dynamic, agile, and adaptive enterprise risk management process in place to manage the business, climate change, and people-related risks in an effective way. Our business continuity management framework and incident response teams help ensure that we are resilient to internal and external challenges."

SUNIL SANGER
CHIEF RISK OFFICER,
CHIEF INTERNAL AUDITOR & CORPORATE
OMBUDSMAN, DATA PROTECTION OFFICER

Our ERM Framework looks at a diverse spectrum of environment & climate as well as people related risks to assess the impact on business & strategy; financial planning, and our brand and reputation.

APPROACH TO RISK MANAGEMENT

Tech Mahindra has a robust mechanism for identification, classification and management of financial & non-financial risks and analysing thoroughly each & every risks possibility in the short, medium & long-term. The risks identified are reported to the Board Members, the Leadership Team and all other relevant stakeholders periodically along with management plans and implementation. Reporting risk helps us to integrate them into management decision making and ensure business continuity. It also provides opportunities for improvement; internal innovation; and development of new solutions that can give us a competitive advantage.

The approach to risk management is early-stage identification, communication and management.

Risk management includes focused actions like strengthening operational controls; deploying business continuity and disaster recovery; building business resilience; conducting associate awareness on risks and identifying business opportunities. All Risks, impacts and strategies are reportedto the Board each quarter and are set out in the Management Discussionand Analysis Section of the Annual Report.

We have a defined Enterprise Risk Management (ERM) Process. We take an integrated and multi-disciplinary approach to risk management, looking at risks and opportunities across geographies and business verticals on multiple parameters in terms of exposure and tolerance.

RISK IDENTIFICATION	RISK ASSESSMENT	RISK PRIORITISATION	BUSINESS CONTINUITY MANAGEMENT	OPPORTUNITY IDENTIFICATION
Monthly identification and reporting to Risk Officer	Using tolls like Scenario Analysis, SWAT, FMEA etc.	Prioritisation according to criticality to Business	Resilient Response and mitigation strategy and Business Continuity plans to be established with incident management response	Integrate with strategy to provide future growth plans

IDENTIFICATION AND ASSESSMENT OF RISKS & OPPORTUNITIES

The process is driven by the ERM Council, which is headed by the Chief Risk Officer and represented by the Heads of all Business functions. Mr. Sunil Sanger, the Chief Risk Officer (CRO) is the highest-ranking person with responsibility for assessment of risk and opportunities to Tech Mahindra's business, brand and reputation, and future. He reports to the Risk Management Committee (RMC) of the Board and the CEO of the Company. Mr. Sunil Sanger is also the Chief Internal Auditor, Corporate Ombudsman, and Data Protection Officer.

He receives inputs on the risks covering business areas and functions across the economic, environmental, and social dimensions from the Risk Officers (RO). The ROs also identify opportunitiese merging from these risks. Risks are identified via the bottom-up approach where each business function directly contributes risk in their area and updates onto risk register each month. There is a standard procedure for assessment of risks identified in terms of the magnitude of impact, probability, and likelihood of occurrence. The risks are then documented in the risk register along with mitigation strategies and contingency plans. We

prioritize risks that are material to our company & its business & has major impacts, based on scenario analysis.

To allow early-stage prediction of different scenarios, risks are assessed periodically. We use tools including SWOT Analysis, Event/decision Tree Analyses, Scenario Analysis, Delphi Technique, Cause and Effect Diagrams, and Failure Mode Effect Analysis (FMEA).

Sensitivity and Stress Analysis is also used to analyse how the different values of a set of independent variables affect a specific dependent variable under certain specific conditions. Various departments to understand the impact of their respective risks for the near future (1 or 2 years) perform these methods. The analysis is done while considering variables like the historical trend, market analysis and forecast has been used. Various departments based on their functions use sensitivity analysis to improve decisions based on certain calculations or models. For more on sensitivity & stress analysis, please refer to {Sensitivity & Stress Analysis section of the Report}.

DEVELOPMENT OF MITIGATION PLANS/ STRATEGY

The ROs identify the root causes; lay down the mitigation strategy, contingency plans and action plans to manage risks. Some of the action plans include:

- strengthening operational controls,
- deploying business continuity and disaster recovery,

- building business resilience,
- conducting associate awareness on risks,
- Identifying business opportunities.

Opportunities presented by the risks are communicated to the senior management through the Climate War Rooms to develop the strategy.

INTERNAL/ EXTERNAL COMMUNICATION OF RISKS AND OPPORTUNITIES

All risks, impacts, and mitigation strategies are reported to the Board each quarter and are set out in the Management Discussion and Analysis Section of the Annual Report. There is well-defined management accountability of risks with the senior management and Board of Directors and comprehensive and transparent risk disclosure to the shareholders, regulators, rating agencies, and other stakeholders.

INTEGRATION OF RISKS AND OPPORTUNITIES WITH STRATEGY

Emerging risks are integrated into Tech Mahindra's strategic decision-making process in alignment with the relevance to business, brand, and reputation. We invite our senior leaders across various business units to brainstorm about the problem statements and solutions to address challenges posed by climate change to our business and our customers. Their recommendations are incorporated into our business strategy. They give direction to the development of new solutions for our customers that are discussed in the {Sustainable Solutions Chapter} and {Innovation for the Future Chapter}.

BUSINESS CONTINUITY

The underlying philosophy of the Business Continuity Plan is SECURITY FIRST. The four pillars of continuity and resilience include People safety, Asset protection, Environment Safety (IT and Non-IT) as well as Continuity of business services, internal and external customers.

Key Elements of the Business Continuity Management Framework

- Reducing the impact on business by planning the right strategies
- Response Plans
- Recovery of business processes in order of criticality and priority
- Restoration of services
- Resuming business operations
- Returning to normal operations

BCP helps us to ensure people safety, asset protection and Continuity of Business and critical services to maintain minimum operating levels. Reducing impact to business by planning right cost effective strategies, Response Plans, Recovery of business processes in order of criticality and priority, Restoration of services, resuming business operations and Returning to normal operations are the six stages Tech Mahindra Business Continuity Management Framework aligns. Tech Mahindra is certified for ISO 22301:2012 and integrates best practices for Business Continuity and Disaster recovery practices.

Tech Mahindra has an established business continuity Policy at the Apex, a Business Continuity Framework to define the programme elements, a structured response plan at a Premise level, Non-IT events, BIO Attacks, IT events and continuity plans covering 25 scenarios of disruption across People, Assets, Environment and Service continuity including Cyber events. Risk management procedures, guidelines and a home tool kit capture risks, risk treatment plans and a Global risk radar for the organisation. Business Impact Analysis (BIA) is analysed at an organisational global level, business units either adopt or change BIA values from the global value or override the same with customer specifications as per contracts and engagement. Dependencies are documented in respective plans. We have an Employee emergency help desk 24/7 with toll-free numbers for associate safety, accident trauma and security incidents. Our GSOC (Global Security Operations Centre) monitors threats and any potential malicious activity in cyber space influences critical technical infrastructure. We as an organisation subscribe to International SOS (ISOS) for travel security and alerts causing disruption. Our Global Business Continuity Team is associated with Industry, Technology Park and associations for localized security and disruptions to business. Tech Mahindra global Continuity Management team integrates with the Incident Response team known as tech Mahindra CIRT for all cyber and security incidents. An organized incident management structure, as well as Command and control, are enclosed within the Business Continuity Framework. Response plans embrace IT, Non-IT, Cyber and other people

connected events. All plans have clear possession as well as actions in respective plans. All response plans are control documents and reviewed annually as per the method. Connected linkages and connections are established across the incident response and continuity management plans. All testing effort is integrated across 3 levels – Business unit test their plans, automated tests are conducted at a global level resembling Anti-Phishing and Simulation as well as Outage exercises and Infrastructure is tested for fail over and worst-case scenarios as an integrated method. After test results are documented as learning, actions from events are taken as risk treatment, and security improvement plans to maintain resilience across the organisation.

The 2 foremost **Emerging Risks** as foreseen by Tech Mahindra are:

TECHNOLOGY RISK: DATA PRIVACY RISK

Impact

Technological Risk is due to the industry is witnessing adoption of disruptive technologies, evolution in business models and consumer spending patterns. This is a threat to growth in traditional IT spends and technology obsolescence. The other risk is Data privacy risk because many countries have stringent data protection and privacy laws. There is cyber security risk related to the Company's corporate and client data, which may hamper its relationship with customers and brand value.

Mitigation

TechM is a specialist provider of connected solutions & invests heavily in competencies required for an overall digital enterprise. The Company made significant investments in IoT, cloud, micro services, Artificial Intelligence, Automation, Blockchain, Cyber Security Services etc. Under TechMNxt charter, the Company continues collaborating to adapt to evolving & upskill employees to be future-ready in capturing customer spends. TechM's Information Security Group (ISG) policy ensures confidentiality, integrity & availability of required information that is acquired, developed & provided to relevant stakeholders. The Information and Data Security initiatives are in line with ISO/IEC 27001:2005 standard & code of practice ISO 27002. TechM is among the 5 Indian companies to be certified & the specifications are implemented through the Information Security Management System (ISMS). Tech Mahindra has an industry-compliant security risk assessment and management methodology.

CLIMATE RISKS

Description

The rise in the Earth's temperature has resulted in increased severity of extreme events, changes in precipitation patterns, extreme variability in weather patterns and rising sea levels, all posing serious impacts upon our operational and business activities. As per 2DS scenario analysis, the world economies are on an energy system development pathway and an emissions trajectory consistent with limiting the average global temperature rise to 2 degrees Celsius. Therefore, identifying and managing transition risks also is important if an organisation is to smoothly move towards a zero-carbon economy. This could entail changes in policies, regulations, legalities, and technologies needed to achieve the global goal of decarbonisation.

Impact

The physical impacts range from financial losses due to impairment of our workforce and damage to physical assets and increased capital expenditures, to disruption in our operations and impact on our supply chain. The transition to a low carbon economy will involve abiding by new laws, implementing new regulations and developing & deploying alternate technologies. This would lead to an escalation in operating costs due to improved tax on carbon emissions, increased expenditure for R&D on new technologies, enhanced emission reporting standards and additional mandates on regulation of existing products and services. Failure to follow the decarbonisation mandate could also attract legal cases and impact our reputation and markets. The transition also would expose us to the risk of changing customer behaviour and shifts in customer preferences which would result in reduced revenue due to reduced demand for our goods and services.

Mitigation

Tech Mahindra is ISO 22301:2012 certified and has Business Continuity and Disaster Recovery plans, including a rapid Incident Response team for all cyber and security incidents, to handle climate-related impacts. We are pre-empting these impacts by investing in low carbon technology, implementing an internal carbon price, developing green solutions and using cloud computing and virtualization to reduce the impact of climate-related risks and drive energy efficiency initiatives in line with GHG regulations. We also ensure compliance through regular monitoring and reporting according to GRI standard and TCFD guidelines.

Some of Tech Mahindra's key risks and their corresponding mitigation strategies for Business are highlighted below:

STRATEGY AND BUSINESS RISKS

KEY RISK	IMPACT OF RISK	MITIGATION / STRATEGY
High concentration in Communication vertical	For FY20, Communication vertical had a revenue share of ~41.6% of the total business. This is much higher than that compared to leading Indian and global IT peers of Tech Mahindra and is one of the highest top-vertical revenue concentrations among peers.	• The Communication industry is one of the largest spenders on IT and Network Services, with the evolving nature of spends as new technology is introduced. • Tech Mahindra invested in new-age technologies and entered disruptive partnerships. The concentration came down and stands at 41.6% for FY20 versus 52% in FY16.
Communication vertical cyclicality	Historically, IT spends in Communications have been cyclically resulting in periods of prolonged and tepid spending. This increases the risk of secular growth for ~41% of the business, going forward.	• Tech Mahindra continues growing in line with its peers in this space over longer periods even as IT services spend remained volatile • The Company is among the global IT • Companies with end-to-end services in the • Communications industry. Today it provides services to most key global Communications companies. • Tech Mahindra's foray into the $ ~40 Billion Network Services market opened an untapped growth opportunity, with one of the upcoming waves being the 5G investments. • As a Communications Service Provider, we are consolidating and exploring Media& Entertainment alongside Cable and other emerging opportunities for the Company.
Global Economy Risk	Tech Mahindra's export revenues are over 94% and it derives 48.1% revenue from the Americas, 26.9% from Europe and 25.0%from the rest of the world. The economic growth activity in these markets could directly or indirectly affect our customers' IT spends, impacting the growth for Tech Mahindra.	• Tech Mahindra has over three-decades-rich experience in operating in a volatile business environment, with a business model designed to deal with market dynamics. • Global clients prefer offshoring and India is a preferred destination because of its compelling value proposition involving people and technology. • Severely adverse global economic turmoil and recessionary trends can affect any company and is a universal business risk.

Uncertainty in the business environment due to pandemic	The impact on most industries could mean demand slowdown for our services, including short- to medium-term constraints on the supply side. Resuming normal operations may be delayed due to security concerns and logistical challenges. There may remain a psychological impact on employees that can cause reduced productivity.	• We are enabling our customers' business continuity plans for seamless operations. • To minimize demand impact, the Company is exploring opportunities that include remote computing, cyber security, healthcare, and network resilience. • The Company enabled 'Work from Home' but with tightened data security measures. • The plan draws up employee-friendly policies to keep internal teams proactive, updated and engaged at home through newsletters, specialized sessions and digital workshops. • Round-the-clock COVID-19 Employee Help Desk has been set up to support employees.
Regulatory changes risk/ Visa risk	The Company has employees who work onsite at client facilities on visas granted for extended or short-term work. Protectionism is rising in few economies like the US, the UK, Australia, Singapore, etc. Any changes in immigration laws or any local regulations can impact profitability and growth.	• Tech Mahindra is familiar and compliant with the local regulations across working locations. It has adequate contingency plans to deal with the changing regulatory environment. • The Company has delivery centres overseas and focuses on increasing localization levels across geographies. • Tech Mahindra is engaging regularly with clients to discuss critical regulatory issues, which might have a business impact
M&A and Integration risk	The Company acquired multiple companies in the past years. M&As and its integrations, by nature, involve risks like failure to achieve strategic objectives, offset the financial loss, cultural and financial integration, etc.	• The Company has well laid out and defined plans and acquisition policy. It uses M&A to fill gaps across the portfolio, verticals and geographic access. • A dedicated and professional M&A team operates and is supported by executive leadership. • The Board evaluates deals, while the company consults investment bankers, subject matter experts and advisors. • Management's experience has helped successful acquisitions.
Competition risk	The Indian IT companies and MNC IT service companies having a sizable presence in low-cost geographies, deep pockets, strong client relationships, in-house and captive services companies etc. Are competing with global players. This stiff competition can pressurize pricing, vendor consolidation and impact the company's growth and profitability.	• Tech Mahindra is operating in a competitive environment for several years. • It is steadily moving up in the IT services value chain, working to build multi-pillar service competency. • The Company's domain knowledge, skilled workforce, delivery capabilities and efficient sales force and relationship managers help retain competitive positioning.
Technology risk	The industry has been seeing a shift to disruptive technologies that are continually evolving. This shift, coupled with changes in business models and consumer-spending patterns could be a threat to the growth in traditional IT spends and technology obsolescence.	• Tech Mahindra has been a specialist provider of connected solutions and has been investing in competencies required for a digital enterprise. • The company has made significant investments in service areas like IoT, Cloud, micro services, Artificial Intelligence, Automation, Block chain, and Cyber Security Services, etc. Under TechMNxt charter, the company has collaborated with Industry leaders &start-ups and academia to adapt to the evolving technologies and up-skill its employees to be future-ready and capture customer spends.

Employee related / Supply Side risks	With the evolving IT industry, the right skill set and talent are required to respond quickly to the ongoing changes. Cost-effective hiring and retaining an increased number of professionals with thre required skill set is a challenge.	• Tech Mahindra has a diversified fresher talent pool, including science graduates, diploma holders and certified skilled undergrads, while increasing hiring of local people in onsite locations. • Tech Mahindra has a robust remuneration structure, progressive HR processes and employee incentives. • The Company runs programmes for employee growth like the Global Leadership Cadre (GLC), Young CEO Programme, Shadow Board, 1000 Leaders programme, and so on. • It invested in learning platforms to train employees on emerging digital technologies. • Ensuring adequate skill-sets in the system, the Company is moving towards automation and lean operations to deliver more with less.
Currency risk	The exchange rate of Tech Mahindra's major billing currencies like £, $,€, and $ has been fluctuating widely and may continue in the future, resulting in volatile revenues and Foreign Exchange returns. Adverse currency movements may lead to impacts on the Company's profitability.	• Tech Mahindra follows a well-established hedging policy, which is undertaken to protect it from unfavourable currency movements. • Over half of the revenue and a substantial portion of the overall cost incurred is contributed onsite, which allows for a natural hedge. • The Company's dedicated Treasury Department seeks advice from experts and banks over hedging decisions.
Data Privacy Risk	Many countries have stringent Data Protection and Privacy Laws. There is cyber security risk related to the company's corporate and client data, which may hamper the company's relationship with customers and the company's brand value.	• Tech Mahindra's Information Security Group (ISG) policy ensures confidentiality, integrity and availability of required information that is acquired, developed and provided to relevant stakeholders. • The Information and Data Security initiatives are in line with ISO/IEC 27001:2005 standard and code of practice ISO 27002. Tech Mahindra is among the five Indian companies to be certified and the specifications are implemented through the Information Security Management System (ISMS). • Tech Mahindra has an industry-compliant security risk assessment and management methodology.
Litigation risk	The Company's wide customer and the geographic network makes it prone to litigation risks on contract execution, intellectual property, regulatory compliances, employment, adverse rulings, mergers etc.	• The Company has an in-house legal team, operating across regions and catering to diverse risks relevant to the business. • It seeks expertise from external Global Law firms, Taxation and Compliance experts. • Uses a robust framework to deal appropriately and promptly, with litigation-related risks arising either externally or internally.
Cyber attack risk	Reputation loss and penalties due to customer data theft or TM personal data by external hackers.	• The Company invests in globally benchmarked cyber security tools to defend against advanced persistence threats ,phishing, or other malicious attacks. • It uses best-in-class controls like encryption, 2FA, mobile device management, data leakage protection to keep intellectual property and customer data safe. • Makes investments in comprehensive workforce training covering security, data protection and delivery modules. Employees sign an agreement to protect the confidentiality and integrity of data.

CLIMATE AND ENVIRONMENT RELATED RISKS

The rise in the Earth's temperature has resulted in increased severity of extreme events, changes in precipitation patterns, extreme variability in weather patterns and rising sea levels, all posing serious risks to the way we operate our business. To curb this rise in temperature, each one of us has to take action and cut down the carbon emissions. Tech Mahindra has already considered these risks and has taken measures to reduce emissions. We have resilient strategies with business continuity and disaster recovery plans to handle potential climate-related impacts along with the rapid incident response team towards all cyber and security incidents.

We carried out a 2°C and 4°C global warming Scenario Analysis to understand the impact of climate change on TechM's business. The TCFD recommended scenario analysis helped us in identifying the climate risks and opportunities that are discussed in the {Climate Change Scenario Analysis Chapter}. The findings of the scenario analysis are integrated with our risks and strategy. It helps us to make informed investment decisions and invest in low carbon technologies, implementing an internal carbon price, developing green solutions while also using cloud computing and virtualisation to reduce the impact of climate-related risks and driving energy efficiency initiatives in line with GHG regulations.

The climate-change Risks are identified as a part of the ERM process. The criteria used to prioritise risks associated with climate change are:

• Quantum of impact on operations, changes in regulations, locations of our operations
• Scope of impact -regulatory impact, cost impact and stakeholder concern.
• Time and resources required for implementing changes.
• The potential return on sustainable investments.

KEY RISK	IMPACT OF RISK	MITIGATION / STRATEGY
Upstream - Market Risk	Tech Mahindra has global operations and our customer service deliveries are integrated and dependent on our suppliers and partners. These include alliance partners, hardware vendors, and material goods, vendors. If these companies are not building business resiliency for climate risk or climate disaster, then our deliveries to our customer scan be impacted severely during adverse climatic occurrences. There is a substantial risk to our operations due to factors like Supplier bankruptcy, resiliency of supplier to extreme weather events, vendor concentration risk & concentration of suppliers in a single geography or due to supplier financial failure that leads to an interruption to our customer service. This has an adverse financial impact on revenues and costs.	• We conduct environmental surveys across our supply chain every year to ensure that our suppliers & vendors have a Disaster Recovery & Business Continuity policy and planning in place. Refer to {Responsible Supply Chain Chapter} for details. • We assess infrastructure resiliency and redundancy of these vendors for any climatic crisis like floods, cyclones, etc. We give preference to Partners/vendors with more robust sustainability practices. Majority of our suppliers, participate in our business resilience initiatives.. • Digital services contribute about 40% of our revenue. We work with digital infrastructure providers, digital platforms providers, and vendors of digital development platforms and tools. Service Level Agreements (SLA's) are signed between customers & TechM and respective Operational Level Agreements are signed between TechM & vendors for ensuring availability & uptime. Business Resiliency of suppliers/vendors is also audited annually to assess any risks and alternative vendors/suppliers are enlisted with the procurement team.

Downstream - Market Risk	There is an immediate, ongoing and increasing emphasis from our customers for Energy Efficiency; reducing Power consumption, and carbon footprint. Given the impact of climate change on various aspects of life, businesses are increasingly adopting policies and actions towards reducing their environmental impacts and imbibing sustainability within their operations. Companies across industries have included climate change in their overall business strategies. We see this trend becoming stronger in the coming years. Companies who are already taking initiatives to reduce the environmental impacts have a positive edge as compared to competitors who are not. Tech Mahindra has been taking various steps in this regard. However, we still consider this a market risk. If we are not a green company with climate centric operations, we anticipate a decline in our competitive advantage and an associated revenue loss.	• We are communicating information on carbon/water management, sustainable supply chain, climate change risk, and environmental responsibility to our customers. • We also actively explore the risk to brand reputation and potential loss of business driven by a change in consumer behaviour towards greener products/services and towards sustainability. • We ensure that we have a focused approach towards sustainability and ensure that our sustainability measures reflect in our actions. We publish our sustainability initiatives in our Annual Reports, Integrated Reports & on our website at: https://www.techmahindra.com/en-in/sustainability/
Direct Operations - Market Risk	Given the impact of climate change on various aspects of life, businesses are increasingly adopting policies and actions towards reducing their environmental impacts and imbibing sustainability within the operations. Companies across industries have included climate change in overall business strategies. We see this trend becoming stronger in the coming years. This creates a risk of "Changing customer preferences" towards working with and buying products & services from an environmentally sustainable company. Many companies now prefer to do business with only those companies, which are environmentally conscious and are taking adequate steps to reduce their carbon emissions. Example: Tech Mahindra responds to at least 50+ customer Requests for proposals (RFP) and Request for Information (RFI) where customers have asked about our sustainability declarations. These deals amount to 1Bn plus value in terms of new revenue. This indicates that "Changing customer preference" is a relevant market risk for Tech Mahindra. We mitigate this risk by proactive and continuously being a sustainable company.	Our Sustainability Council ensures that we have a focused approach towards sustainability and ensure that our sustainability measures reflect in our actions. We publish our sustainability initiatives in our Annual reports, Sustainability Reports, Integrated Reports & on our website. Our Board directly supervises our green initiatives and disclosures; we have a Sustainability Council, and Green Marshals to ensure companywide implementation of mandates. We are compliant with the law of land and make sustained efforts to manage the business sustainably. For instance, we conduct Customer Satisfaction surveys; Employee Engagement surveys, interactive supplier workshops to have a two-way engagement focused on sustainability. One example of our exemplary work includes the Microsoft Supplier Programme sustainability award. Tech Mahindra has bagged the 2019 Microsoft Supplier Programme sustainability excellence. award.

| Acute Physical Risk of climate-induced extreme weather events | Due to dynamic changes in weather conditions, some areas receive heavy rainfall that leads to extreme weather events like floods and cyclones. Few of our facilities are located in areas, which are vulnerable to extreme events. Any extreme events like floods etc. can disrupt our operations. This could potentially damage our IT assets like data centers, network & electricity cables. They could also be a threat to the safety of our employees at the office and during the commute between office and home.

This can lead to an increase in operational cost for enabling the 'work from home' processes for employees, and other measures to safeguard our physical assets and buildings. | • We have a robust Disaster Recovery (DR) framework and Business Continuity Plan (BCP) to prevent potential business disruptions in the event of any disaster and it ensures restarting our operations within 24 hours. We initiate 'work from home' for associates to maintain and strengthen our business continuity systems. Along with BCP and DRP, regular disaster recovery trials and mock drills are carried out across all customer projects. Backup copies of essential business data and software are taken regularly and stored offsite.
• We have an environmental policy in place, which extends to all our offices and reiterates our approach towards environmental protection. In case of any disaster, our employees are enabled to work from home. We also have insurance for all our assets/locations.
• Tech Mahindra also maintains its commitment to health, safety and environment by continually improving its processes following ISO 14001:2015, OHSAS 145001: 2018, LEED and Green building certification with (IGBC & USGBC). We are also certified on ISO 22301:2012 (Societal Security and Business Continuity Management System).
• Our processes help ensure resuming services to customers' acceptable service levels like automated Service Desk with SLAs for enabling business and Vulnerability Assessment and Penetration Testing Lab for secured corporate network operations. |
| Chronic Physical Risk | Precipitation patterns are changing within the Indian Sub-continent. Due to dynamic change in weather conditions, areas where heavy rainfall was observed traditionally, is seeing reduced precipitation while some of the drought-prone areas have delayed monsoon. Heavy industrialization, forest destruction, green cover destruction is also leading to less rainfall and reduced water retention ability of soil. Decreased rainfall and drying up of rivers and other water bodies will result in water scarcity, directly affecting operations. Projected water stress and seasonal supply variability will lead to higher purchase prices of commercial water leading to higher operating costs. | We recycle wastewater to reduce dependence on freshwater, install rainwater-harvesting plants to recharge groundwater level and install water sensors and restrictors to reduce water consumption. We carry out greater due diligence, water quality checks and water audits for inlet water. For Sea Level rise, the change may not happen in the short term, it may take long-term cumulative changes to sea level. We review our risks in every 3 months and take appropriate decisions to reduce the impact like relocating operations to suitable areas and cities. Better workforce management and planning helps us to prevent negative impacts of workforce like health, safety, absenteeism and thus help in reducing our operation/Business losses. We conduct pre-checks on water safety and hygiene for the betterment of our employees. |

Reputation Risk	Our existing customers are adopting green policies and actions towards reducing their environmental impacts and imbibing sustainability within the operations. As part of their sustainability charters, they expect their suppliers like Tech Mahindra also to be environmentally responsible. Many of our large customers also audited us on our sustainability charter. Their audits and reviews covered various inputs like our carbon emission, our water, waste and environment management policies, our compliance to local environmental laws, our green initiatives. This creates risk of losing customer business due to sustainability non-compliances. We also account that as reputation risk and take steps to ensure that there is no gap in our environmental reporting and declarations.	Tech Mahindra has played a significant role in area of sustainability and established itself as a leader in this space. Tech Mahindra's integratedreport is compliant with CDSB Framework, TCFD Framework and reports are based on GRI standards. We have also implemented Carbon Pricing to abate GHG emissions and invested in various Sustainability projects like increasing Renewable Energy sources, energy efficiency, LEED certifications, environmental management systems, Green building Certifications and creating awareness amongst our employees, customers and suppliers through programme called as Making Sustainability Personal and enable taking various events, seminars, activities towards protecting the environment.
Legal Risk	India is among the top 5 countries in the world in terms of e-waste generation. Out of the total e-waste generated in India, only 20 percent was documented to be collected properly and recycled. In 2016 Extended Producer Responsibility (EPR) was introduced into the Plastic Waste Management Rules, 2016. Nowadays NGOs', government agencies, people and peer corporations are viewing the facet of global climate change and therefore the impact of business on the climate. These parties are actively keeping track on the e-waste disposal of the businesses, this creates a high risk for lawsuits to be filed by the parties. Companies are at risk if they don't comply with the new laws. According to the Central Pollution Control Board (CPCB), the government has suspended the licenses of several technology companies for non-compliance of e-waste rules and Extended Product Responsibility (EPR) clauses. At Tech Mahindra, we consider this as a potential risk of failure to comply with the regulations by third-party vendors that would result in legal threats. The occurrence of these events could make it difficult for us to deliver our services and solutions to our clients. We have a structured process in place to monitor E-waste and dispose of through Government-authorized recycler and robust risk management procedure to take care of this risk.	At Tech Mahindra, we have maximum operations managed from India. We are arduously working towards generating less waste by focusing on the behavioral aspects of waste generation. We ensure that all waste we generate from our own activities is reused, repurposed, or recycled through authorised recyclers and vendors. Tech Mahindra internal legal and compliance team, monitors global regulations related to range of laws and their potential impact on our businesses. To comply with the regulations at Tech Mahindra, we have a robust waste management system of segregation at source and store them in demarcated area as per the guidelines of the E-waste (Management and Handling) Rules, 2011. At Tech Mahindra, e-waste generated includes defunct computers, monitors and servers, batteries, electronic and electrical items and is disposed of for recycling through government-authorized certified vendors. FY 19-20 had 102.87 ton of E-waste sent for recycling through an authorized vendor.

Current regulation Risk	At Tech Mahindra, we have maximum operations managed from India. The primary institutions responsible for the formulation and enforcement of environmental acts and rules in India are the Ministry of Environment, Forest and Climate Change (MOEF), the Central Pollution Control Board (CPCB), State Departments of Environment, State Pollution Control Boards (SPCBs) and Municipal Corporations. They have Water (Prevention and Control of Pollution) Act, 1974; Air (Prevention and Control of Pollution) Act, 1981, Environmental (Protection) Act, 1986 and E-Waste Management (Rules) 2016. Under the Water Act, the Air Act and the EPA, the pollution control boards have the authority to issue and revoke consents to operate, require self-monitoring and reporting, conduct sampling, inspect facilities, require corrective action and prescribe compliance schedules. They are also authorized to pursue under the criminal authority of courts. Since Central PCBs and State PCB's norms are enforcing bodies for statuary norms related to the environment, any non-compliance to norms may result in direct closure of our operations in designated centers and facilities. This could pose 'Exposure to litigation' risk per TCFD.	We are an environmentally responsible company and we publish our Sustainability initiatives in our Annual reports, Integrated reports; on our website. We are fully compliant with the local, state and central norms for the air pollution act, water pollution act, waste management act and all other environmental policies applicable to our operations. We have installed DG sets that are of the highest quality ensuring silent operation in compliance with the Air Act in 1981 and updated norms. We do not discharge any wastewater into water bodies like rivers, lakes as per the water act. Also, we have STPs installed at most of our facilities, where treated water is used for landscaping across facilities. We reuse and recycle our waste. We dispose off our e-waste in an environmentally friendly way. The e-waste generated includes defunct computers, monitors and servers, electronic and electrical items and is disposed of for recycling through government-authorised certified vendors.
Emerging regulation Risk (Renewable energy, Carbon Price)	Tech Mahindra has a concentration of operations and people in India with 75% of people working from Indian locations. India has planned Nationally Determined Contributions (NDCs) at the Paris Agreement to increase the share of non-fossil fuels energy to 40% of the total electricity generation, and reduce emission intensity of the economy by 33%-35% by 2030 from 2005. There is a proposed increase in the carbon tax on coal from the current level of $ 5.47per ton to $ 16.09 per ton in India, based on the social cost of carbon of USD 10 per ton of CO_2 emission.This poses risk Increased pricing of GHG emissions. To ensure implementation of India NDC's, NITI Aayog, which is a think tank of the Government of India, has incorporated draft National Energy Policy. We foresee, there could be mandate/caps for us and other companies to opt for renewable energy sources. Owing to this, there is an emerging regulation risk of imposition of a carbon tax; and compliance mandates on renewable energy. Any such emerging regulations would increase our operational expenditure towards the higher payout for the electricity purchased from the grid.	• Tech Mahindra is a sustainability leader, with many proactive initiatives to ensure that we are aligned to India's NDC commitments. We focus on investments in solar panels for internal renewable energy generation. We also invest in Power purchase agreements (PPA's) to increase non-fossil fuel electricity consumption. These investments are included in the cost of management of this risk. • We have introduced a Carbon Price of $10/ton CO2. The funds from Carbon Pricing are allocated to climate centric initiatives like installation of solar plants, setting up of sewage treatment plants, PPA's, installing LEDs, HAVAC, and other energy-efficient devices.

| Technology Risk | At Tech Mahindra, we rely on technology infrastructure like Solar technology, ACs, Data Centers, Laptops, Computers, colling systems and electrical appliances to deliver services to our customers. At the organisational level, adopting new technology can have severe growing concern for stranded assets and cost impacts.

However, there is an evolution of technology at a rapid pace and replacement of old devices with newer, more efficient, faster devices with improved energy intake and utilisation. Technology is ever-evolving and there is always new R&D, evolution to new-age devices with improved energy intake and utilization.

At the organisational level, adopting new technology can have severe cost impacts. Transition to lower emissions technology requires phasing-out and replacement of existing assets across the organisation and a significant amount of capital expenditures. This type of risk applies to our data centers, desktops, laptops and AC's usage, lighting, cooling systems etc. | • Transitioning to lower-carbon technologies would always require significant capital expenditures. A successful transition will require close coordination between policy, technology and capital. At Tech Mahindra, we have always transitioned to new technologies to move towards carbon neutrality for which we have introduced carbon pricing to fund initiatives like moving to energy-efficient devices for building management and green initiatives.
• We are replacing our existing data centres with more efficient HVAC containment; airflow reduction systems, utilisation of natural cooling techniques wherever possible, usage of LED lighting to replace CFL lamps and adiabatic cooling.
• High definition parking lamps replaced with solar lights, procurement of star rated equipment, replacing cooling equipment, which has become obsolete with new technology, installation of more energy-efficient equipment are some other initiatives. |

WATER-RELATED RISKS

KEY RISK	IMPACT OF RISK	MITIGATION / STRATEGY
Physical Risk-Pollution	Tech Mahindra is a service industry and our employees are the most important assets for our business continuity. Water is required for use by employees for drinking and sanitation purpose and for operational requirement. Contamination of water due to pollution at source will lead to illness and health threats like water-borne diseases viz. hepatitis, seasonal flu, typhoid, cholera, amoebic dysentery, and a variety of skin afflictions. This will lead to potential risk of disturbing our Business operation and continuity.	Tech Mahindra is conducting greater due diligence towards water quality checks and pollution checks for incoming water supply to avoid disruption in operations due to employee sickness. Regular water tests are conducted considering various parameters by the corporate service teams. On regular basis, our corporate service team do a detailed analysis on the chemical and microbiological parameters in R.O. drinking water. The water quality check is done regularly to make the water fit for consumption. The teams take into account various parameters at the time of water quality test like Ph, BOD, COD, TDS, TSS and ensure that they are maintained within permissible limits. Water audits are also conducted to ensure water quality is maintained across. We reuse waste-water by recycling it through STP for landscaping preventing waste water letting out of campus.

Physical Risk- Water Stress	Rapid development and rampant construction have pushed industries into the brink of water scarcity. The water shortfall is disrupting business operations at all levels. With temperature rising above 2 degrees Celsius at some of the locations, the water bodies are drying up. Erratic rains and drought conditions are also increasing water stress. Water stress is a growing problem, which requires global attention and action. In the case of the water crisis and change in the availability of water, industries are resilient to adverse effects. According to IWT 3.0 report, locations falling under, Baseline water stress (BWS) of >80% are considered to be a water stress region. We foresee increased costs in purchasing freshwater with the growth of our business operations, risk of loss in potential Brand value of the organisation, and loss in revenue if we do not establish a robust Water Management Plan.	Tech Mahindra is reducing this water stress by recycling wastewater through STP and reusing it, preventing withdrawal of freshwater. We have installed water restrictors to reduce the flow of water leading to water conservation. We have also installed Rain Water Harvesting plants to recharge the groundwater level. We see an opportunity to reduce costs incurred in purchasing water, dependency on freshwater sources that are threatened by overutilization and water stress through recycling, and reusing of water. We recognize the need to report quantifiable water metrics and targets as they relate to our environmental impact. We are focused on increasing our understanding of water-related risks and impacts to our business and to communities we serve, setting meaningful goals, improving our water efficiency, and advancing innovative solutions to water challenges. We make our efforts transparent by disclosing our annual water use, our water-related risks, and governance of water through our reports. Tech Mahindra addresses water sustainability issues by implementing the Water Policy with Water Management strategies, systems, processes, and practices.
Technology Risk (Increase in operating cost)	Increasing Water stress causes serious problems with our Business operations. To increase water efficiency at the facility, we use different improved technology solutions like water sensors, restrictors, rainwater harvesting systems. Also through energy-efficient sensors and controls, we are reducing wastage/loss of water and electricity. To support the sustainable management of water resources, we're focused on increasing our understanding of water-related risks and impacts on our business and to the communities we serve, setting meaningful goals, improving our water efficiency, and advancing innovative solutions to curb water challenges. However, there is an evolution of technology at a rapid pace and replacement of old devices with newer, more efficient, faster devices with improved water conservation and utilization measures. Technology is ever-evolving and there is always new R&D, evolution to new-age devices with improved energy intake and utilization. At the organisational level, adopting new technology can have severe cost impacts. Transition to water conserving technology requires phasing-out and replacement of existing assets across the organisation and a significant amount of capital expenditures.	Tech Mahindra is committed towards environmental stewardship. Transitioning to water saving technologies would always require significant capital expenditures and increase stranded assets of traditional technology. So a successful transition with responsible business growth will require close coordination between policy, technology and capital. At Tech Mahindra, we have always transitioned to new technologies to save water moving towards water positive. We are in process of adopting internal Water Price. The 4 R's namely Recover, Reduce, Recycle, and Reuse shall remain the pillars for water conservation and management while carrying out our core business. We are integrating Technology like AI, analytics, BI etc. to improve water conservational methods. We have installed STPs to recycle water preventing fresh water withdrawal, rainwater harvesting plants to recharge groundwater level and water sensors and restrictors to save water and efficient building controls to increase energy efficiency. To reduce freshwater withdrawal, we spread awareness amongst our stakeholders in direct and indirect operations for responsible usage of water. Upgradation of technological innovations in STP will help us increase the amount of recycled water and energy efficiency.

Regulation on River Basin Management	Due to Limited or no river basin/catchment management, the region will have stringent water policies in place. Noncompliance with water policies will lead to legal charges and put the reputation of companies at risk. We foresee a scenario in the medium to long term in which key industries near river basins may be expected to take on initiatives for river basin management. This may put TechM at a risk in terms of reputation and liability.	Alignment of public policies with internal water stewardship goals will help in the management of our operations from that location efficiently "TechM has a robust Water Management System to optimize specific water consumption at TechM premises. The Water management system shall ensure: • The right quality of water at every point of use, with zero deviation. • The effective operation of all the equipment used for treating water. • Break down water consumption for all processes individually and benchmark the same internally with other plants and outside. • Regular review of quality and availability of water Tech Mahindra commits to proactively address water sustainability issues by implementing the Water Policy, which will serve as a directive for establishing Water Management strategies, systems, processes, practices and research initiatives keeping in view sustainability aspect, to • Comply with legal requirements, • Minimize its water footprint • Maintain desired water quality during processes and discharges, if any.

OPPORTUNITIES DUE TO CLIMATE-RELATED RISKS

The identification of opportunities provides impetus to overall sustainable business growth. Identification of opportunities is embedded within business verticals and solutions groups, which have a direct interaction with the customers. The opportunities identified are benchmarked with industry during regular meetings with Chief Technology Officer, Chief Operating Officer and Head of Innovation Management Cell. Opportunities identified are prioritized based on the following parameters:

•R&D Initiatives applicability to business verticals.

•Market Relevance and competition of the project.

•Applicability to overall business strategy.

•Feasibility of a business case for solutions related to climate change

•Size of opportunity.

•Budgeting aspects of R&D Projects.

•Milestones achieved on R&D Projects.

•Customer demand for IT-based Solutions for energy management and climate change.

OPPORTUNITY	IMPACT	MITIGATION / STRATEGY
Transition to Low Carbon Operations	Focus on green energy helps us to reduce our carbon footprints and has provided us with a significant opportunity as it helps in reductions in overall operational cost.	Our strategy is focused on reducing our energy needs in operations, increasing the percentage of renewable in the total energy mix through the installation of solar plants and power purchase agreements. We have approved Science-based targets to reduce our scope 1+2 emissions by 22% by 2030 and 50% by 2050. The implementation of the energy reduction target as per the SBTi presents an opportunity for reducing GHG emissions through of the use of renewable energy. Installation of Solar plants at 11 of our facilitiesand PPAs will help us generate renewable energy internally thereby giving savings in terms of purchasing electricity from the grid and through PPAs.

Resource Efficiency (Use or Recycling)	Water scarcity is a global problem. We require water to continue our daily operations for human consumption, landscaping, cleaning, and sanitation besides others. TechM's water requirement has increased due to increased operations, locations and employee base. We foresee increased costs in purchasing freshwater with the growth of our business operations. Increasing the use of recycled water presents an opportunity in terms of reducing the intake of freshwater and the associated costs.	Our approach to water stewardship focuses on reducing the usage of water by bringing in efficiency, recycling and reuse of wastewater as well as harvesting rainwater. Our Water Policy, strategy, systems, processes and practices govern this. We are setting up rainwater harvesting structures, recycling wastewater in our STP's for reuse, and installing water sensors and restrictors to reduce our total freshwater requirement.
Development of New Products and Services through R&D and Innovation	The global smart cities solutions market size is expected to reach USD 463.9 billion by 2027, registering a CAGR of 24.7% from 2020 to 2027*. As a technology company, we view Smart Solutions as an opportunity for Tech Mahindra. We have been successfully developing solutions in smart cities and will continue to expand further in smart city areas. *https://www.grandviewresearch.com/press-release/global-smart-cities-market	Our solutions and offerings are uniquely positioned to capture and provide smart solutions for various areas within city planning including solid waste management, lighting solutions, digital emergency services, vehicular parking, street lighting, energy management, traffic management etc. We have created smart city offerings such as SMART Grid, Micro-Grid As A Service, Intelligent Electric Vehicle Charging System (IEVCS), and Community Action Platform for Energy (CAPE), smart energy management, smart traffic management, smart lightening management, smart waste management systems and command and control centers. These offerings will help reduce greenhouse gas emissions across multiple smart cities globally. These offerings are in addition to our regular offerings and are developed as a part of the R&D initiatives undertaken by us. Thereby, we do not specifically attribute the cost of development of these offerings; thereby the cost of realisation of this opportunity is zero In the Energy and Utilities segment of our business, we help our customers increase energy savings, the efficiency of service delivery, asset management, introduce smart solutions, digitise and automate operations, create collaborative work environments addressing the need for sustainable Practices.

| Products and Services (Shift in consumer preferences) | We strongly believe that our continuous efforts towards sustainability would increase revenues for TechM.

Many of the Customer RFPs we respond to ask about our sustainability declarations. The value of these potentially amounts to significant revenues. We believe that our ability to respond to RFPs demonstrating a leadership position in the environment, addressing climate change and sustainable business will help us enhance our win ratio which is the opportunity. | At Tech Mahindra, we perform scenario analysis according to TCFD and climate-related risk assessments for acute and chronic events. We have business continuity plans in place for the existing sites and also have disaster management systems. These plans helped us successfully move the operations to work from home mode during the COVID19 restrictions. We also publicly report our risks according to TCFD and scenario analysis in our Integrated Report. We also conduct supplier workshops to have a two-way engagement focused on sustainability. We also conduct a materiality exercise every year to identify critical material issues.

We believe the primary reason for our leadership, is our ability to adopt business strategies imbibed with sustainability. Sustainability is our way of conducting business and we do not attribute any special cost to this opportunity. |

BUSINESS MODEL

The Tech Mahindra business model captures what capitals we use, how we develop competencies which enable the digital transformation of our customers and the impact that we deliver to them. As an organisation we are committed to creating significant value for all our key stakeholders and have well-defined KPI's to monitor our performance against those.

CAPITAL INPUTS → **BUSINESS MODEL** → **VALUE CREATED** ➤ KPIs

THE CAPITALS WE LEVERAGE

HUMAN	INTELLECTUAL	FINANCIAL	SOCIAL & RELATIONSHIP	NATURAL
125, 236 Associates delivering on customer needs and Individual Social Responsibility.	10 Makers Labs and Internal Innovation driven through IRIS and alliances with academia and start-ups.	Robust financial management and prudent capital allocation.	Socio-economic development in the communities where we operate. 139 partners across11 locations running 179 projects on education, employability and disability.	Sustainable workplaces focused on environmentally responsible practices.

MANUFACTURED CAPITAL

EUROPE
50 Offices 3 Development Centres 20+ Countries

AMERICAS
40 Offices
5 Development Centres

AFRICA
6 Offices
5 Countries

INDIA
38 Offices
14+ States

APAC
12 Offices
12 Countries

AUSTRALIA
6 Offices 3 Development Centres
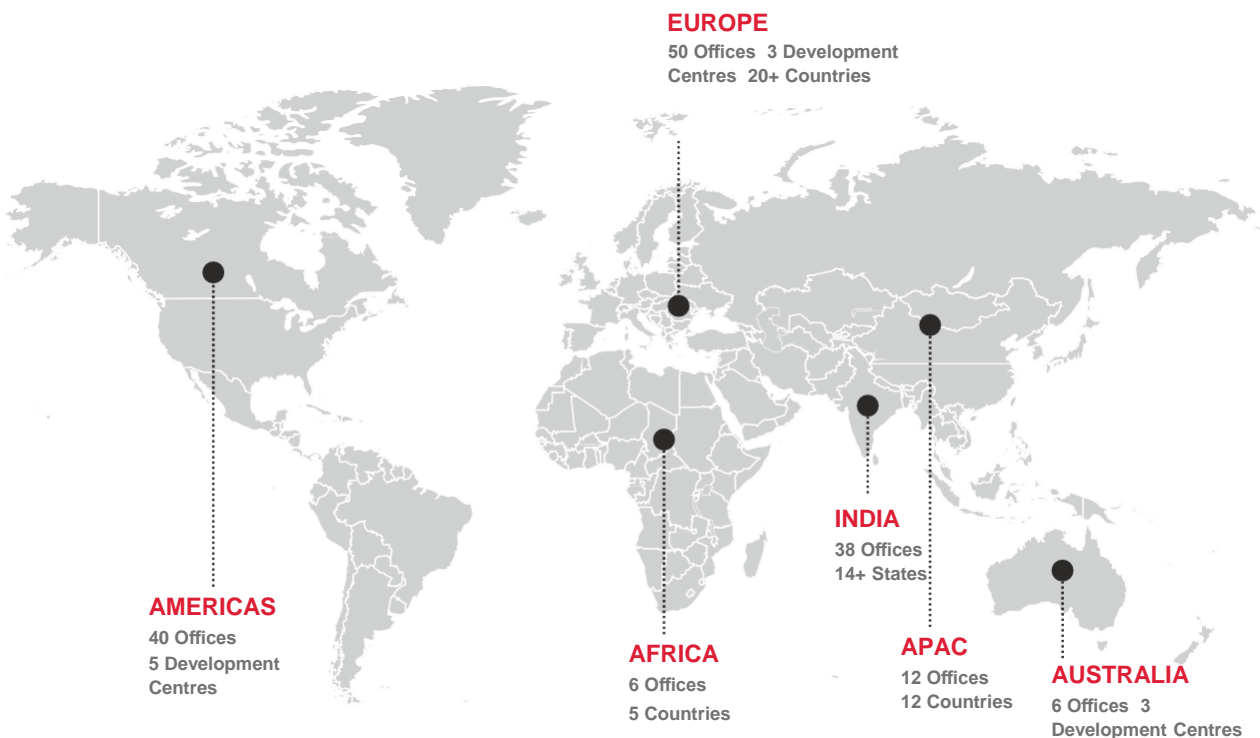
OUR BUSINESS MODEL

BUSINESS MODEL

COMPETENCIES →

We create value by delivering a symphony of our people and partner ecosystem to innovatively collaborate, connect and change customer experiences.

Purpose is delivered for customers and society while ensuring a sustainable planet and profit for the stakeholders.

Key Services

- Network Services
- Engineering Services
- Platforms
- Digital marketing and customer experiences
- Security
- Business process services
- IT (Information Technology)

Alliance Ecosystem

We are enabled by a strong ecosystem of partnerships (alliances, start-ups, niche collaborations) to help us build winning solutions and services.

DIGITAL TRANSFORMATION →

- Create New Products and Services
- Designing New Business Models
- Digi-imagine Business Process

Across the value chain of strategy building, customer engagement, running operations and getting ready for the future, powered by data driven insights, platforms and New Age Delivery systems.

| Strategy & Design | Digital Customer | Intelligent Operations | Future Enterprise |

Digital Insights   Digital Foundation
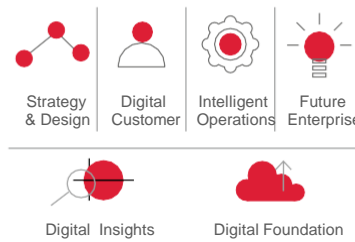
Force Multipliers

- AI and ML
- 5G
- Cyber Security
- Business by design

Key Bets

- Experience.NXt
- Business.NXt
- Infra.NXt
- Platforms.NXt

IMPACT AREAS

We deliver industry leading solutions and experiences in a digital environment to:

🏃 **Run Better**

✖ **Change Faster**

📊 **Grow Greater**

We leverage a combination of technology and people enabled services to provide industry-leading outcomes across verticals. We are actively identifying adjacencies and horizontal applications to enhance our relevance in new verticals, energy management and sustainability focused solutions.

Revenue by Vertical

- Communications: 41.6%
- Manufacturing: 18.1 %
- Banking Financial Services and Insurance: 13.6%
- Healthcare, Life Sciences (HLS), Government and Others: 12.1%
- TME (Technology, Media & Entertainment): 7.7%
- Retail, Travel & Logistics (RTL): 6.9%

VALUE CREATED FOR STAKEHOLDERS AND KPI'S WE MONITOR

VALUE CREATED FOR STAKEHOLDERS	KEY PERFORMANCE INDICATORS
Employees: A 'Great Place to Work' with a highly diverse, skilled and engaged, future-ready workforce.	• Re-skilling and Up-skilling • Utilization • IT Attrition • TechM Cares Survey
Customers, Partners & Collaborators: Co-Creating, Collaborating and Co-Innovating to Create Connected Experiences in the Connected World.	• Active Customer Count • Deal Wins
Investors & Shareholders: Sustainable and Resilient Business growth with long-term value creation.	• Revenue & PAT • EBITDA Margin. • Cash Conversion – as FCF % of PAT
Communities and Society: Empowering communities to create lasting good, partnering with governments and authorities to address high impact societal challenges.	• Direct and Indirect Beneficiaries
Environment: Commitment to energy efficiency & carbon neutrality, water- waste management and circular economy.	• GHG Emissions • Energy Intensity • Percentage of Renewable Energy • Absolute Water Consumption
Suppliers & Vendors: Industry leading ethical and sustainable value chain ensuring business continuity.	• Direct and Indirect Beneficiaries

"The current situation driven by the pandemic facing all of us globally has brought unprecedented challenges for businesses and all of humanity. We are looking at a new normal which needs to be addressed and included in our strategy. We have thus completely reconfigured our strategy to align with new business needs and challenges while maintaining our customer focus. We have ramped up our infrastructure to enable 'Work from Home', and are re-skilling employees to respond with agility and efficiency while continuing our focus on improving customer experience.

We have also revitalised our 3-4-3 strategy in the current context and have successfully helped our customers tide through these challenges. Tech Mahindra's deeper engagement with our customers, regulators and delivery teams has propelled our growth strategy. Our future bets – Experience.NXt, Business.NXt, Platforms.NXt and Infra.NXt will be supported by AI-enabled platforms and

solutions. Our focus areas will be 5G based wireless networks for enterprises, asset-lite and agile networks through the cloud, and cyber security. The larger deal size trends due to digital transformation and 5G are likely to continue over the longer term horizon, though the near to medium term could be somewhat muted due to the uncertainty caused by the pandemic.

We believe that in the post-COVID world, there are stronger reasons for processes to change, and for solutions to become digital or phygital (a combination of physical and digital platforms). We anticipate both manufacturing and retail to see a more significant impact of this kind of change. We will ensure that these industries benefit from our revitalised strategy and investments in their future while harnessing the power of next-gen technologies such as IoT to accelerate their growth.

We are increasing focus on agri-tech and climate centric solutions which have far-reaching global impacts for the larger ecosystem. By integrating technology and the expertise of our partner ecosystem, we are creating innovative solutions that can solve problems such as improving farm productivity and boosting growth. We have also been developing solutions and platforms like AI4Climate, CAPE etc, to support climate action. Our M&A activities are focused on adding and enhancing capabilities and solutions in line with our overall strategy.

As we step into the post-COVID world, we promise to deliver our re-imagined 3-4-3 promise to build a sustainable world for our customers, associates, and society, just the way we envisioned."

JAGDISH MITRA
CHIEF STRATEGY OFFICER AND HEAD OF GROWTH

PLAYING TO WIN IN THIS VUCA WORLD

Our multi-pillar services and competency perspective drives our competitive edge and also helps us to move up in the IT services value chain. Our proactive and efficient sales force is supported by pre-sales and solutioning teams to win new customers. Our experienced relationship managers help sustain and enrich our customer engagement to seek new opportunities to add value. Our deep domain knowledge, skilled workforce, delivery capabilities, and problem-solving approach help us retain our competitive positioning amongst peers.

The size of the opportunity in the communication sector is very attractive as it is one of the largest spenders on IT and Network Services. The nature of these spends keeps evolving and changing as new technologies get introduced. However, these are historically cyclical; resulting in periods of prolonged and tepid spends.

We currently have one of the highest vertical concentrations of revenue amongst peers in communication vertical. In FY20, communication vertical contributed ~41.6% to the total business Our comprehensive end-to-end span of services allows us to leverage our expertise and unique positioning to grow. A key indicator of our thrust to de-risk from communication vertical is evidenced in our new deal by verticals.

- We envision 5G investments to be one of the upcoming waves. Our foray into the USD ~40 billion Network Services market a few years ago has helped open up a completely new and untapped market with huge growth opportunities across sectors.

- M&A into communication service providers globally and TechM's expansion into areas like media &entertainment, cable, and content is creating significant opportunities for the future. With a substantial investment and development in emerging technologies, and our proven capabilities in the communication vertical, we are well positioned to service these opportunities.

  - While we continue to grow our business in Communications, new wins in communication vertical is 26% of all the new deals won while additionally, nearly 20% each of our new wins are in the BFSI and Manufacturing verticals.

Our strategic direction is to address opportunities created by sector dynamics, adjacent markets, new technologies, as well as cross-sector capabilities and solutions.

- We continue to do well in the Americas with continued deal wins and pipeline however we have made significant inroads into our ROW geography with ~38% of new deal volume coming from there.

  - Digital Transformation deals have helped us grow in ROW and the Americas significantly while in Europe, we had success with non-digital deals. We are anticipating that the new normal will lead to a faster clip of deals in the digital space across geographies.

- We have made significant investments and are leading the charge to be relevant for the new normal. We are also investing and creating capabilities across new-age technologies while entering into several partnerships to disrupt these technologies. This allows us to be at the forefront of cutting edge solutions for our existing customers and verticals.

- Additionally, we have undertaken strategic initiatives to grow in other verticals, to build horizontal offerings, new solutions and leveraging our capabilities across sectors. These include applications in energy management addressing climate change {Read more about these in the Climate Strategy chapter} our as well as the growth of smart cities.

- We are creating new offerings that will address the emerging situations and business demands in the new normal due to changing workplace dynamics post the pandemic. We are also developing these capabilities through acquisitions.

OUR CORE STRATEGIC DIRECTION

The world is rapidly evolving with new disruptions, business models and ways of doing business. This has made it imperative for the IT industry to adapt at a fast pace. Our brand promise emphasizes a connected world and connected experiences. We appreciate that the new revolution is powered by the intelligent symphony of solutions designing 'experiences'. With the ever-growing importance of technologies and platforms, only those who can create and sustain world-class experiences will thrive. Consumer 'experiences' are driving and disrupting industries like never before. Businesses must build seamless and integrated technology capabilities across dimensions – the digital, the physical, the convergent, and everything in between. We believe that is when connected experiences will manifest, when enterprises and people alike, will be empowered to '*Rise*' in a connected world.

CONVERGENT EXPERIENCES

We can achieve the extraordinary when several connected experiences complement each other and come together – a virtuous interplay of technologies, techniques, and touch points.

DIGITAL EXPERIENCES

The recent global flux indicates the imminent need for change in customer experiences and we are in a unique position to deliver this change through our capabilities. We help create new models and execution frameworks to help make enterprises customer-centric and driven by interactive digital experiences.

DESIGN EXPERIENCES

Today, we are at a merging plane where digital technologies are meeting physical spaces. With Purity, Elegance and Innovation at the heart of every solution we deliver, our digital capabilities will change the way people experience products in the future.

To deliver on this brand promise, in 2017, we implemented the 3-4-3 approach to our business strategy to drive emphasis on disruptive trends and transformative technologies and to help customers across industries. These are delivered through focused approach towards comprehensive technology solutions and directed at clear business outcomes for our customers. 3-4-3 implies understanding the three main trends, and four big bets to enable three customer objectives.

3-4-3 STRATEGY

3 MAIN TRENDS

1 Explosion of connected devices

2 Power of new technologies

3 Exponentiality of content consumption

4 BIG BETS

1 Experience.NXt

2 Business.NXt

3 Platforms.NXt

4 Infra.NXt

3 OBJECTIVES

Run Better

Change Faster

Grow Greater

3-4-3 STRATEGY

The 3-4-3 approach has formed the core of our strategic business approach and has been continually reconfigured to deliver enhanced value to our customers. Our 3-4-3 strategy helps to address the disruptions, be it through changes in the external environment or innovations or other developments in the global economy. The strategy focuses on three megatrends, four tech bets, and three outcomes that matter to our customers.

Connecting the 4 tech bets and 3 outcomes is the TechMNxt Approach. Our strategy is implemented across all industries that we operate in. There are three trends where we see opportunity. They also represent the accelerated need of companies in the post Covid world. There is a rapid increase in internet access and penetration globally driven by the adoption of smart phones as well as improvements in network speeds at lower costs. Driven by the increasing influence of the Internet of Things which includes an ecosystem of exponentially rising number of **Connected Devices** driven by enhanced connectivity is the first. The **Power of New Technologies** allow

Our 3-4-3 strategy works with disruptive trends and transformative technologies to help customers succeed in their markets worldwide. We are enabled by a strong ecosystem of partnerships (alliances, startups, niche collaborations) to help us build winning solutions and services.

disruption in the way businesses are run and create new vistas for growth. New technologies like 5G, Block Chain, Cloud are creating demand for newer solutions while Automation, AI and others are creating better ways of executing on challenges with the supply side. We are focused on being at the cusp of these two forces to create value for our customers. Globally, these structural shifts have been complemented with an explosion of media types and volumes. **Exponential Content Consumption** creates opportunities to enhance the experiences of how consumers engage with our customers as well as influence the customer journeys.

Our four technology bets - **Experience.NXt, Business.NXt, Infra.NXt, and Platforms.NXt**, are a revitalised approach towards aligning our customers to next-gen technologies. This framework has been powered by a set of disruptive technologies, which are shaping our offerings and leading the industry.

Experience.NXt — design, digital and convergent	**Platforms.NXt** — Creating scalable non-linear technology propositions to help customers grow their business faster and efficiently.
Business.NXt — Proven technology transformative solution that helps customers adapt to business & operative changes.	**Infra.NXt** — To drive transformation of next generation infrastructure and connectivity in a connected world.

We build on 3-4-3 as a bridge to address the three customers' CXO priorities to run better, change faster and grow greater and this is where TechMNxt comes together.

RUN

Run better refers to cheaper, optimised and efficient operations

CHANGE

Change faster refers to helping customers transform at the speed to keep pace with the rate of change of software development.

GROW

Grow greater focuses on delivering the future outcomes for our customers through new products, new revenue streams, market expansion etc.

TechM has ensured that the end customer objectives of Run better, Change faster, and Grow greater are kept consistent across all practices. To benefit from this goal, our customers/prospective customers look at their engagements and institute practices that track the service provider's contribution to these goals.

3-4-3 has become an integral part of every conversation we have with our customers. These conversations have been translated into customised yet simplified solutions for over 960 of our active clients across the globe.

Across industry sectors, companies started their digital transformation journeys with smaller, customer-facing functions with higher immediate impact. Now they are making digital transformation more mainstream by expanding the scope to include their applications portfolio. This means that customers are moving beyond automation and AI to changing their main systems to drive transformation and benefits at scale. The rollout of

ARTIFICIAL INTELLIGENCE (AI) TO DERIVE INSIGHTS

AI has dramatically penetrated every industry vertical and is driving the future of these industries. Its adoption has tripled in the last 12 months! The expected estimated value created by AI is projected to be over $13 Trillion by 2030.AI is poised to allow machines and systems to function

5G is also expected to result in more long-term deals, initially focused on pilot 5G projects and the actual implementations are likely to be spread over a 5-7 year followed by enterprise IoT. Our large deal wins have been around 20% of all deals this year ranging from USD 50 Mn to a couple in the $1 Bn range of the spectrum.

With more certainty around technology adoption roadmaps and the stabilizing of experiments across customers, relatively larger deals would be the norm. While this has been the trend throughout the year, naturally, Q4 and the pandemic have created headwinds to that trend. However, we believe that these trends are secular and long term. Our focus will remain on strategically strengthening our capabilities on solutions, technologies and delivery to capitalize on these larger opportunities in the new normal.

Among the various technology opportunities, we are addressing, much of what we do today is built around the following key force multipliers:

with intelligence levels similar to that of humans. We have prepared our company and our workforce to lead and ride this wave of disruption by creating AI-powered solutions and platforms that are addressing the most critical industry pain points.

AI Driven Cognitive Pole Reconciliation for a Large Telco in UK

Our client has millions of telecom poles spread across the country and their actual locations were not in sync with those in the planning database. A scalable model was needed for not just the poles but also other inventory in public places to avoid manual, effort intensive, inefficient and error prone processes.

We built a computer-vision model using Transfer Learning technique with state of art computer-vision architectures (faster RCNN + Inception V2). This enabled recognition and reconciliation of presence of customer owned telecom poles by leveraging multiple data sources and AI frameworks. We also used Google Street View as the image source for model training and reconciliation with planning inventory.

This has allowed a massive scale of pole reconciliation while improving the process efficiency & performance with minimal human effort in reconciliation.

Recipe Recommendations for GE Smart Kitchen with AI Powered Visual Detection

The business need was to improve the smart kitchen experience by leveraging new age technology. We focused on reducing the time and effort on identification and selection of the recipes to allow the chef to focus on cooking.

We built a computer-vision based 'Smart Kitchen Solution', developed and trained using Deep Learning. The technology detects the ingredients, queries the recipe database and projects a list of recipes to the chef. The solution uses machine vision to implement fingertip detection, process depth image to locate fingertip in the 3D world to implement interactive projection.

The Smart kitchen experience helped reduce recipe selection time by up to ~75% while sustaining a highly interactive projection. Over 700,000 + food items & 1.7+ million recipes were queried via Edamam Recipe Search API.

SELECT AI DEALS FROM ACROSS SECTORS

COMMUNICATIONS
A leading Telecom Operator to provide end to end customer experience transformation.

MANUFACTURING
A leading aviation engine manufacturer for improving their manufacturing and supply chain processes.

OTHERS
A leading cognitive solutions and cloud platform company to manage their cloud infrastructure besides build-up and deployment of their power infrastructure.

5G FOR ENTERPRISE

The era of wireless networking has arrived. All industrial sectors across the globe are pursuing the development of private wireless networks for their enterprises to enable industry 4.0 transformations. The subsequent benefits range from better collaborations, data usage savings and enhanced traffic flow to better information security.

'5G for Enterprise' provides a range of services that can enable enterprises to establish their private wireless networks to span across broad areas of operations. This allows a plethora of IoT use cases ranging from industry 4.0, floor-to-floor automation, controlling autonomous trucks in open cast mines, logistics and warehousing, electricity distribution grids, to venue services, and much more. Our services remove inefficiencies related to slow, insufficient wireless connectivity and have a reliable roadmap to support growing traffic demands for the establishment of 5G networks.

From media to medicine, 5G will be the "NxT of Everything". As the world reels under the implications of COVID-19 lockdown, we believe enterprises will adopt 5G and aspire to transform into an 'Enterprise of the Future'. Some of our initiatives to strengthen our position in these include:

- Design, delivery, and management of 1M+ carrier-grade cellular sites
- Enabling 3 of the first 5 carrier 5G introductions in the world
- Strong Telco partnership/reach (80+ Global Tier 1 Telcos)
- Launch of smart cities projects and largest WIFI deployments in the world
- Engagements of five connected vehicles, 40+ Connected factories, and 12000+ factory Assets
- Connecting 600+ Turbines and 100+ aircrafts and supporting 2000+ remote healthcare patients

We cater to customers across various sectors like healthcare, manufacturing and energy and utilities.

HEALTHCARE

We are advancing the role of 5G in healthcare with services, including system integration, managed services, digital transformation, deployment services, and application development.

5G Applications and Service offerings

- Real-Time Remote Diagnosis in Emergency Care to improve Patient Outcomes
- Real-Time Remote Consultation and Diagnosis to improve Healthcare Access
- Tele-Surgery to improve Surgical outcomes
- Asset Management to enable Assets Utilisations

MANUFACTURING

Industry 4.0 will be driven by 5G adoption with industrial establishments becoming digitised and network-enabled, moving towards wireless networking technology.5G and digital infrastructure helps us streamline operations to improve workforce and business productivity significantly.

5G Applications
- Asset Management
- Connected Workers
- 5G and Edge Assisted Over the Air Updates for Automotive
- Cognitive Quality

Service offerings
- Connected Cars
- Network Slicing in Smart Vehicles and Transport
- Wireless and Secure factory
- Fleet Management & Remote Monitoring

ENERGY & UTILITIES

5G will play a key role in empowering governments and policy-makers in transformation of smart cities. Our multi-sector experience in solutions across Power, Water & Wastewater, Renewable, and Electric Vehicle, Microgrid, Natural Resources and Mining sectors will help us to deliver comprehensive solutions.

5G Applications
- Predictive maintenance • Remote Control Centres • Virtual Rig Simulators • Smart Exploration

Service offerings
- Smart Grid
- Smart meters for the home
- Remote Monitoring of Energy Sites
- Reducing the Effects of Climate Change

CLOUD TO PROVISION THE VOLUME AND APPLICATIONS

We are looking at the future where our customers are not only looking to move large databases to the cloud but are also demanding app migration to become "*cloud-native*". This is helping them become more agile and asset-lite. The "*infrastructure in a box*" model is helping our customers scale up rapidly like never before, while significantly reducing costs compared to having everything on-premise.

'CLOUD' IS A KEY FOCUS AREA ACROSS SECTORS AND GEOGRAPHIES

Selected by a US multinational manufacturing conglomerate to develop SAP Cloud platform based applications across its businesses.

Selected by a Japanese ICT Provider company for migration of SAP ECC to S4Hana.

Won a deal with a US-based health insurance organisation to provide application portfolio transformation across various business units and technologies.

Smart Labour Management is a cloud-based integrated workforce management platform that provides labour planning, tracking, and productivity details through its dashboards. It also offers advanced solutions such as workforce forecasting, planning, scheduling, and task optimization. Our Smart Labour Management can be integrated with BI framework, training modules, and social media platforms to attract and retain talent through training and employee engagement initiatives. The Smart Labour Management solution can help companies to control labour costs by 15%, and improve the overall employee safety by 22%. Companies can also use this solution to refine their labour productivity in real-time.

CYBER SECURITY TO SECURE ALL EXPERIENCE AND INSIGHTS

We are continually striving to innovate in the ever-evolving cyber security space and have developed the world's first "AI-Powered Predictive Cyber Risk Platform" and Global Data Privacy ecosystem. Our advanced threat management capabilities in File-less & Memory attack prevention can stop threats in real-time without false positives and protect enterprises from WannaCry and Petya kind of zero-day attacks.

We have developed innovative **business models** to enhance customer satisfaction while substantially reducing the security investment burden by implementing global best practices. We have also enhanced our cyber security portfolio with innovative security solutions. These include leveraging the start-up ecosystem, and we are committed to making our customers relevant and informed in a VUCA world.

CYBER SECURITY IS INTRINSIC TO MANY OF OUR CUSTOMER RELATIONSHIPS

Selected by an Australian superannuation firm as a strategic partner for a multi-year digital engagement for Salesforce implementation, analytics, cyber-security and application modernization.

Our Enterprise Security & Risk Management Services team has a wealth of cross-industry and cross-OEM technologies Cyber Security experience. We provide cyber security services to Fortune 500 and Fortune 1000 clients and our expertise enables us to be a trusted advisor – consultant, systems integrator and programme project manager. We specialise in implementing cyber security transformation plans, and maintaining an updated security posture for our customers and the spectrum of our cyber security services includes:

RISK MANAGEMENT CONSULTING	IDENTITY AND ACCESS MANAGEMENT	CLOUD SECURITY	ADVANCED THREAT MANAGEMENT	APPLICATION SECURITY	IoT/OT SECURITY
Support leveraging of Digital Transformation, AI & Cognitive Intelligence to address their security concerns.	Support reduction of Cyber security threats by preventing access to their most valuable resources.	Cloud security services ensuring a smooth transition into the cloud environment and addressing all cloud security concerns.	Assess, prevent, detect, and respond to cyber security threats of our customers and provide 24x7 security monitoring services.	Help design, protect and monitor key applications such as ERPs, CRMs, and other platforms using built-in security.	Help to secure IoT& OT environments through secure design & implementation services along with other security operations.

DESIGN CAPABILITIES – TO ADOPT TECHNOLOGY FOR A CONVERGENT WORLD

To realise the full potential of a connected future, we need to create extraordinary digital, physical and convergent experiences. When we say #unlock experiences, we are challenging ourselves, our clients as well as the rest of the tech community. The goal is to work together to push boundaries and collaborate on solutions that will genuinely change the way we live and work. Through an iterative process, we have realised that design-based innovation is the way forward. A component of design is necessary to be included with the software to solve the problems of today's world.

Maker's lab is our unique R&D division which has nine centres across the world. These are co-innovating with customers by applying design thinking and disruptive technologies (AI/ML, XR, etc.) to solve customer needs.

WORKING WITH NEW AGE TECHNOLOGIES, HORIZONTAL OFFERINGS AND NEW OPPORTUNITIES

We are developing solutions in-house, as well as in partnership with other stakeholders in the ecosystem. These solutions leverage technologies which are the most relevant to the challenges being faced by our customers. We are also developing horizontal solutions across a wider range of applications across customers, existing and new verticals. We are also looking at new opportunities that are emerging from secular trends to provide solutions addressing climate change, agri-tech and energy efficiency challenges which are discussed later.

FRED, a Virtual Agent Helpdesk

We have developed this solution for a Large Telco In Europe to address the lack of a single window service to similar employee problems. This was increasing the cost, reducing service quality due to long resolution times and data accuracy challenges.

Our solution leverages IBM Watson and includes a chatbot application to handle queries on the ERP platform, which is integrated with O365. It acts as an internal service agent to facilitate frequent user transactions.

This allows better utilization of man power to service higher value services as well as quick turnaround time for creating and solving incidents raised by users. The value created was greater customer satisfaction, lowered cost of customer engagement and personalized self-service.

Lack of differentiation of the product line compounded by challenges including improper configuration resulting in Patient safety issues and Downtime. Manual supervision adds to the cost and turnaround time while being relatively less user-friendly.

Various computer vision models were created to detect proper and improper configurations using a combination of various technologies including Tensor Flow, Scikit, Keras etc. A compute unit attached with 6 cameras was used to take input video feeds and upon processing, an improper configuration triggers an alarm in the system. The display monitor shows the type of configuration error and draws a bounding box around the error.

Besides achieving differentiation in the product line the solution also ensures enhanced usability with greater operator satisfaction along with faster turnaround times and reduction in configuration parts wastage. Patient outcomes include enhanced safety and reduction in wastage of blood.

TechMNxt

In this next phase of 3-4-3, we will continue developing and leveraging our robust ecosystem of collaborations with industry leaders and start-ups, academia and other partners under the TechMNxt charter. TechMNxt, as the name suggests, aims at repositioning Tech Mahindra as a services company with Next-Gen as the prime focus. The three dimensions forming the robust foundation of success are Technology, Business Model and the Associates. TechMNxt is our answer to the future; it is powered by collaborative disruption, not only with the biggest and largest partners but more importantly the new age/startups partners because we truly believe that the next disruption will come with the power of collaboration.

It also means we will utilize the power of platforms to deliver this disruption to achieve nonlinear growth leveraging the already existing startup ecosystem. TechMNxt is fueled by the power of platforms, nonlinear growth of tech bets and by our drive to envision the future together which is geared toward culture and people.

FOUR WAVES OF TechMNxt

While implementing 3-4-3 strategy in each industry vertical, we had a framework to identify and shortlist initiatives across the spectrum. This is done by anticipating 4 waves capturing different stages of evolution as we move along the maturity curve.

WAVE 1	WAVE 2	WAVE 3	WAVE 4
Run at higher efficiency (Automation + AI Inside)	High potential + High Growth businesses + Platforms	Portfolio Re-invigoration + M&A	Experimentation Zone

Wave 1: The Company continues to transform the current business and makes it more efficient with Automation and Artificial Intelligence while continuing to adapt to changes in the industry landscape.

KEY AUTOMATION WINS - THE FIRST WAVE AS THE FOUNDATION

A leading UK telco for enriching its user experience

One of the largest insurance company in India for modernization of centralized IT application system

An American managed-cloud computing company to enhance customer experience and gain operational efficiencies

A Canadian multinational mass media firm to modernise and transform their next generation network infrastructure.

Wave 2: Here, we target high growth non-linear business by focusing on critical platforms with an approach of PAAS (platform-as-a-service) rather than products. We have developed many of these platforms internally. Today with 20+platforms, we augment our service delivery through these platforms, which are supplemented by integrating third-party solutions to offer a more comprehensive service.

AI Driven Intelligent Operations

Our client is a German headquartered Tier 1 Telco Provider. Their OSS/BSS Operations were having large volume of Unstructured/Structured Incidents/Alerts/Logs/Defects which needed to be solved manually. They were looking for an Automation framework which can be expanded to AI as well as RPA/Orchestrator's etc.

We developed a harmonized, proprietary AI-based framework (using tm-Forum design methodology) to expand Automation with NLP based triaging and a contextual recommendation platform. The solution learns from past incidents, resolutions data and is deployed in an on-premise setup.

The solution resulted in 10-15% reduction in incidents/problems, increased accuracy with data certainty and quicker ROI with an in-built continuous improvement capability. Notably, the robustness and flexibility of the solution allows it to be reused across other lines of business. The solution was awarded the tm-Forum best catalyst (AI-Ops Phase II) award in 2019.

Wave 3: We believe in collaborative disruption wherein we focus on reinvigorating our portfolio companies, M&A to build scale, span and capabilities. We also develop alliances to develop a robust ecosystem of partners by investments in innovation and start-ups.

Wave 4: Our current models of operations are focused on solving the problems of today for a better tomorrow. However, the challenges of tomorrow will need us to be proactive in imagining them to build nimble and responsive solutions. We focus on addressing such problems of tomorrow in each of our verticals through an experimental approach towards developing transformational solutions.

REFRESHED APPROACH TO DIGITAL

We are the Digital Changemakers who strive to change the way the world, communities, businesses, and humans interact digitally. We are harnessing the power of change, brought in by technologies, that makes it the most exciting time to be alive in the human history. Our universe, as we build it, disrupt it, and redesign it, is powering the digital change. Our portfolio companies - The Born Group, The Bio Agency, and MadPow are the fuel within our wings to bring this change and craft memorable digital experiences for our customers.

We have refreshed our approach to digital transformation to align with customer migration from '*IT-outcome focused approach*' to a more '*business outcome-based approach*'. We see digital opportunities across four key themes that form the foundation for our Digital strategy. These themes are continuously integrated with insights on the digital future from our partners, collaborators and most importantly, customers.

This strategic focus on digital transformation has paid dividends with nearly 2 of every 3 deals won being related to digital transformation. Larger and longer duration deals have been a positive outcome with nearly 70% of all the large deals representative of the move towards digital transformation. The deals won in the digital transformation space have been across all sectors with noteworthy success especially in the BFSI vertical followed by Communications and Manufacturing. Digital Transformation has been a key success factor behind our success in the ROW geography followed by the Americas.

Strategy & Design	Digital Customer	Intelligent Operations	Future Enterprise

Digital Insights	Digital Foundation
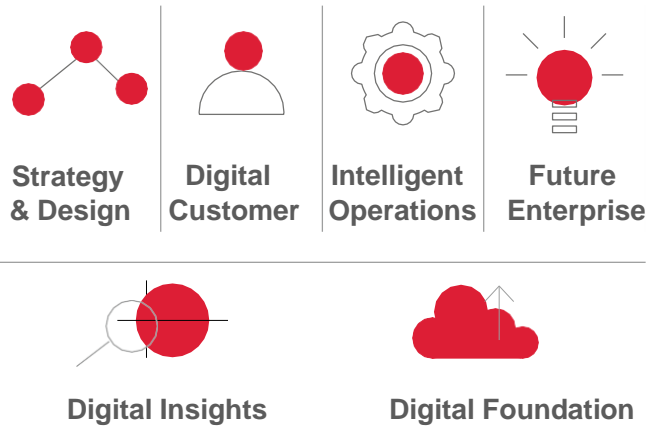
Medzy - Virtual Agent For Patient Engagement

The challenges included inappropriate use of medicines which contributed to anti-microbial resistance. There was a lack of a quick & efficient way of adverse event reporting by patient and no medium to provide faster advice on antibiotics variants. Additionally, the services were not available 24x7.

We built a conversational application on IBM Watson assistant which was tailored to the patients' needs. It tracks the course of antibiotics, setting reminders as well as creating awareness on antibiotics. It helped increase awareness on AMR (anti-microbial resistance) at both individual & global levels. The application allows extraction of medicine names from the uploaded images of the patient's medicine box using Microsoft's computer vision API.

The solution ensures personalized self-service support 24x7 along with improved HCP & patient relationships and enhanced patient care & education. The key outcomes achieved were higher user satisfaction complemented with a lowered cost of customer engagement.

L'AILA - Artificial Intelligence powered Legal Assistant

Legal experts were tied down in simple but voluminous tasks which were errors prone manually, had response time issues and handover challenges. There was non- standard working due to multiple channels interaction and retraining requirements.

We have developed a Natural Language Processing (NLP) based platform powered by Artificial Intelligence to extract critical clauses from contract documents and perform subsequent actions. The solution features aautomatic insights extraction from legal documents and mapping of liabilities & benefits across contracts while learning& performing decisions & actions in an automated way.

The solution reduced low value-add repetitive activities for legal experts. The turnaround time reduced from days to minutes, improved accuracy and helped standardize the way of working with a single channel interaction. This ensured effective and efficient utilization of legal experts' bandwidth while ensuring traceability & mapping of liability.

OUR VISION OF THE FUTURE

Workspace as a Service Solution

WaaSNxT is a next generation digital workspace platform with dynamic workspaces including collaboration suite enabling end users to securely access their workspace anywhere, anytime, on any device while delivering context aware and persona driven end user computing. It provides flexibility to deliver enterprise apps, data and end user collaboration solutions in a secure manner for varied work styles seamlessly made available as-a-service. We have been managing over 100,000 users with WaaSNxT platform globally over last five years.

Impact includes reduced Capex coupled with the elasticity and agility to scale up to support a large, distributed user base that includes a significant number of tele-workers and mobile users. Additionally, an estimated Opex reduction of 40% over 5 years through reduced support fleet and increased end user productivity. As a part of our initiative to deliver green workspace solutions, we are also offering WaaS thin client sessions that consume 60% lesser power than PCs. Using WaaS has led companies to build a reputation of being environmental-friendly. As we adapt to the new normal post COVID -19, we predict a jump in the adoption of WaaSNxT.

Green Data Centres

Data centres are in huge demand due to our heavy reliance on cloud computing systems. However, traditional data centres are responsible for approximately 2% of global Green House Gas (GHG) emissions. Hence, to find a mid-way between the increasing demand and the need to find sustainable solutions, we have developed green data centres. We help in end-to-end management of data centres – right from planning and consulting on data centre facilities to building and migrating data centres, disaster recovery, and remote infrastructure management. Our green data centre solution has enabled our customers to save CAPEX by up to 15% in three years, improve year-on-year productivity by 10%, and reduce the volume of incident tickets due to proactive maintenance and management of data centres. We also help companies to standardise and streamline their processes to reduce the ticket handling time by 17%.

OUR SUPPORT FOR SMART CITIES

IoT has enabled cities and administrators to transform resource management, governance, citizen services and security. IoT combines the ability to acquire, ingest and derive insights from streaming data, and is already delivering enhanced experiences for citizens, improving the quality of life and making economic growth sustainable. This will allow citizens and communities to realise and participate in the socio-economic benefits delivered by an advanced, data-intensive, digital economy.

Our portfolio of IoT powered smart city solutions equips citizens, economic zones and urban planners to weave the benefits of connectivity, data and analytics into their very fabric of life. Some of the solutions include Smart Energy Management, Smart Street Lighting, Smart Automated Meter Reading, Smart Bins and Integrated Command and Control Centre {Refer to our chapter on Sustainable Solutions for more details}.
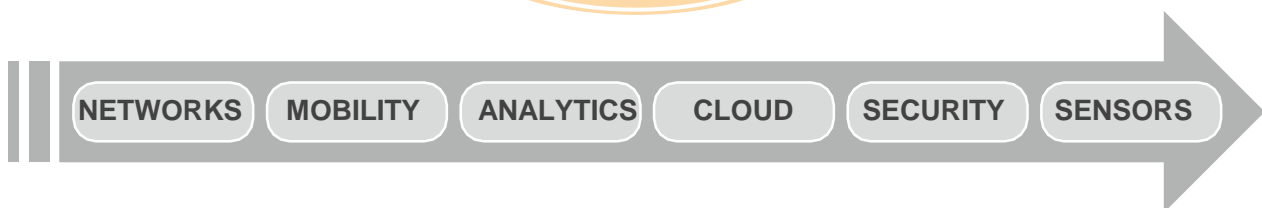
STRATEGIC ACQUISITIONS, INVESTMENTS AND DIVESTITURES

We have a focused M&A strategy and have acquired multiple companies in the past several years to address gaps in our portfolio of competencies/services, verticals and client/geography access. We follow a well laid-out and defined plans and acquisition policy. The executive leadership leads our dedicated and professional M&A team. We complement them by engaging with Investment bankers, subject matter experts and advisors as appropriate for extensive due diligence. This includes addressing risks relating to failure to achieve strategic objectives, financial loss, cultural and financial integration etc. The deals pipeline is evaluated and approved by the Board. Our experience with most of the acquisitions has been in-line with our expectations.

BORN GROUP

We acquired Born Group (headquartered in New York) which is the largest independent, integrated agency for strategy, creative content and commerce offerings with strong technology capabilities. The company has offices in London, Singapore, Hong Kong and India and has more than 1100 employees. The acquisition will enhance the company's transformation consulting capabilities through addition of creative and design skills, technology and analytics platforms and commerce expertise.

CERIUM

Cerium is an integrated circuit and embedded software design service provider and is expected to help bolster our capabilities in the areas of semiconductor design and testing, embedded software development/testing and product engineering. The company has offices in Santa Clara, CA and Penang, Malaysia along with Cochin and Vishakhapatnam (India) and has ~840 employees.

ZEN3

Zen3 is a US-based company and a leading software solution group with strong capabilities in AI enablement services, AI Speech solutions, Cloud engineering, Software product engineering and DevOps.Zen3 has more than 1300 employees across offices in Seattle, Dublin, Bengaluru, Hyderabad and Vishakhapatnam.

INFOTEK SOFTWARE & VITARAN

Infotek is engaged in trading of Radio Frequency Identification ("RFID") products and providing supporting installation and software maintenance services while Vitaran is engaged in trading of RFID products which form part of access control systems. Tech Mahindra intends to leverage the RFID space in building a strong footprint in the asset monitoring, tracking and automated billing solutions space.

OBJECTWISE

Digital transformation is no more a choice; it is a must for companies that want to thrive and stay ahead of the curve. PEGA is a leader in delivering software for digital transformation. We are a gold PEGA partner since 2003. We have PEGA's platform to transform business processes and provide value to clients across Financial Services, Insurance, Healthcare, Manufacturing, Telecommunications, Life Sciences, Technology, Oil & Gas and other industries. We acquired Objectwise, a Canadian entity with strong capabilities in the implementation and support of PEGA software to leverage their expertise and to consolidate our position as a company that helps customers to transform their business digitally.

CUSTOMER: THE CORE

Customer Centricity is one of the top priorities of five Mahindra '*Rise*' values and is deeply ingrained in our culture. We have a designated office that ensures customer centricity is deeply imbibed across our service deliveries and support processes.

Customer Centricity Office has a charter to ensure that customer experience remains one of the best across the industry. It works as an engine to bring together the entire organisational processes and

functions like sales, pre-sales and delivery in alignment with our priority-Customer First. This office ensures that both sales and delivery are aligned with the customer needs. It is an enabler that propels the organisation to strive to provide newer, better services, a more enriching experience, and yet significantly better value for money for our customers. Our solutions, products and offerings, sales and delivery processes are deeply aligned to address customer challenges providing next gen solution for these challenges.
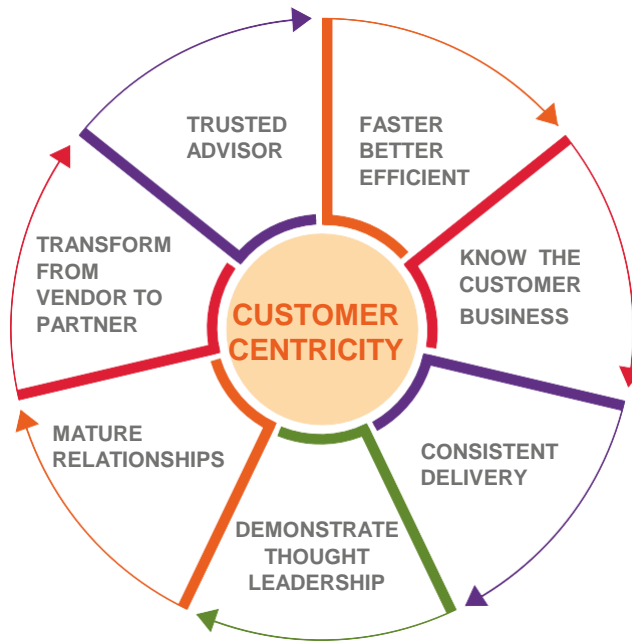
We continuously endeavour to enable faster, better and efficient solutions to solve customers' business challenges. We establish thought leadership by proactively reviewing other industries and creating point of views (PoVs) that are towards business transformations for next three years and further. Thereby, we help our customers to make their business and technology initiatives futuristic. We demonstrate our experience and thought leadership to ensure that the solutions are in alignment with the current as well as future needs of the customers and their clients. Our customers view us as a trusted advisor and partner in creating next-gen solutions.

Our approach to customer management has helped us to transform our relationship from a vendor to a trusted technology partner. We are also seen as an excellent customer service delivery organisation that is supporting critical business processes and systems of our customers during the crisis as well. We have a strong focus on ensuring seamless delivery so that customers do not experience any challenge at any stage of the project lifecycle. We take a long term partnership view by building a relationship of certitude, thought leadership and knowledge. As a trusted advisor, we put the best interest of our customers before us.

REMAINING CONNECTED

We monitor and ensure the health of our relationships with customers through a combination of internal and external measurement and monitoring tools.

Internal Measurement & Monitoring Tools

Account Escalation Dashboard	**Account Status Indicator**
Social Media Tool & Twitter Analytics	**Online Analytics and Digital Marketing**

Monitor Health of Customer Relationships

External Measurement & Monitoring Tools
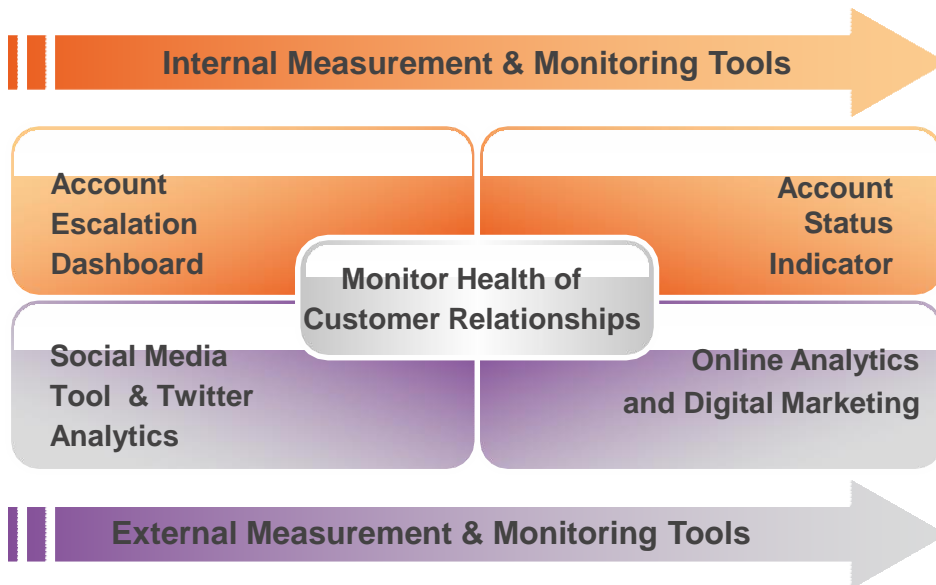
Account escalation dashboard and account status indicator are internal tools that help us to monitor the "health of the relationship" to drive superior delivery and customer experience. These tools have global access to relevant stakeholders and leverage predictive analytics to facilitate visibility of any anticipated challenges and aid their rapid resolution.

ACCOUNT ESCALATION DASHBOARD - PREDICTIVE ANALYTICS TOOL

Our approach towards customer experience is to anticipate customer challenges, even before they arise. We have established a proactive alert mechanism across various nodes, which can handle any customer related issue. Each node raises proactive alerts for all the concerned areas.

We use Account Escalation Dashboard - a predictive tool to anticipate the bottlenecks that the customers are likely to face. The account escalation dashboard is also used as a way to report issues to the senior management so that steps could be taken proactively to resolve any likely issue. This approach of resolving the issues even before the problem actually arises creates a seamless experience for the customers.

ACCOUNT STATUS INDICATOR

Account Status Indicator is another tool used to measure the health of every customer account. This global dashboard is used for every account across all business units and customers. This allows the customer centricity team to respond rapidly by deploying the necessary tools and resources to address customer issues, if any.

COMMAND CENTRE

TechM's Quality team has created a framework (AI solutions) – to track whether the delivery is being executed as per plan. This analytics platform is helping in scoring of projects and making early alert system. This also enables to get Best Practices replicated across projects which increases project productivity and efficiency. Customer Centricity Office uses the inputs from the Command Centre to improve the alert mechanism.

ONLINE STRATEGIES AND CUSTOMERS

The users and viewers of our digital presence and marketing outreach programmes include our current and prospective customers as well as other stakeholders and we monitor those relationships as well. We leverage a combination of online analysis and digital marketing tools to determine patterns and needs as well as address them. We undertake social listening and Twitter analytics tools to build and manage our online brand reputation with multiple stakeholders including investors and employees. We also bring thought leadership to customers by bringing forth various dimensions that are transforming industries. These are delivered through engaging webinars by internal leaders, industry leaders and external experts. There are also forums to co-innovate and have enriching discussions with our customers.

ONLINE ANALYSIS AND DIGITAL MARKETING

We use online analysis tools such as crawling tools to understand the usage pattern of our website, identify crawl errors, and assess sitemap submissions. These tools help us to improve customer experience and our SEO ranking. We use digital marketing to increase the web experience for our users by analysing data and optimising content.

SOCIAL MARKETING TOOLS AND TWITTER ANALYTICS

Social marketing is an internally developed social listening tool that tracks our brand mentions on social media. We personally reach out to all the users who have given negative comments and provide a rectification plan for positive brand image and recall. This helps us to build and manage our online reputation and boost response management. We use Twitter to create and manage leadership connects across customer companies and our management. We also use this as medium to highlight key updates about our company. The Twitter analytics tool helps us understand the impact of various twitter campaigns that we conduct as part of innovative solutions and offerings.

ENSURING SERVICE QUALITY

PSAT – PROJECT SATISFACTION SURVEY

Project Satisfaction Survey is carried out every six months to track the performance of a project, identify problem areas and ensure that a proactive problem resolution plan is created and followed through.

After the project's completion teams send the PSAT (Project Satisfaction Survey) to customers to whom services were delivered. In case of a low score, we understand their challenges and resolve any problems faced by them. The challenge-resolution learning is incorporated to create a proactive action plan to prevent issues and have an early stage capture and resolution mechanism implemented. The knowledge management approach is applied through our predictive tool across other customers to continuously improve our systems and processes. In the current scenario of Covid -19 we conducted the survey with modified questions based on the inputs from Delivery and Business Heads. The PSAT score of IT was 4.44 and the coverage was 51.4%.

CaPS – CUSTOMER AS PROMOTER SURVEY

We use a Net Promoter Score (NPS) based methodology to measure customer loyalty. We use CaPS (Customer as Promoter Score) Survey to measure the quality of customer relationships and their experience.

The CaPS score for Tech Mahindra is calculated based on responses to a single question: "How likely are you to recommend our Company to other Business Associates or Contacts as a referral?"

The scoring for this answer is on a 0 to 10 scale. The CaPS survey is carried out annually via a third party to ensure neutrality. The measure of the impact of our customer centricity approach is encouraging given that our Customer as Promoter Score has been improving continuously and has been one of the highest across the IT services industry. In the current scenario of Covid-19 we updated the questions based on the inputs from Senior Management and conducted an "Ease of Business Survey" with our customers through a web-tool.

In FY 2019-20, our priority has been to develop a closer partnership with our customers by focusing on understanding the challenges that they may be facing in doing business with us. The 'ease of business' approach provides a holistic insight into the customer experience across the customer journey covering pre-sales, solutioning, sales, transition, development and support phases. This allows an in-depth assessment of the overall customer experience generated across the customer lifecycle to identify any reason due to which they may not be willing to do business with Tech Mahindra. We conducted 'ease of business survey' for our customer which is also a highly important assessment parameter during the COVID19 turmoil. We are delighted to share that our comprehensive customer-centric approach has received positive responses and testimonials across the lifecycle and customers.

BUSINESS EXCELLENCE

We measure and monitor our processes through an "Execution Excellence Index". This index measures project maturity, tools usage, standardisation, knowledge management and performance of key business metrics that enable us to achieve business excellence in project delivery. The same principles are applied across projects, customers, verticals and solutions.

CERTIFICATIONS

Certifications are a testimony to the robustness of business processes and the quality culture imbibed in our organisation. We are certified under various standards to meet client demands and provide enhanced value delivery. We have been successfully assessed and certified for the following:

Sl.No	Standard / Model	Description
1	ISO 9001:2015	Quality Management System
2	ISO 20000-1:2011	Information Technology Service Management System
3	ISO 27001: 2013	Information Security Management System
4	ISO 22301: 2012	Societal Security and Business Continuity Management System
5	Tl9000 R 6.1/R5.5	Quality Management Systems for Communications industry
6	ISO 13485:2016	Quality Management Systems for medical devices
7	ISO 14001:2015	Environmental Management System
8	ISO 45001:2018	Occupational Health and Safety Management System
9	CMMI Dev v1.3, L5	Capability Maturity Model Integration – Development, level 5-Optimizing

Tech Mahindra (IT Division) has been assessed for implementation of high maturity business excellence practices within the Mahindra Group (Services Sector). We have been assessed at TMW Maturity Stage 6 (on a scale of 1-10 stages) of Mahindra Business Excellence Framework – 'The Mahindra Way'.

BUSINESS CONTINUITY AND DISASTER RECOVERY FRAMEWORK

It has always been our focus to ensure business continuity for ourselves and our customers. Due to pandemic led disruption in industry and operations, we along with our customers are preparing for the 'New normal'. During the pandemic, to keep business operating and lights-on, our robust disaster recovery and business continuity processes have been a boon. We have enabled technology led business continuity processes for many of our customer organisations to enable work from home during COVID19 that ensured businesses are running in remote working as well. These solutions

also helped in saving human lives.

We are certified on ISO 22301:2012 (Societal Security) and have a comprehensive Disaster Recovery and Business Continuity framework that came in handy during COVID19 pandemic. We have managed all the customer operations without any complaints during the pandemic lockdown period. We have internal processes, Disaster Recovery and Business Continuity and security policies that help us to resume services to customers' acceptable service levels.

The recent COVID – 19 situation bears testimony to our preparedness. We have an Automated Service Desk with SLAs to enable Business Continuity, Vulnerability Assessment and Penetration Testing Labs for secure corporate network operations. These demonstrate most robust information security posture of our organisation.

SUPPORT TO OUR CUSTOMERS IN THE TIMES OF COVID-19

The outbreak of corona virus 2019 (COVID-19) has created a global health crisis that has had a deep impact on the way we perceive our world and our everyday lives. The rate of contagion and patterns of transmission are a threat to lives and it impacts the very structure of our society, daily lives, servicing, manufacturing and consumer processes, all of which were designed based on human-to-human interactions.

SANDEEP CHANDNA
CHIEF CUSTOMER OFFICER

"The unprecedented outbreak of COVID-19 has posed a challenge for everyone, including our customers, employees, and suppliers across the ecosystem. Despite the uncertainty, TechMighties demonstrated a unique level of resilience by overcoming the challenges and getting back to business as usual, within a short span of time. Customer deliveries continued from remote working environments and SLAs were met on time. Keeping our promise of delivering connected experiences to our customers, we are striving hard to minimize the impact of the pandemic on their businesses. We are also harnessing the power of next-gen technologies such as analytics, cloud, AI/ML and IoT to further enhance customer experience.

Currently, our focus is on becoming the digital and transformation partner of our customers, assist them in preparing for the new normal and partner with them in re-imagining their business for the 'New Normal'."

Long term Customer Ahlstrom-Munksjö Acknowledges Tech Mahindra

AHLSTROM MUNKSJÖ

Tech Mahindra has been a technology partner of Ahlstrom-Munksjö since 2014. We have enabled Ahlstrom-Munksjo across their technology processes, infrastructure and data. The partnership has enabled Ahlstrom-Munksjö to grow from a 1 billion Euros company to a 3 billion Euros company.

Delighted with the support rendered by Tech Mahindra, Ahlstrom-Munksjö had chosen Tech Mahindra as the key partner for their organisational transformation programme involving new ERP implementation programme and their business platform renewal programme.

The customer was also appreciative of the valuable support provided by our associates during COVID – 19 without missing the deliveries or violating the SLAs even in such demanding times.

As a global company we work with 970+ customers spread across various verticals and industries. Businesses globally, including our customers, have faced challenges in reviving operations and exploring ways of remote working. Technology became a boon during this time-remote working, remote discussions and collaboration immediately became the only way to conduct business. Digital business processes came to the aid for survival of many companies. As a technology partner, it was our responsibility to ensure that customers' digital back-end and front-end systems don't have any challenge during the crisis, especially where digital was the only way to connect. We had to deliver this seamless experience amidst a situation where our workforce and infrastructure was experiencing the same challenges. Our employees could not travel to work and operations had to be immediately adapted to remote delivery.

Our associates did a tremendous job in this crisis to ensure no system was broken, and our client operations could continue without any challenges. Despite working from remote locations, our associates continue to put in collaborative efforts to keep our customers' business steady. None of our customers faced any significant challenges or delays. In fact, we have received many accolades for our continued support to the customers during this critical juncture.

At Times of Social Distancing &Lockdowns, Scotia bank Gets Closer to Customers

COVID-19 has caused unprecedented challenges to people, industries and companies across the globe. Digital technology investments over the last five years have enabled Scotia bank to quickly adapt, ensuring exemplary support to customers in times of need. The processes were enabled for seamless end to end fulfilment regardless of whether the request was initiated from the contact centre, branch representative, online channel or a mobile app.

Working collaboratively with customers, regulators, and government officials the Scotia bank and Tech Mahindra project teams executed agile delivery sprints for a rapid rollout of Smart Automation solutions including leveraging Pega technologies. The improved time to market of the solutions have enabled customer focus & competitiveness for Scotia bank during the current health crisis. Real-time dashboards, Cross channel experience, Case Management, Bots and several Digital capabilities were leveraged to support and scale Scotia bank Business Operations teams effectively. These enabled swift responses to the evolving mandates from the government and regulatory bodies.

"The relationship with TechM has always been exceptional, and has only improved during these times of crisis. While we have always relied on TechM's Consistent and high quality delivery we were frankly blown away by the way this partnership was able to fast-track relief has programmes for the bank's constituent groups. The TechM teams adopted to our new pace easily, working tirelessly and were able to suggest ways that accelerated our programme delivery really exceptional work. This relationship is truly foundational for the bank, and I look forward to seeing what new and exciting things we can do together next."

In addition to the solutions for customers, Scotia bank has also rolled out COVID-19 solutions for Employee Safety and Support. One such innovative solution involved the leverage of AI and Text Analytics integration with Scotia Survey system to identify cases for Operational Health and Safety attention and support.

TECH DISRUPTION FOR TOMORROW – NAD (NEW AGE DELIVERY)

To address customer challenges proactively, we necessarily foresee a need to constantly innovate. In order to drive innovation - in addition to strong in-house capabilities, we also need a strong partner network. This helps us connect to niche, dynamic and expert technology teams from around the world.

Crisis of the global contagion spread of virus leading to lockdowns has shown us that we need a fail-proof system of delivery. #NewAgeDelivery is just that - a COVID19-proof zero downtime platform with AI-powered engine. NAD brings together the latest technologies, frameworks, design methodologies to develop and deploy products/ applications cheaper and faster. We intend to use this platform to build future solutions to enable effective daily work management, quick bite-size skilling, and automated resource management, digital and real-time update for the customer to see the exact stage of the project anytime, anywhere.

KEY PERFORMANCE INDICATORS

Disclosure 418 – 1: Customer Privacy - Substantiated complaints regarding breaches of customer privacy and loss in customer data

We have a structured Information Management System in place to track all types of incidents relating to customer privacy, information security, data breaches, and cyber security etc. Tech Mahindra has not experienced breaches of information security or other cyber security incidents over the past three years.

There have been no incidents to our IT infrastructure, and we did not pay any penalties or suffer any revenue losses in the Financial Year 2019-20. There have been no Data Privacy Incidents or breaches in the FY 2019-20

Disclosure 206-1: Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices

There are no cases filed by any stakeholder against Tech Mahindra regarding unfair trade practices, irresponsible advertising and/or anti-competitive behaviour in the last five years.

Disclosure 419-1: Non-compliance with laws and regulations in the social and economic area

In the reporting year, there were no non-compliances with laws and regulations in the social and economic area.

*"**A**s a purpose-driven organisation, we believe that innovation should be aimed towards the good of the society and individuals should 'Rise™' at every given opportunity to address these challenges. Even as we strive to leverage next-generation technologies to solve the world's most pressing issues, we remind ourselves time and again to make technology more humane. It is our constant endeavour to create innovations with a human touch.*

We started the reporting year with a deepened commitment to finding ways to address the worrying trends of climate change. We developed an open-source community called AI4Action, where companies could connect to build sustainable business solutions to reduce climatic impact. In a bid to build an inclusive society, we developed a new Braille solution called Niks Octave that makes digital on-boarding and learning simple for visually challenged people.

This year we also re-assessed our 3-4-3 strategy and improvised it to align with the changing needs of our customers and society. Our research and development arm, Maker's lab, developed new IPs to solve specific pain points that concern businesses and society.

Our Chatbot Entellio, for example, was used by law enforcement agencies to address COVID-related queries of citizens, while solutions such as X-Retail are being leveraged by retail companies to further build their capabilities. We believe innovation has no limits and so we invited people from all walks of society with no technology background to collaborate with us, learn new skills, and innovate at scale.

With deep thought and purpose we have taken a stand towards making usage of technology ethical. We rely heavily on AI to solve climatic and other business problems – it is one of our tech bets this year. However, we also realize that without governance, AI can cause unimaginable disruption in the society. Therefore, we are finding ways to integrate governance in AI and make it purposeful.

'Wellness before business', our mantra has been another focus area this year. Our journey towards building a sustainable world encompasses working towards solutions to help address the impact of COVID-19 on society. Within just a few months, we got re-affirmation about our innovation and agile capabilities to deliver quickly. Our continuous partnering with government and law enforcement agencies has enabled us to build a successful private-public partnership. We are looking at collaborations between competitors, large enterprises, and start-ups to come up with innovative solutions to solve the challenges arising due to the pandemic.

As we slowly move towards the post-lockdown era, we will continue researching and innovating in the areas of the future by leveraging next-gen technologies such as 5G, Predictive Analytics, and Blockchain. We will continue to drive the combination of our robust 360-degree approach, 6-pillar innovation strategy, the holacracy structure of processes through an inclusive and diverse team to continue producing 'best-in-class' innovations."

L. RAVI
CHIEF OPERATING OFFICER

THE INNOVATION FRAMEWORK

For us, "Innovation" is not just yet another buzzword; rather it's a conscious state of mind. As a front-runner in the industry, we have consciously developed a culture of innovation making it a part of our core ethos. We aspire to continually improve the efficiency and effectiveness of our processes and operations and create new platforms, products and solutions to cater to the evolving needs of our customers. As a purpose-driven organisation, we are using innovation to create a sustainable future for our customers and society.

OUR MISSION AND VISION

OUR MISSION
is to build smart machines of the future, machines that can solve intelligence at its primal level and then be applied to products and IPs.

OUR VISION
is to connect with people and simplify their lives by creating experiences. We work with academia, businesses, and governments across the world to bring about a positive change in society by using innovative technologies.

CONNECT **SIMPLIFY** **CREATE**

ALIGNING INNOVATION WITH MAHINDRA'S RISE™

As a part of the Mahindra Group, we are aligned to the three pillars of *'Rise™'* that include:

- Accepting no limits
- Alternative thinking
- Driving positive changes

These three dimensions are primarily responsible for driving innovation in our organisation. Our can-do attitude, an ability to think beyond limits, and a determination to bring a positive change in society through technology, has moulded us into an organisation driven with purpose.

PILLARS OF 'Rise™'

Accepting No Limits   **Alternative Thinking**   **Driving Positive Changes**
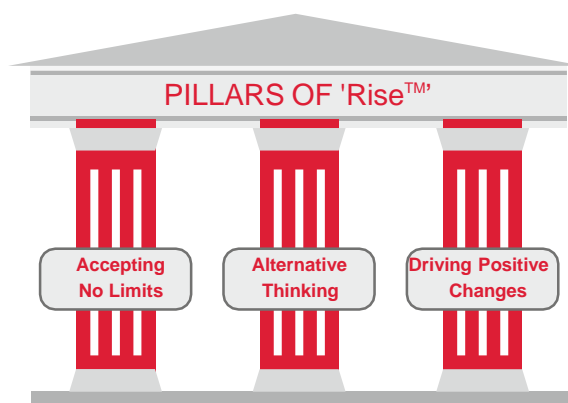
NIKS OCTAVE - ACCEPTING NO LIMITS

We have developed a new system to solve the inherent problems existent with the usual system of Braille to assist the visually impaired. The patent-pending "Niks Octave" (named after our Global head of Innovation! Nikhil Malhotra) comes with the key advantages of a minimal learning curve and simplified on-boarding into digital systems.

BRAILLE Alphabet
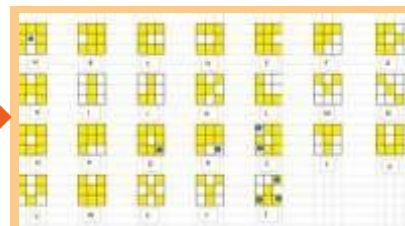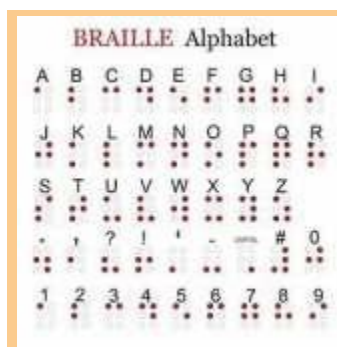
ALTERNATIVE THINKING CREDENTIALS ACROSS THE GLOBE

MOONSHOT

First ever use case on video encryption using Quantum key generation by an IT services

QUANTUM COMPUTING

CHANGING OPS USING IP

Co-innovation based on Entellio (Tech Mahindra IP) to next-level IT Ops

NATURAL LANGUAGE PROCESSING

RETAIL ROBOTICS

Softbank partner ecosystem for using Pepper robotic systems for retail

ROBOTICS

- Created the first-ever use case on video encryption using Quantum key generation.
- Transforming Ops into next-level IT Ops using Entellio Framework - a Tech Mahindra P.
- Improving retail robotic systems using Softbank's Pepper Robotics Systems.

DRIVING POSITIVE CHANGE

Uber Driver turns IoT Practitioner

SATISH KHEDKAR

"**S**atish is an Uber driver before he was inspired by the head of Makers lab and head of Tech Mahindra Innovation on one of his routine Uber drops. Satish has become a part-time makers lab associate and en-route to join the lab as a full time

Today this arts graduate with no technology background, programmes Arduinos & Raspberry Pi IoT devices in 'C' & Python. He builds, laser cut vinyl models with voice controlled IoT add-ons using his acquired skills on Auto Cad & Corel Draw, skills that he acquired in the Tech Mahindra Makers lab in less than 3 months."

Neurodiversity beats Professional Developers

JAY PATANKAR

"**J**ay had always been an extreme introvert, most of the times he would not even look straight in your eyes while talking. When this very talent was groomed as a Makers Lab Intern - he channelized his skills and went onto building a 300 screen RPG(role playing game) from scratch, which even shocked some of the seasoned and professional developers at the lab thorough his jaw dropping performance.

Individuals like Jay are a prime example of Holacracy as a principle used in Tech Mahindra Maker's Lab where your thinking, your background is not a ground to be prejudiced against skilling."

OUR 6 PILLAR INNOVATION STRATEGY

Our innovation programme is based on our 6-pillar strategy, which includes:
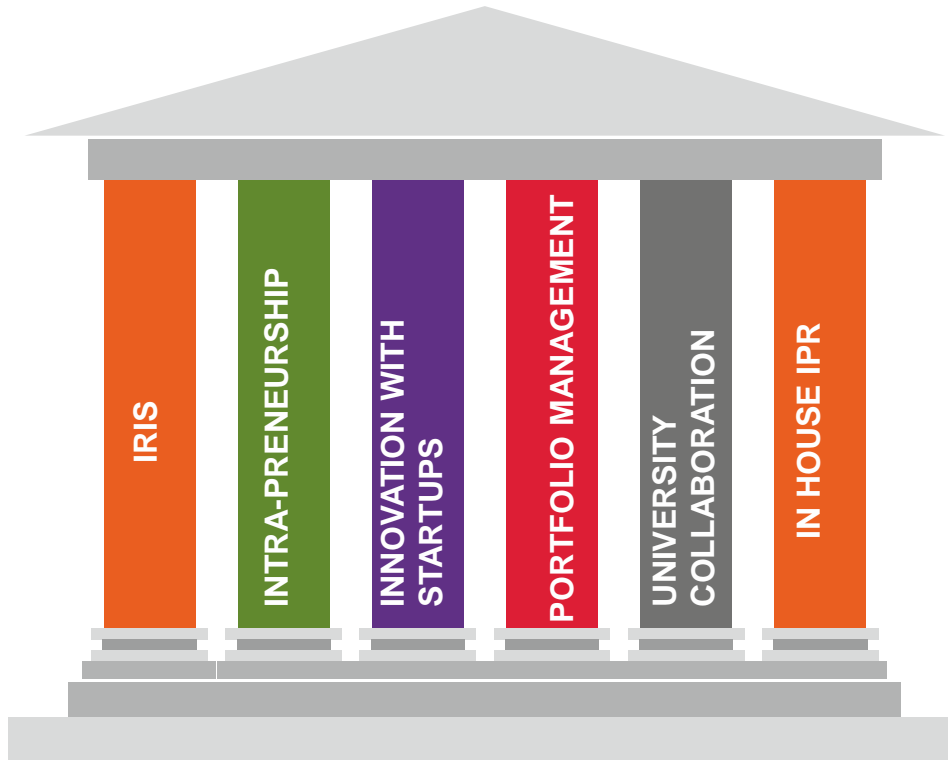
IRIS: To facilitate a culture of innovation and generate new revenue streams in today's competitive world, we launched a programme called **IRIS (Ideate, Refine, Implement, Shine)** in May 2012.

The lifecycle of IRIS is as follows:

- **Ideas Generation** by employees that is submitted to a portal
- **Reviewed** by innovation mentors and refined based on inputs
- **Business plan** building and implementation of qualified ideas to demonstrate benefits and ROI
- **Reward and Recognition** for the associates through award of innovation reward points

Intrapreneurship Programme: This pillar operates as an Internal Venture Capital programme to fund and assist our Associates who have an idea and the expertise to convert it into a business reality.

Innovation with Start-ups Programme: Here, we focus on drawing and comprehending innovative ideas at work in the start-up ecosystem to create future opportunities to serve our customers.

Portfolio Management: This approach is used to identify innovative solutions developed and implemented within verticals and to encourage cross-pollination of solutions across all verticals. This not only avoids duplication but also helps us to rapidly scale innovations, enhance their impact, and build capacity to address more challenges.

University Collaboration: We engage with educational institutes to develop new service offerings and create an innovation culture and deployment of incubation frameworks in colleges.

In-house IPR Team: This team manages Patents, Copyright and Trademark related services for the entire organisation. The services provided include Evaluation, Documentation, Filing, Prosecution, Maintenance and Monetisation of our IP assets. We track key performance indicators such as the percentage of total revenue from Digital business, the total R&D expenditure, and our IPR assets (Patents, copyrights and trademarks).

TechMNxt – OUR ANSWER TO THE FUTURE

TechMNxt powers the vision of a Future Tech Mahindra. Delivering to the 3-4-3 promise, TechMNxt is an initiative that demonstrates our readiness to provide future-ready solutions to our clients. These solutions are engineered to ensure that our clients are prepared for future challenges and opportunities.

TechMNxt leverages industry leaders and Start-ups as well as academia and partners to deliver new-age solutions to clients. These solutions are developed with the latest technologies in the areas of AI, ML, Cyber Security, Next-gen Networks, Big Data, IoT and CX and also utilise new delivery models including micro-services and crowd-sourcing.

TechMNxt will be carried forward by our Internal Delivery Units, who will right-skill the associates, make them future-ready, and deploy them on new-age projects. Academia and Start-ups will support it through collaborations, joint research and training.

AUTOMATION

Automation has become the need of the hour for to help businesses to stay ahead of the curve. We have developed a framework called Automation, Quality, Time (AQT) that enables businesses to improve efficiency by integrating RPA and AI into their processes.

This reporting year, we made progress in the field of intelligent automation and AI solutions and strengthened our competencies with in-house platforms, partnerships with top providers and start-ups. We developed 100+ use cases and solutions across key domains and adopted it for 200+ customers to solve business concerns. To ensure that we are on top of our AI capabilities, we also certified 5,000+ of our associates in automation and AI technologies. We also continued our investments in Acumos, an AI platform, and launched the enterprise version of Acumos (called GAIA) to accelerate the industrialisation and democratisation of AI.

NEW AGE DELIVERY

The needs of our customers are constantly evolving and they demand lightning fast, on-demand delivery, which has led us to transition to new age delivery models. Our **#NewAgeDELIVERY** engine aims at bringing in efficiencies and productivity across the entire SDLC phases of IT service delivery. To enable this change, we identify new skills demand through deep-data analytics and AI, while encouraging our associates to re-skill by choosing courses online and getting industry-recognised certification. This helps the project teams to increase their knowledge quotient significantly. The **#NewAgeDELIVERY** engine focuses on:

- **Massive Reuse:** Enabling teams to increase productivity and reduce time to market using ready-to-use, pre-tested, industry-grade digital assets.
- **Design Thinking:** Facilitates teams to test the outcomes before even the first line of code leveraging massive reuse, collaboration and automated delivery to arrest design debt at every step.
- **Up-skilling:** Focuses on AI-powered continuous learning, recommended by the engine to consume bite-sized micro-learnings and create full stack professionals.
- **Collaboration:** Works with the best multi-skilled talents globally, ensuring the customer is part of the team.
- **Gamification:** Uses gamification to rank and rate assets, portfolio, team members and partners to create a competitive environment and substantially enhance productivity.

The Needs of the New Age Customer		Delivering a New Age Experience
Lightning Fast, On-Demand Delivery		Reusable Digital Asset Lakes and Value at Scale
Outcome based, Subscription Pricing		Gamification of Productivity
Platform for Co-Creation		Cloud Native Development and Environment
Quality, Mobility & Digital-First		IP Multiplier

INNOVATION ROAD AHEAD – OUR FUTURE BETS

We live in a connected society, and we believe that we must contribute to the future of society's well-being in the way we know best. Our core expertise lies in developing technology driven solutions to address the challenges that we anticipate. Technology is an enabler for nearly all areas of human progress - be it modifying agriculture, changing online learning, or something as advanced as putting our satellites in space. In the last few years, we have invested our time and resources in developing innovative solutions to solve some of the most pressing issues concerning the future of society, customers, and the communities in which we live. Our approach to innovation and solutions is emboldened by its alignment with the Make In India vision.

SPACE: The final frontier
- AI based change prediction on satellite images. Used for reconnaissance and also smart city prediction
- Fleet management via cube-sats
- Planting our own cube-sat/nano satellite in space : The first to do within IT industry

Agritech
- DARPAN : App for farmers as an entrepreneur
- Weather Prediction : Combining AI, IoT and Panchang (Old Indian Weather system)
- AI Crop Suggestions Mitrakeeda or useful insects: Decoding the language and using Ai applying techniques for prediction

ROAD 2 : Focusing on the fringe
- Autonomous level 2 vehicle on Indian roads
- System built with vision AI and not expensive LIDARS
- Bolt on systems for drivers

QUANTUM REVOLUTION
- Quantum key distribution
- Quantum algorithms for optimization
- Quantum drug research and protein folding techniques

ETHICAL AI SWITCH
- Switch for data before algorithms take over
- Relieve algorithm biasing
- Switch for any AI developer

EDUCATION + ACCESS
- Capturing kaios development and putting people on it
- AR/VR gamification systems
- Storicool: GANs based auto story creator

Wheel diagram: MAKE IN INDIA at center, surrounded by AUTONOMOUS VEHICLE, QUANTUM COMPUTING, AI + ETHICS, EDUCATION + ACCESS, AGRITECH, SPACE

ETHICAL AI

AI is one of our big tech bets that we use to find solutions for the world's pressing issues such as climatic change and healthcare. AI is transforming businesses and is enabling us to re-imagine a new normal. AI is likely to soon become the electricity and data the new fuel. However, as we have been reminded, '*with great power comes great responsibility*'. It is upon us to ensure that AI does not add to the pollution, i.e. it has to be governed and be based on ethical principles and not be allowed to control humans. This has given rise to an urgent need for Ethical AI. AI has been mimicking human behaviour, but it has very limited 'native' intelligence as it cannot think on its own. Microsoft's Tay bot, for instance, developed as an experiment in conversation understanding, soon started to tweet using abusive and racist language and had to be suspended. This led us to contemplate on how to draw a line and find ways to integrate ethics to govern AI.

To begin with, we are researching on how to govern AI-based toys that could potentially collect data from children – the most vulnerable group in society. We invite children and students to our Makers Lab to experiment with simple robots and witness what it can do. We aim to understand what they think of technology and find ways to make it contextual for them.

Ethical AI System — Do we create AI systems which mirror the human mistakes of the past?

AUTONOMOUS DRIVING

Road 2, also called the Retrofit Option for Autonomous Driving level 2 focuses on four aspects of autonomous driving:

- **Bolts-on-Design:** We are developing a bolt-on automated driving system (ADS) that can be installed in existing vehicles in the form of a kit.

- **Focus on Fringe:** We took up specific scenarios such as a vehicle getting stuck in traffic where road signs are not visible, stray animals or jaywalkers crossing the roads, and drivers flouting rules. Such situations could confuse AI. We call these situations as a fringe. We intend to consider these fringes that appear in densely populated areas and design the algorithms to adapt to these exceptions and respond in the same manner as humans would do.

- **L2:** We understand that machines that are programmed cannot take certain human-

ROAD 2
Retrofit Option for Autonomous Driving (L2)

Tech Mahindra's Big Bet for L2 Autonomy

centric decisions. For example, recently, a self-driving Mercedes was programmed to sacrifice pedestrians to save the driver. This was contrary to what a human being may want to do in such a situation. This also raises questions like who will be held responsible if the ADS vehicle meets with an accident. Is it the owner, the AI developer, or the vehicle manufacturer? We have chosen SAE Level 2 to address situations where ethics and emotions are to be considered. While Level 2 will allow ADS to take full control over the vehicle, the driver can intervene if the response from ADS is not correct.

- **Sustainable and frugal innovation:** It is believed that up to 35% of a vehicle by weight is non-recyclable and can cause significant impact to the environment due to the scrapping of old working vehicles and manufacturing new ones. As a firm believer in frugal innovation and sustainable solutions, we have designed an ADS that uses non-recyclable components with minimal impact on the environment.

- **DOA – Drive Over the Air:** The DOA technology is designed to help cushion the disruption. The idea is much like the 'fly by wire' in aircrafts. An AI controller on the edge with 5G connectivity will enable real time control of the ADS over secure GSM transport. ADS is a disruptive technology which will have far reaching deep socioeconomic impact.

360-DEGREE APPROACH TO COLLABORATIVE INNOVATION

We take a 360-degree approach to foster a culture of innovation and generate new revenue streams. We leverage industry leaders and Start-ups as well as academia and partners to co innovate and co-create. Internal and external collaboration to share knowledge and ideate are enabling solutions of the future.

- Training Delivery teams to be delivery ready via TLS
- Delivering software to the end consumer

Our Partner Companies in Design

Products and Labs across the world and verticals

Internal Intranet Portal (IRIS) used to source ideas from associates

Startups Crowd sourcing

Campus Connects

Internal competency connect

Microsite of all Labs hosted on Tech Mahindra Website

Diagram labels (clockwise from top): Enhancing Delivery · Partners in Design · Co-Innovation/Co-creation Centers · Start ups Crowd Sourcing · Open Access · Internal Team Connect · Campus Connects · Internal Associate Sourcing

Center: **MAKERS LAB** — AN i5 INITIATIVE

PROGRAMME MANAGERS CENTRE OF EXCELLENCE

We have started an initiative, "Programme Managers Centre of Excellence" (PgM CoE), spearheaded by Ms. Simmi Dhamija, Chief Transformation Officer, to strengthen the Programme Manager community. The Vision of this CoE initiative is to "*Improve programme management expertise across the organisation, to provide exceptional customer experience and enable sustainable and profitable growth by developing high performance teams*". We are focusing on Behavioural, Technical and Professional Competencies of Programme Managers to achieve this vision.

We have conducted assessment of behavioural competencies and after thorough industry research & reviews by senior practitioners, PgM COE has designed 2 Skill Units (level 1 and 2) which will help Programme Managers to sharpen her/his professional and technical expertise. A set of KRAs are being designed to measure and track performance of Programme Managers.

PgM COE is committed to ensure a 360-degree assessment of this subject and build a strong and performing Programme Managers community.

MAKERS LAB – THE EPICENTRE OF OUR INNOVATION

At Makers Lab, our "*Thinqubator*", we practice sustainability across the aspects of people, process and technology to drive innovation. The "*Thinqubator*" acts as a conduit between academia, research and businesses to provide solutions to customers and space for these partners to tinker with disruptive technology that will help build the enterprise of the future.

PEOPLE

We have a very diverse team of individuals working on R&D projects since diversity builds up our collective creativity, and it shows in the solutions we develop.

Our diversity and inclusion approach also empowers us to extend our expertise to students and start-ups. We mentor projects undertaken by the '*Atal Innovation Centre*' in their start-up incubation efforts. The youngest start-up owner we mentor is a school-going child who already has three start-ups! We also work extensively with schools and colleges to provide formal training besides guiding and mentoring their projects.

PROCESSES

Innovation needs freedom. We believe that an innovator can truly flourish only when they have complete control over their ideas and processes. That's why MAKERS Lab follows "*Holacracy*" - a de-centralised and autonomous way of functioning. The Holacracy process gives the innovators complete flexibility to don multiple hats and focus on innovating futuristic solutions. The absence of a typical hierarchical structure leads to faster implementation of ideas.

TECHNOLOGIES

Our R&D work is focused on technologies such as AI, ML, Robotics, Internet of Things (IoT), Augmented Reality / Virtual Reality, 5G – Network of the future, Software-defined Networks (SDN), and Quantum Computing.

Through a robust alliance ecosystem of leading technology firms and disruptive Start-ups, we are developing our business capabilities to deliver complete and customised solutions to our customers. Our dedicated alliance teams and partner management help customers in their journey of digital transformation.

IP'S DEVELOPED BY THE MAKERS LAB

IRIS

IRIS is our proprietary portal for Ideation. IRIS has led us to create a culture of innovation and find new revenue streams. Since its inception in 2012, over 6000+ ideas were generated, 100+ were implemented, and 30+ were implemented. It helps reduce the cost of innovation, and increases efficiency. The platform can be hosted on Customer Cloud, customised to customer database to drive innovation for the customer.

ENTELLIO

Entellio is a flexible end-to-end enterprise-grade chatbot platform which is comprised of a pre-loaded bot store with multiple bots for different domains. It also allows enterprises to on-board newly created bots at the price of a single license. Entellio allows customisation or replacement of default messages with personalised, unique, configured messages using a dedicated bot response editor. Entellio is beinghelpful in the times of COVID -19.

METHODIQAL

MethodiQal is a comprehensive suite that can digitise the entire lifecycle management. The platform enables companies to re-imagine their business processes in the office or field using automation. It also aids in improving business efficiency by eliminating manual handoffs and reducing human-caused errors.

VETTURINO	STORICOOL	X-RETAIL

VETTURINO

Due to the alarming scale of people falling prey to cab mishaps every year, and deaths in road crashes, there is an urgent need for driver and road safety. We have developed a Vehicle Intelligence Blackbox called Vetturino, which once plugged in, determines the engine and driving characteristics of the vehicle. It collects over 160 parameters such as speed, location, and G-Shock and performs near real-time monitoring to provide driver mood analysis and driving behaviour analysis. In case of a need, it also sends SOS alerts to emergency services and concerned parties.

STORICOOL

In a bid to help make every person a storyteller, we have developed a platform called StoriCool. StoriCool is an AI-driven platform that produces engaging content consistently. The user has to feed an imagined story into the platform and StoriCool processes the story using NLP and assembles relevant assets. The story is processed, and the user can watch the final output. StoriCool offers audio support, customises output type, and uses conversations to create content. It is easy to use and reduces the long cycle time for developing new animations.

X-RETAIL

Experience is the new currency. With growing competition from e-commerce websites, retail companies have ramped up their use of technology to transform and offer a seamless and omnichannel experience to their customers. To help retailers in this endeavour, we offer a suite of solutions through our X-Retail platform. X-Retail is based on next-gen technologies such as Beacons, Virtual Reality, Augmented Reality, Mobile Wallet Payments, Analytics and Cloud. These help retailers to RISE™ from a satisfactory store of today to a digitally transformational customer experience zone of tomorrow.

Besides these, we have built some of the following products and solutions in the FY 19-20 that have other sustainability-associated applications.

- '*Entellio*' (our chatbot product) was used to implement a solution to handle citizens' queries on a large range of topics in a UK city council helping them provide 24x7 citizens' care.
- MAKER's lab marked Environment Day by conducting drone-based seed sowing on Hinjewadi hills
- We are guiding SIT Pune in building a low priced automated wheelchair, which is almost 1/4th the current market price.

USING TECHNOLOGY TO RESPOND TO COVID– 19

We have built several community enabling solutions that can support key stakeholders, including government and hospitals, in COVID-19 screening and testing.

Therapeutic Drug Research
- High performance compute to investigate virulence
- Drug response and resistance
- AI models for genomic analysis

COVID Screening
- Surveillance kiosks with handheld of thermal imaging cameras for population scale screening and triage into COVID hospital
- AI screening methods (Cough into phone, Deep learning for thermal scans)
- 3rd Party citizen apps: Symptom collection, identify nearest test centres, crowd source doctors

Community Enabling
- Get the community and key stakeholders ready to minimize impact
- Identify and bring new services online
- Infra and flows for digital information
- High availability backbone for critical communication

COVID Testing
- Imported and indigenous test kits
- PT-RCR and or NGS
- 3rd party lab apps uploads results to COVID cloud through open APIs and universal health ID, Aadhaar

COVID Hospitals
- Social Network for frontline / casualty doctors for rapid sharing of best practices in patient care
- Patient risk models for matching medical equipment
- Predictive geo based hospital beeds

COVID Cloud
- Integrated Cloud backend with public APIs to COVID test centres and COVID screening centres
- 3rd party lab apps: upload results to COVID cloud through open APIs and universal health ID, Aadhaar
- Contact tracing and heat maps
- Extend to "Pandemic Disease Management Cloud"
- Pandemic Forecast models

Hexagon diagram center: **COVID AI INNOVATIONS**, surrounded by: VACCINE RESEARCH, COVID SCREENING, COMMUNITY ENABLING, COVID TEST CENTERS, COVID HOSPITALS, CLOUD COVID

OUR COVID-19 INITIATIVES FOR BUSINESSES AND SOCIETY

Our IP Entellio based Chatbot is giving associates and customers useful information around Covid-19 like Symptoms/Prevention, Treatments, World Covid status in real time, India Covid testing centres, research and helpline numbers at **https://entellio.techmahindra.com**.

We have built a public healthcare app to support end-to-end remote care, including registration, screening, and consultation to patients by connecting them via video conference with healthcare specialists located in remote locations.

- The solution will provide timely care to patients and reduce the burden on healthcare machinery.
- For patients living in rural areas or having low internet connectivity, we have developed a lite version
  of the platform that connects them to healthcare workers.
- The mobile application has an integrated quarantine dashboard and tracker that alerts the doctors and district authorities with the status of citizens in self-quarantine.
- It also has a dynamic scheduling algorithm to fix an appointment or consultation with the doctor.

The SoSSeva App facilitates the identification of the needs of vulnerable people –ranging from unavailability of essentials to reporting patients. It also provides users with a familiar WhatsApp channel to report these issues. The dashboard can help government agencies address these requests and respond to them quickly.

A COVID-19 Tracker has been developed for health workers to manage compliance of quarantine patient, optimise resources for COVID testing, and to automatically assign a patient to the worker based on the criticality of the patient.

We have built a CITIZEN E-Immunity PASS that generates e-passes and monitors and supervises the movement of citizens during the lockdown for COVID19. The citizen can logon to system and register to acquire the pass. The application provides a centralised application for requesting and approving passes and a closed-loop Distributed Ledger System (DLT) for business entities. The e-pass went live in Delhi within 48 hours and has seen 200000 pass applications with about 20,000 approved passes.

SUPPORT FOR VACCINE RESEARCH

MAKER's lab team has built a comparison of the protein structures of various viruses that gives lab scientists and practitioners an easy reference guide to kick-start vaccination trials/ treatment in case of an endemic

We created an SEIR based disease prediction model, to assess the predicted situation with none, full and partial lockdown scenarios and weighted susceptibility in a given region. **https://entellio3.techmahindra.com/seir-model/**.

More information on our COVID-19 response can be accessed here:
https://www.techmahindra.com/en-in/covid-19-response/

KEY PERFORMANCE INDICATORS

Revenue from Digital as a Percentage of Total Revenue

	2017-18	2018-19	2019-20
Revenue from Digital	23%	31%	40%

Total R&D Expenditure

	2016-17	2017-18	2018-19	2019-20
R&D Expenditure (INR Million)	78.43	440	311	221

IPR

Granted IPEs

Patents: 52
Trademark: 69
Copyright: 19
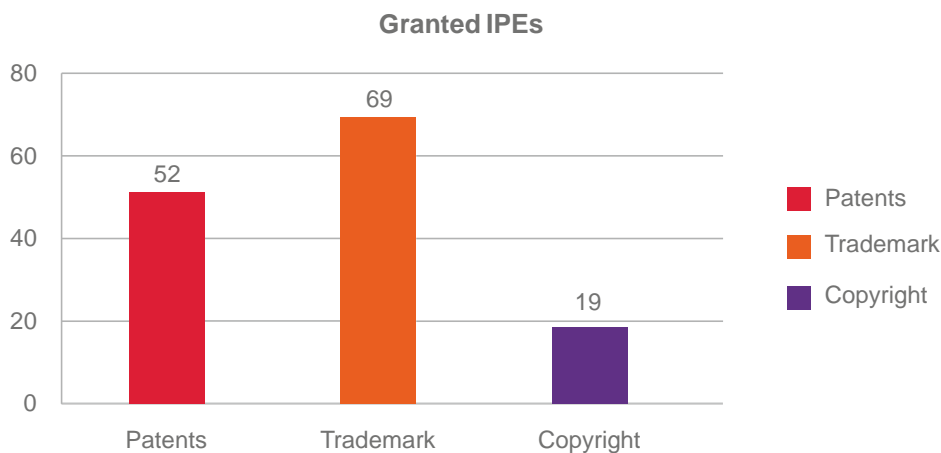
EXTERNAL RECOGNITION

- Won the Express IT Awards under the Digital Solution of the Year category for our **cognitive operations automation platform, TACTiX.**
- Received the IBC Award 2019 for developing a **Bias, claims check, and violence detection system** to enable regulatory compliance. The code is able to provide contextual analysis of the video by identifying frames that showed bias, inaccurate claims and/or violence as expected based on user-selected compliance.
- Received The Economic Times Innovation Awards in the **"People Innovation"** category

*"**O**ur revenues in FY20 have been resilient backed by our strategic plans to grow our existing and new business through customer-centricity, technologies, and innovation. We have witnessed growth in our communications vertical, as spending for IT modernization started in the telecom companies. We also saw decent growth across other Enterprise Verticals such as BFSI, Healthcare, and Technology although Manufacturing de-grew because of the Auto sector slowdown. On the customer acquisition side, we were able to clock net new deal wins of $3.7 Bn, including two "megadeals" this year. However, Covid-19 has had an impact in the last two months of Q4. We witnessed supply-side constraints in BPS and Network Services offerings. Some customers have deferred discretionary spending for the shorter term, while the newer deals were slow to ramp-up. Although we registered strong wins throughout FY20, the deal momentum significantly reduced towards the end of Q4.*

The transition costs of the mega-deal wins, impact to our portfolio companies from macro concerns, and impact from Covid-19 led to a decline in profit margins in FY20. An increase in utilization compared to FY19 and operational efficiency provided some tail winds which were offset by salary hikes. We made major strides in our journey of automation and were able to deliver higher volume despite only a small change in total headcount. Cash conversion remains a key focus area as evident from our ability to generate free cash flow in-line with last year. We remain committed to returning capital to our shareholders and providing enhanced returns to investors through a prudent mix of dividends and share buybacks.

The current environment adds a lot of uncertainty in the short term, where clients will look at cash conservation and delaying discretionary spending. From a mid-term to long-term standpoint connectivity (networks) and connectedness (systems) are going to be critical to the new normal and new economy. While global networks have been designed to be resilient, there have been increasingly working from home (WFH) loads which could lead to spends on expansion & modernization. Businesses will have to transform themselves digitally, which will drive spends on technology upgrades, cloud migration, cyber security among others. Our core digital business will likely see a greater demand, once the situation normalizes. While there are common headwinds across the industry, our company will continue to innovate, help customers change faster and grow new revenue streams, manage cost structure effectively and come out as a stronger, leaner organisation."

MANOJ BHAT
CHIEF FINANCIAL OFFICER

FINANCIAL CAPITAL OVERVIEW

Our goal continues to be to deliver to our brand promise of 'connected world, connected experiences'. We do this by offering innovative, customer-centric, IT-driven experiences to enable Enterprises, empowering our Associates, and helping society to '*Rise for Good*'. We deliver tangible business value and experiences through convergent, digital, design-led, innovation platforms, and reusable assets that connect across several technologies.

Post this pandemic, in the 'new normal' the demands of the now more digitally connected world will only increase and we will continue to help clients navigate their digital transformational journey with a wide range of offerings. We are addressing key megatrends, leveraging our four technology bets to achieve outcomes that are important to our customers. Some of the technology areas that we will continue to build on our capabilities and experience include Artificial Intelligence, Cloud, Cyber Security, Quantum computing, Blockchain, and IoT.

In this section, we talk about our view towards financial capital, prudent resource allocation, and control systems to drive the operations of the company, our strategic investments as well as the performance of the company. A snapshot of financing, equity, and value generated through operations or investments is also discussed. The financial statements have been prepared in compliance with the requirements of the Companies Act, 2013 and as per Indian Accounting Standards (IND AS) for the year ended March 31; 2020.The financial statements of Tech Mahindra and its subsidiaries have been consolidated in accordance with the Indian Accounting Standard - 110 on "Consolidated Financial Statements" (IND AS 110).

The discussion on financial performance relates primarily to the standalone accounts of Tech Mahindra Limited and wherever appropriate, consolidated accounts for Tech Mahindra Limited and its subsidiaries are provided for the current year and previous year. For the purposes of comparison with other firms in this industry, it is essential to consider the figures as reflected in the Consolidated Financial Statements since those are a better reflection of our overall position.

FINANCIAL PERFORMANCE METRICS

REVENUE PERFORMANCE

Tech Mahindra derives revenue principally from IT/IT-enabled services provided to clients from various industries and geographies. Our revenue has grown steadily over the years at a CAGR of ~6.4%
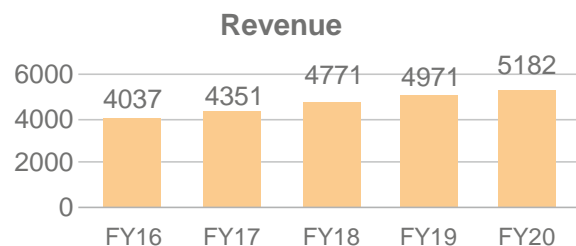
Revenue

REVENUE BREAKDOWN AND GROWTH

INCOME	FY2019	FY 2020	CHANGE (YOY)
	Rs. (in Million)		%
Revenue from Services	347,421	368,677	6.1%

- Operating Consolidated Revenue grew at 6.1% to Rs.368,677 Million FY20 compared to Rs.347,421 Million in FY19

An increase in business from existing clients and in the number of clients served contributed to the revenue growth from services. Both businesses, Communications, and Enterprise contributed to growth in FY20. In terms of geographies, Americas and Rest of World grew, while Europe was a bit slow because of macro concerns.

CASH FLOWS

Free Cash conversion to PAT was healthier for FY20 at 92% compared to 87% in FY19. We generated USD 523 Million of cash in FY20 through a focussed approach towards collections supported by prudent financial controls. This has helped to maintain cash conversion at similar levels as last year.

FCF/PAT

	FY16	FY17	FY18	FY19	FY20
FCF/PAT	72%	95%	73%	87%	92%

Cash Flows (INR Mn)

	FY16	FY17	FY18	FY19	FY20
CFO (INR)	30939	34972	36445	43859	44426
FCF (INR)	21702	26621	27600	37527	37348

Cash & cash equivalents (INR Mn)

	FY16	FY17	FY18	FY19	FY20
Cash & cash equivalents	52006	53833	77743	96920	88048
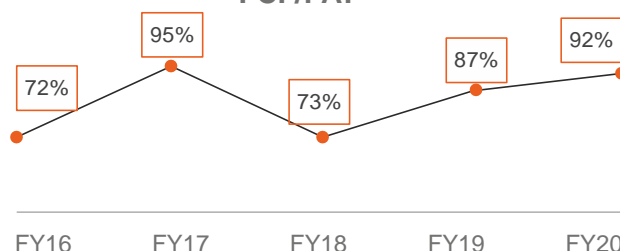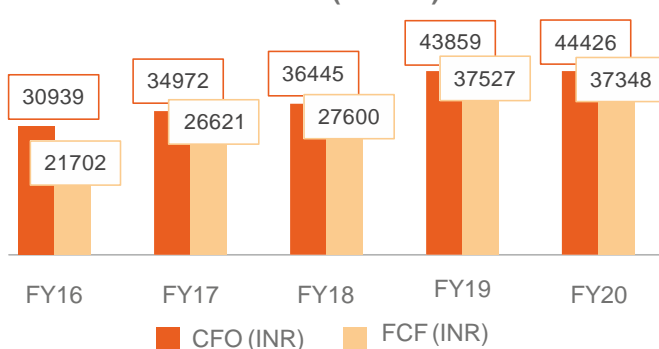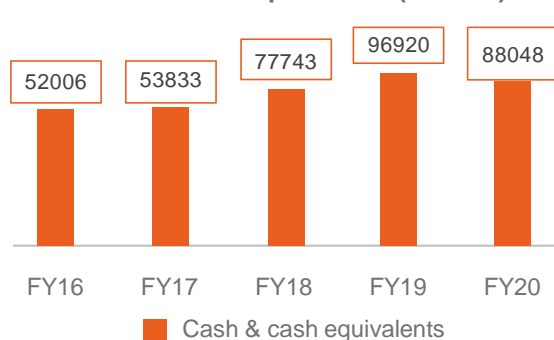
*Cash flows as per Management Accounting

Note: Our cash flows from operations and free cash flows have remained steady over the last year despite the headwinds to the revenues and operations towards the end of the year.

EXPENDITURE BREAKDOWN

Expenditure Breakdown

- Impairment of Investment in Subsidiares
- Depreciation
- Subcontracting Expenses
- Interest
- Operating and Other Expenses
- Personnel Cost
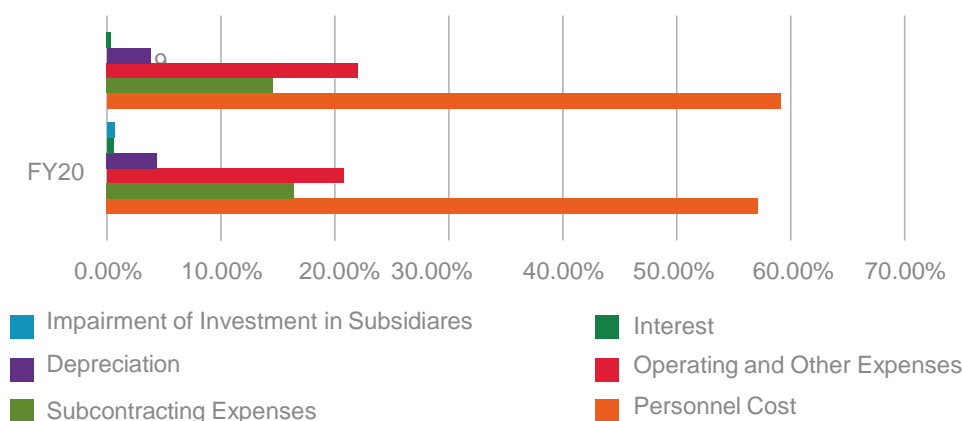
Our broad cost components have remained largely consistent with the changes in the contribution of each as detailed below

- The increase in personnel cost (total associate compensation globally) in absolute terms is mainly due to annual increments.
- Subcontracting expenses include the cost of direct contractors and agency contractors to support current and future business growth.
- Operating and other expenses mainly include traveling expenses, rent, repairs and maintenance, communication expenses, office establishment costs, software packages, and professional fees.
- Based on our annual impairment assessment of the goodwill outstanding in the books of accounts and the underlying cash-generating unit ('CGU') to which the goodwill is allocated, we assessed the recoverable amount of certain CGUs to be lower than their carrying value. Consequently, the Company has recognized an impairment of INR 2,175 Million in the statement of profit and loss for the year ended 31 March 2020.

MARGINS PERFORMANCE (PROFITS BEFORE AND AFTER TAX)

Margin Performance (INR Millions)
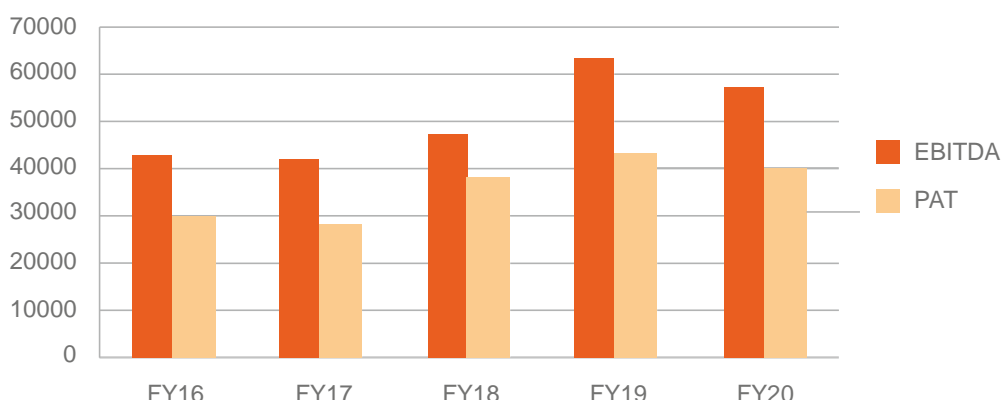
- There was a drop in EBITDA margins by around 2.7% within which major headwinds were transition costs on the two mega-deals we have signed, salary hikes, and lower margins from portfolio companies with some Covid-19 related

impact. The effective tax rate was 22.9% in FY20 while it was 22.6% in FY19
- Profits after tax clocked Rs. 40,330 Million in fiscal 2020 at 10.9% margin as compared to Rs 42,976 Million at 12.4% in fiscal 2019.

RISKS MANAGEMENT METRICS

We continuously evaluate the sources of revenue on various parameters to manage the Global Economy, Geography, Sectors, and Key Client Concentration risks. We also track new vs. repeat client revenues as metrics to measure client satisfaction as well as monitor contributions from new business wins. This helps us measure, monitor, and drive our sales, relationship management and service delivery teams.

REVENUE BREAKUP BY GEOGRAPHY

We derive revenue across the key regions of the globe - Americas, Europe and the Rest of the World (ROW). A balanced mix across these key regions with business in 90+ countries helps Tech Mahindra address the global economy and geographic risks. There is a marginal drop in contribution from Europe due to slowdown in Auto and macro factors including the uncertainty of Brexit, manufacturing contraction in Germany and the impact of Covid-19. On the other hand; we have also witnessed larger size wins in ROW as well as North America.

Geography - Wise Revenue
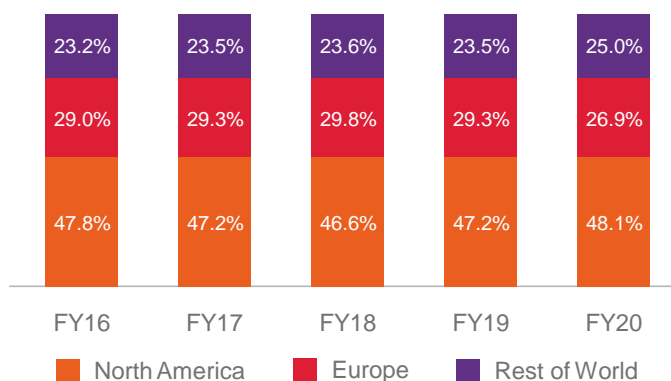
REVENUE BREAKUP BY VERTICAL

While the Communications vertical continues to be the main driver of our revenues, the contributions from other segments notably BFSI, Healthcare, Technology, Retail & Government Services has shown good performance.

Vertical Revenue

	FY16	FY17	FY18	FY19	FY20
Telecom	52.0%	47.8%	43.3%	41.2%	41.6%
Manufacturing	17.0%	18.7%	19.2%	20.2%	18.1%
TME	7.4%	6.7%	6.5%	7.2%	7.7%
BFSI	10.1%	12.6%	13.7%	13.4%	13.6%
Retail, T&L	6.4%	6.9%	6.8%	6.4%	6.9%
Others	7.1%	7.2%	10.6%	11.5%	12.1%
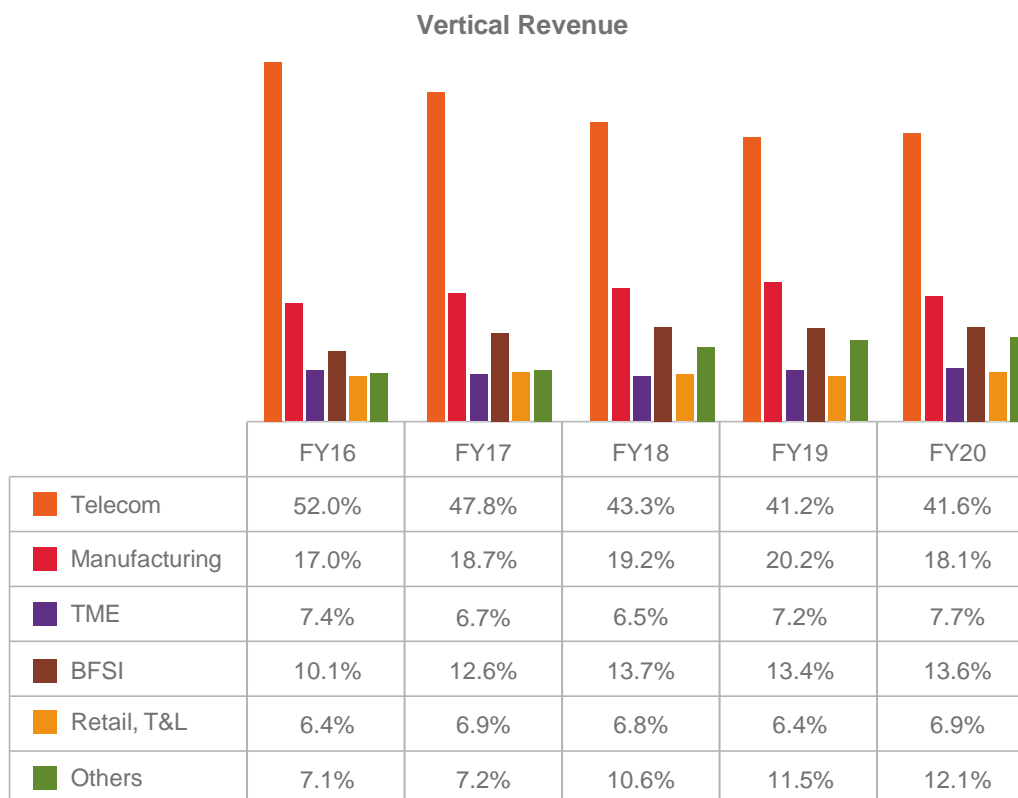
Our new wins have been steady across the quarters in all our top segments and we will continue to increase our presence across new sectors through innovative solutions.

CLIENT CONTRIBUTION AND COUNT

We are actively working on winning new clients as is evidenced by the count of active customers i.e. customers with a revenue threshold of US$ 0.125 Millions + on an LTM basis, which has increased from 807 to 973 in last 5 years. Some of these clients have also been added as a result of our acquisitions.

Active Clients

FY16	FY17	FY18	FY19	FY20
807	843	913	938	973
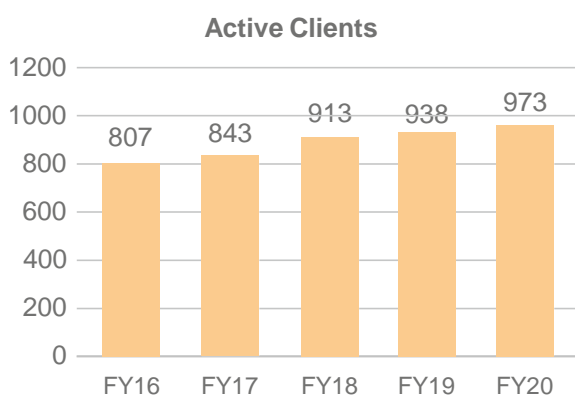
We have successfully been able to bring down our client concentration over the past 5 years through our strategic growth plans. The result of our growth strategies to grow the existing business while adding new logos and bigger ticket wins in the year has helped reduce the concentration risk. While the actual value of the business has increased from the top customers, the overall contribution of the top 5, 10, and 20 customers has been reducing.

Percent of Revenue Contribution

Legend: Top 5 | Top 10 | Top 20

	FY16	FY17	FY18	FY19	FY20
Top 5	30.2%	27.9%	24.2%	22.7%	21.7%
Top 10	41.5%	38.9%	34.3%	32.2%	31.1%
Top 20	54.2%	50.9%	46.3%	45.2%	43.2%
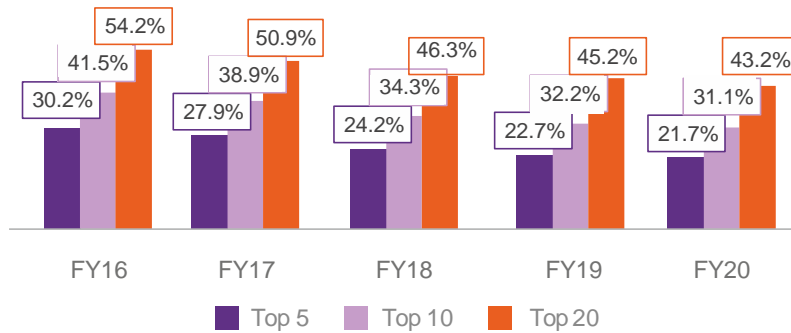
- 2 of our existing clients upgraded their relationships to the 50 Million+ bucket and our top 20 clients contribute to ~43% of our revenues. Our customer-centricity and innovation strategies have helped in our client mining efforts.

- A significant number of our clients contribute more than $1 Million business to us annually which is a measure of our deep relationships and ability to drive repeat business on the back of delivery excellence.

PEOPLE METRICS

Automation is the key focus in our delivery to drive productivity and efficiency and so we have moved away from managing segment-specific headcounts. The impact of automation as well as greater utilization is evidenced by the head-count growth vs. revenue growth over the last 8 quarters.

People Metrics

	FY16	FY17	FY18	FY19	FY20
IT	72125	82403	72437	71477	71515
BPO	27254	28414	34190	43081	46816
Support	6053	6876	6180	6524	6905

Legend: IT | BPO | Support
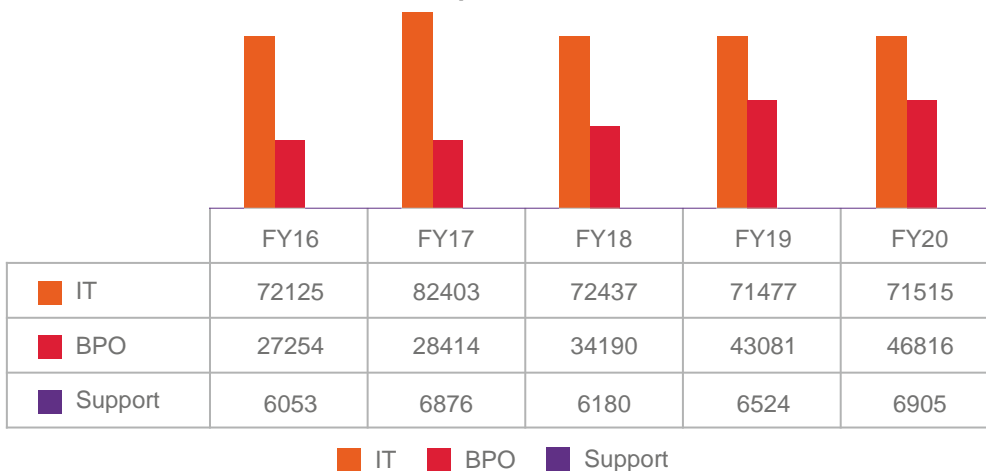
Note: These are year-end numbers as of 31st March

Our people's priorities for the company have been re-skilling and reducing IT attrition. For the last 2-3 years, we have taken various initiatives to reduce attrition, improve employee engagement and optimize the headcount. Our IT attrition has been well-managed at the 20% band over the years.

KEY FINANCIAL RATIOS

As part of our internal control systems and per the SEBI Regulations we monitor and report significant changes in key financial ratios.

	FY16	FY17	FY18	FY19	FY20
Debtor Turnover Ratio	3.5	3.8	3.7	3.6	3.3
Interest Coverage Ratio	72.6	38.4	32.0	42.1	35.0
Current Ratio	2.7	2.6	2.3	2.1	2.1

*Ratios are based on Consolidated Financials

CONSOLIDATED FINANCIAL POSITION ------------------------------

NETWORTH

Our net worth as a business has grown in INR Million terms consistently.

Net Worth (INR Mn)

FY16	FY17	FY18	FY19	FY20
145909	164372	188428	202844	218131
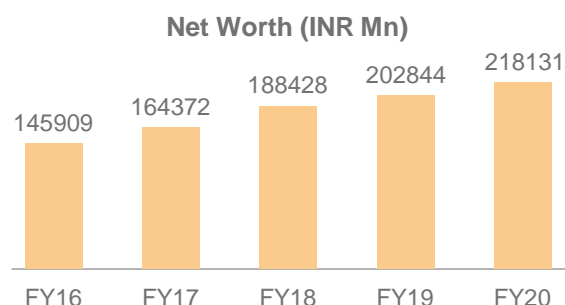
SHARE CAPITAL

Our authorized share capital is Rs. 8,337 Million, divided into 1,667,300,000 equity shares of Rs. 5 each.

• Paid-up share capital stood at Rs. 4,358 Million in FY20 vs. Rs. 4,437million in Fy19.

• The change in paid-up capital is due to Buy Back of 20,585,000 shares (Rs -103 Million), offset by the issue of 3,074,894 shares (Rs 15 Million) on account of the conversion of options into shares by employees under the Employee Stock Option Plans.

RESERVES AND SURPLUS

The increase in reserves and surplus is detailed below
• **Securities premium account:** Addition to the securities premium account of Rs. 1,597 Million during the year is due to exercise of stock options, allotment of equity shares.

• **Retained Earnings:** The surplus in the Statement of Profit and Loss as of 31st March 2020 was up by Rs. 8,417 Million. The increase is post-payment of the interim dividend of Rs. 10/- per share.

RIGHT OF USE LIABILITIES

In compliance with the new accounting standard IND AS 116 Lease accounting, the Right of Use ("ROU") liability has been recognized with effect from 1st April 2019. Balance of ROU Liability as on 31st March 2020 is shown in the table below:

ROU Lease Liabilities	FY 19-20 (As on 31st March, 20)
Long Term	8,306
Short Term	3,439
Total	**11,745**

FIXED ASSETS

The Net Block of Fixed Assets and Capital Work in Progress stood at Rs. 42,170 Million FY20 against Rs. 43,504 million for FY19. We incurred capital expenditure (gross) of Rs. 8,330 million (previous year Rs. 5,840 Million) for addition to Buildings, Computers, Plant, Equipment & Software.

RIGHT OF USE ASSETS

In compliance with the new accounting standard IND AS 116 Lease accounting, Right of Use ("ROU") Assets has been recognized with effect from 1st April 2019. Balance of ROU Assets as on 31st March 2020 is Rs 11,730 Million.

CASH AND BANK BALANCES

The bank balances include both Rupee accounts and foreign currency accounts. The bank balances in overseas current accounts are maintained to meet the expenditure of the overseas branches and overseas project-related expenditure.

Cash & Bank Balances	As at March 31	
	2020	2019
Bank balance in India & Overseas		
Current Accounts	14,779	10,841
Deposit Accounts	16,697	12,739
Funds in Transit		
Cash in Hand	7	7
Total cash and bank balances*	**31,483**	**23,587**

Including unrealised (gain) / loss on foreign currency.

OTHER FINANCIAL ASSETS, OTHER ASSETS AND LOANS

Other financial assets, other assets & Loans as on 31st March 2020 were Rs.1, 09,738 Millions compared to Rs. 87,596 Millions as on 31st March 2019. Other financial assets include foreign currency derivative assets, security deposits, advances to related parties, interest receivable, Lease receivable, Fixed/Margin Money deposits more than 12 months and unbilled revenue. Other assets include prepaid expenses, balance with government authorities, advance income tax, capital advances, Deferred contract costs, amounts deposited and held in escrow accounts for settlement consideration of Aberdeen UK & US and class action on erstwhile Satyam Computer Services Ltd.

NOTE ON CURRENCY RISK MANAGEMENT

Our major billing currencies are GBP, USD, Euro and AUD and the currency rates have fluctuated widely in the recent past and may lead to a negative impact on the Company's profitability. We have a well-established hedging policy which has been followed consistently over the past years focused on protection and no speculative hedging.

More than half of the Company's revenue is contributed by its onsite activities and a substantial portion of the overall cost is incurred is onsite, which provides as a natural hedge. The Company has a dedicated Treasury Department, which seeks advice from expert professionals and banks for its hedging decisions.

PROVISIONS, FINANCIAL LIABILITIES & OTHER LIABILITIES

Liabilities and provisions were Rs.1,02,531 Million as of 31st March 2020 including long term liabilities and provision of Rs.19,228 Million and short term / current liabilities and provisions of Rs.83,303 Million compared to Rs.100,487 Million including long term liabilities and provision of Rs. 9,135 Million and short term / current liabilities and provisions of Rs 91,352 Million as of 31st March 2019.

INVESTMENTS

Total investments (non-current) stood at Rs. 2,163 Million as on 31st March 2020as against Rs. 7,159 Million on 31st March 2019. Current Investments stood at Rs. 56,123 Million as on 31st March 2020 as against Rs. 65,899 Million as on 31st March 2019.The summary of the changes in investments are discussed below:

- Non-Current Investments include:
  - Other investments Rs 2,105 Million as on 31st March 2020 vs. Rs. 201 Million as on 31st March 2019. Increase majorly in investment in preference shares – Altiostar Rs 1, 1134 Million & Class T Units of Sierra Private Investment LP Rs 756 Million.
  - Bonds Debenture & Trust securities Rs. 58 Million as on 31st March 2020 and Rs 6,958 Million as on 31st March 2019. Non-Convertible Debentures reduced to NIL as on 31st March 2020 as against Rs 6,908 Million as on 31st March 2019.

- Current Investments include:
  - Investment in Mutual Funds as on 31st March 2020 Rs. 33,549 Million vs. Rs 39,024 Million as on 31st March 2019.
  - Investment in Market linked debentures, Non-convertible debentures Rs 13,597 as on 31st March 2020 and Rs 14,901 Million as on 31st March 2019.
  - Investment in Commercial Papers Rs 1,477 Million as on 31st March 2020 vs. Rs 974 Million as on 31st March 2019.
  - Term Deposits with Financial institutions as on 31st March 2020 Rs. 7,500 Million vs. Rs. 11,000 Million as on 31st March 2019.

RETURN ON INVESTMENT METRICS

ROCE has reduced because of lower profitability in FY20 vs. FY19.

ROCE

FY16	FY17	FY18	FY19	FY20
28.2%	23.8%	25.8%	26.4%	22.6%
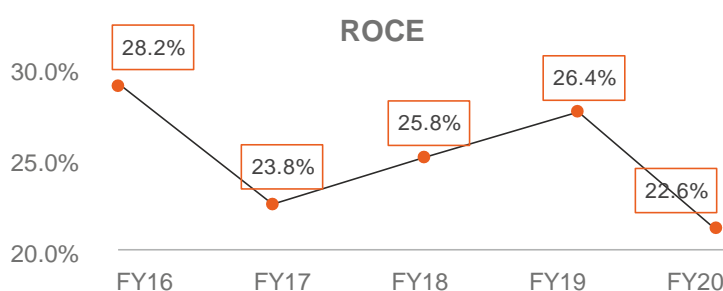
No material changes or commitments are affecting the financial position of the Company between the end of the financial year and the date of the report. We maintain appropriate internal control systems, which also provide reasonable assurance of recording the transactions of all material aspects of our operations and of protecting against significant misuse or loss of the Company's assets. Our Chief Information Risk Officer (CIRO) and Chief Information Officer (CIO) provide governance and oversight for overseeing the Internal Control and Systems. We use an Enterprise Resource Planning (ERP) package, Business Intelligence and Analytics package, which enhances the internal control mechanism.

ACQUISITIONS AND DIVESTMENTS

BORN COMMERCE

The Company, pursuant to the share purchase agreement acquired a 100% stake in Born Commerce Private Limited on November 25, 2019, for a consideration of USD 12 million (Rs. 873 Million). Further the Company through its wholly-owned subsidiary Tech Mahindra Singapore Pte. Limited, acquired 100% stake in Born Singapore Pte. Limited (Born group) on November 26, 2019, for an upfront consideration of USD 59 Million (Rs. 4,224 Million) and contingent consideration linked to the financial performance of the calendar year 2019. Our contractual obligation towards contingent consideration amounts to USD 16 Million (Rs. 1,164 Million), as on December 31, 2019. BORN Group is engaged in providing content production and commerce solutions services across the USA, APAC and Europe.

DYNACOMMERCE

The Company, pursuant to the share purchase agreement has acquired 100% stake in Dynacommerce Holdings B.V on May 9, 2019, for a consideration up to EUR 2.16 Million (Rs. 168 Million), out of which EUR 0.48 Million (Rs. 38 Million) was paid upfront and the balance amount of EUR 1.68 Million (Rs. 130 Million) is payable on achieving performance-based milestones during the calendar years 2019 to 2023. The Company has performed a preliminary purchase price allocation for the same.

INFOTEK SOFTWARE &VITARAN

The company, on April 9, 2019, announced the acquisition of 18.1% of the share capital of M/s Infotek Software and Systems Private Limited and M/s Vitaran Electronics Private Limited. Infotek is engaged in trading of Radio Frequency Identification ("RFID") products and providing supporting installation and software maintenance services while Vitaran is engaged in trading of RFID products that form part of access control systems. Tech Mahindra intends to leverage the RFID space in building a strong footprint in the asset monitoring, tracking and automated billing solutions space. The turnover of Infotek and Vitaran for the 12-month period ended September 30, 2018 was INR 292.8 Million and INR 126.8 Million respectively. Both the companies are based in India and will help expand Tech Mahindra's solution portfolio to cater to the smart city projects.

OBJECTWISE

The Company on October 4, 2019, through its wholly-owned subsidiary Tech Mahindra (Americas) Inc. acquired a 100 % stake in Objectwise Consulting Group Inc. for an upfront consideration of CAD 2.25 Million (Rs. 121 Million).

MAD*POW

The Company on July 31, 2019, through its wholly-owned subsidiary Tech Mahindra (Americas) Inc. acquired a 65 % stake in Mad*Pow Media Solutions LLC for an upfront consideration of USD 16.71 Million (Rs. 1,151 Million). Further, the subsidiary of the Company has entered into a binding agreement to purchase the balance 35% stake throughout three-year, ending March 31, 2022, for which a financial liability of USD 11.52 Million (Rs. 793 Million) as at balance sheet date has been recognized.

ACQUISITIONS UNDERTAKEN IN FY 20-21

- The Company through its wholly-owned subsidiary Tech Mahindra (Americas) Inc. has entered into an agreement to acquire 100% stake in Zen3 Infosolutions (America) Inc. ("Zen3") vide Stock Purchase Agreement dated February 24, 2020 (Amended and restated April 8, 2020) for a purchase consideration of USD 39 Million (Rs. 2,949 Million), comprising cash consideration of USD 35 Million (Rs. 2,647 Million) and retention pay-outs of USD 4 Million (Rs. 302 Million), payable over next two years. Further, Company has agreed to pay up to USD 25 Million (Rs. 1,891 Million) for earned out linked to revenue and earnings before interest, depreciation and amortization (EBITDA) over three years. As of April 30, 2020, the Company is in the process of finalizing the accounting for the acquisition of the Zen3, including allocation of purchase consideration to identifiable assets and liabilities.

- The Company has entered into an agreement to acquire a 51% stake in Cerium Systems Private Limited ('the Cerium") vide Share Purchase Agreement dated January 31, 2020 (Amended and restated dated April 9, 2020) for an estimated enterprise value of Rs. 2,450 Million. Further, Company has agreed to buy a 49% stake over the period of three years at valuation linked to the financial performance of Cerium Systems Private Limited. As of April 30, 2020, the Company is in the process of finalising the accounting for the acquisition of the Cerium, including allocation of purchase consideration to identifiable assets and liabilities.

The above acquisitions do not affect the consolidation of accounts during FY 2019-20.

DIVESTMENTS

We divested from FixStream and Terra Pay in Comviva as a result of the portfolio monitoring process that we follow. Both these had reached a natural level of maturity and required external capital to grow. Also, they were largely product solutions that we benefitted from initially and we will continue the partnership with these companies.

SALE OF STAKE IN FIXSTREAM

The company, on August 18, 2019, announced divestment of 73.38% equity investment held by the Company in FixStream Networks Inc., USA, a subsidiary company for a consideration of USD 2 Million for the equity held by the company, subject to necessary adjustments. The turnover of FixStream for the Financial Year 2019 was USD 5.15 Million and a loss of USD 5.19 Million.

SALE OF INVESTMENT IN TERRA PAYMENT SERVICES

The company on March 3, 2020, announced the selling of 100% of its shareholding in Terra Payment Services (Netherlands) BV along with its subsidiaries for an upfront payment of USD 9.0 Million and bonus pay-out up to USD 13.8 Million, subject to threshold and milestones. The turnover of Terra Payment Services for the Fiscal year ended March 31, 2019, was USD 2.3 Million (0.046% of Tech Mahindra Limited) with a Net worth of USD (0.21) Million (-0.007% of Tech Mahindra Limited)

*"**W**e believe the future of work is 'Human-Centred'. The 'meaningful work' experiences of tomorrow will be powered by robotic efficiency and human empathy. From emotion analysis to AI-powered career platform, from virtual assisted service to gamification for imbibing culture and training - we have leveraged next-gen technologies to create 'moments of truth' that are human. We have been transforming ourselves to be a future ready organisation. Our people policy and ethos is centred on the pillars of talent & skill management; associate wellbeing & safety; and diversity & inclusion to enable the best human experience for our associates (employees). Through this, we have built an enabling environment where our associates feel trusted, respected, recognized and empowered. Our culture translates to '#lovetobeTechM' where we celebrate the 'good' within the Company and cheer for 'what could be better'."*

Becoming future ready

Our value proposition for our associates is to enable '*Freedom to Explore*' by connecting growth opportunities and enhancing their skills to be future-ready. We ran #Upskilling as a Service, the largest transformation programme for re-skilling our associates. We also empower our associates to take charge of their own career paths and provide them with the tools and infrastructure to execute their plans. We encourage diversity of thoughts to co-create new ways of doing things through policy, culture and process thereby fostering an innovative culture. Policies like insurance coverage for same-sex partners and leave for gender reassignment surgery, among others were initiated as a part of the diversity and inclusion agenda. Associate experience delivered through technology is central to our associate engagement initiatives, be it UVO, Facial Recognition, or K2 our first HR Humanoid associate.

Being a Company with purpose

Our goal of being a Company with purpose is embodied in the individual social responsibility approach of our associates and their volunteer work to support the

communities we operate in. The same has been demonstrated through initiatives like - '*Don't be plastic*', '*3-4-3 for Good*' amongst others. As a '*company with a purpose*', Tech Mahindra remains rooted in the business and social ethos shared by the entire Mahindra Group through the 'Rise™' tenets - accepting no limits, alternative thinking, and driving positive change, that are instilled in every member of the Mahindra family. This environment of well-being is further enhanced at each location through our infrastructure and the value-added benefits we provide. Completing this virtuous cycle is the focus on fun! We celebrate each moment within the teams as well as with the families of our associates. Our 'JOSH' approach is one which truly sets us apart as a culture.

Our Culture

Our organisational culture is thus geared towards driving positive change, celebrating each moment and empowering all to '*Rise*'. These are embodied in the initiatives we undertake towards associate well-being, talent management, engagement, diversity and individual social responsibility. The recognition for being amongst India's top 25 companies to work for by Great Place to Work® institute is a validation of our culture and initiatives to ensure associate delight consistently across all demographics. We leveraged technology to create hyper personalised experiences and moments of truth that embedded '*People Engagement*' in our core business strategy, TechMHRNxt.

Living Rise

For us, at Tech Mahindra, associates are our biggest assets, and keeping them safe is our top priority. We strongly believe in "*Wellness before Business*" which is why amidst the current global pandemic, our focus is to ensure the wellbeing and safety of our associates and subsequently to maintain business continuity for clients and partner ecosystem. We have well-defined '*Work from Home*' guidelines and '*Daily Work Management*' practices as well as collaboration tools and platforms to boost associate productivity. Our associates have demonstrated commitment and resilience in ensuring uninterrupted project delivery to our customers through this unprecedented situation. The tireless efforts, discipline, flexibility and nimbleness of support provided is the outcome of our associate empowerment efforts over the years. These characteristics have strengthened our positioning as a customer-centric organisation that has received appreciation from our global customers. Continued and ongoing engagement with the associates and their families while they work remotely has helped ensure that the JOSH continues! In order to be prepared better for post-pandemic situation our focus on the upskilling of associates in emerging technologies, collaboration tools, managing remote working, stress, and crisis management remains strong. As we enter the post-COVID era, we intend to continue with our re-imagined HR strategies and empower our associates to support our customers better. While technology will be an enabler, moments of truth will still be human. Our digital change makers will continue to disrupt, blaze new trails, and create connected experiences for a connected world.

HARSHVENDRA SOIN
CHIEF PEOPLE OFFICER

OUR PEOPLE POLICY

Our People Policy states that "*We will create the best human experiences for our associates (employees) with a healthy and inclusive environment; ensuring our associates are future-ready; fostering innovation with meaningful work; drive performance orientation for individual and organisation growth, while celebrating each moment.*"

In this age of technology, people matter more than ever. We have built an agile organisation that attracts the best talent in the market and provide an enabling environment for personal and professional growth. For a service-driven company like ours, business depends upon the efficiency and effectiveness of our people. The sum of the individual abilities and performance of each of our employee has a direct impact on our financial metrics, such as revenue, growth, and profitability. The fact that we grew tremendously in the last 15 years is a testimony of the impact of our people.

TECHM CARES SURVEY

The '*TechM Cares Survey*' is our annual survey that measures employee experience across key dimensions like Career, Alignment, Recognition, Empowerment and Strive. The survey gives an assessment of associates engagement and helps the management to learn about workplace strengths and weaknesses as well as the year on year improvement. This enables a better workplace by initiating a process of team feedback and action plans to help determine intervention areas for the Management.

The survey is carried out each year in the month of May for the previous financial year. The survey is confidential and it seeks feedback from associates on various spheres of engagement and incorporates their feedback into actionable initiatives across the company. The action planning feature in the survey is a step towards collaborative decision-making that influences aspects such as jobs, work environment and the direction of the company as a whole.

Because of the Covid-19 lockdown, we could not carry out the TechM Cares survey for FY 2019-20. Our next survey will be done in May 2021.

OUR CULTURE

Our culture of driving positive change, celebrating each moment, and empowering all to '*Rise*', drives us to dream, do, and become more. We live our culture, both as individuals and as a team, to advance our presence as a global, innovative and caring brand. Our culture also leads us on the journey of being a Company with a Purpose. There are three elements at the core of everything we do and they guide us to make meaningful choices every day.

DRIVING POSITIVE CHANGE

CELEBRATING EACH MOMENT

EMPOWERING ALL TO RISE

Our stakeholders include everyone we interact with, but most importantly our associates, Customers and Society. We have launched several global initiatives around the theme of '*Wellness before Business*' for our associates. We go the extra mile to deliver exceptional experiences to our customers. We help transform the lives of the local communities and society at large, through our CSR activities and volunteering. We have also pioneered some award-winning practices based on well-defined environmental policies that take care of people, planet and profit.

We believe in celebrating each moment in the lives of our stakeholders, be it big or small. We promote several initiatives that give our associates opportunities to explore and display their talents. We also celebrate our associates' families for the role that they play in our associates' lives. We have made our rewards and recognition accessible to all associates through our digital platform.

We encourage our associates to Rise by helping them become an empowered version of themselves. We offer digital learning platforms, academic partnerships as well as provide platforms such as IRIS to contribute innovative ideas. Also through opportunities of enrolment in to leadership programmes, we provide a variety of opportunities and support to our associates to learn and grow. Thus our goal is to help them to build their personal brand in the industry.

WE ARE A GREAT PLACE TO WORK®

This year Tech Mahindra participated in an external associate engagement assessment from the Great Place to Work Institute aspiring to be counted in India's Best Companies to Work For list. Participating in Great Place to Work® has helped us benchmark ourselves with best in class companies and evolving people practices through and outside-in perspective. Great Place to Work® is considered the 'Gold Standard' in Workplace Culture Assessment and identify Best Workplaces solely on the basis of Employee Feedback and quality of People Practices in an organization. No jury or individual can influence the results of the assessment. Tech Mahindra achieved the **21st rank among India's 100 'Best Companies to Work** For 2020' by the Great Place to Work® Institute. We were also recognized as the 'Best in Mega Employer' (organizations with more than 50,000 associates) category. Tech Mahindra was also recognized as one of the five 'Best Companies in Career Management'.

Our **Great Place to Work®** recognition is a validation of the pillars of our culture: driving positive change, celebrating each moment and empowering all to 'Rise', and of the initiatives taken to ensure associate delight. The awarding organization, Great Place to Work® Institute, is the 'Global Authority' for creating, sustaining and identifying High-Trust, High-Performance CultureTM. We earned this recognition for creating a great place to work for all our associates having excelled on the 5 dimensions of – Credibility, Respect, Fairness, Pride and Camaraderie – measured by the institute. Having embarked on an HR transformation journey called TechMHRNxt, we continue our focus on re-imagining the people function for creating a 'Human Centred workplace' and enhancing associate experience by leveraging next-generation technologies along with human interactions.

OUR EMPLOYEE VALUE PROPOSITION (EVP) _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _

TechMighties '*Rise*' every day to drive positive change in the lives of stakeholders. In recognition of their efforts, we offer them the 'Freedom to Explore', so they can experiment and embrace new opportunities to Connect, Co-create & Celebrate. This "Freedom to Explore" is the employee value proposition that we offer.

Celebrate: Make celebrations a way of life to seamlessly blend life and work and celebrate ach moment.

Connect: Provide early leadership opportunities and learning avenues that connect employees' aspirations to achievements.

Connect: Provide early leadership opportunities and learning avenues that connect employees' aspirations to achievements.

COLLECTIVE BARGAINING AGREEMENTS (DISCLOSURE 102 – 41)

Tech Mahindra recognizes the right to freedom of association and encourages associates to connect, discuss ideas and raise issues through readily available internal tools and platforms. As most of our IT associates are not part of any trade Unions, associate interests are largely protected by the free market. This is because Tech Mahindra has a highly educated workforce, who's technical skills are greatly valued globally and they have significant bargaining power in the IT & Software industry

Tech Mahindra adheres to the local practices in the countries we operate in and some of our associates are covered by the independent trade union or collective bargaining agreements in a few of the European countries. Here our associates are members of the Works Council set up in accordance with local laws which takes part in the majority of operations related to associates at those locations. These include hiring and exit, terms and conditions of employment, agreements, etc. These memberships are confidential and not disclosed by the associates.

Tech Mahindra encourages transparency across its workforce and have a no-filter communication philosophy with our leaders promoting a culture of openness and accessibility. We have designed initiatives like All Hands Meets, Location Council meetings, Business Unit meetings, Floor-walks, TechMightea, amongst others to bring together Leaders and Associates and encourage them to participate in old-school conversations. Our Leaders are active participants in these meetings giving them a chance to communicate how the business is doing and reinforcing the importance of every TechMighties' contribution to our success. Apart from this, newsletters like Daily Buzz, NewsNXT, Shareworthy etc. update our employees about the happenings within Tech Mahindra and the kind of impact we are creating in the world. Associates can also directly connect with the leaders through external social media platforms like Twitter/ Facebook etc. There is a Redressal committee, which addresses all concerns raised by the employees and resolves them in a fair and transparent manner.

We also have a robust grievance handling mechanism in place to address any issue that might occur during any moment during an associates' life cycle at Tech Mahindra. The CARE (Connect with Employee and Resolve with Engagement) platform gives employees the chance to raise interpersonal issues like bullying and harassment. The Whistleblower Policy encourages employees to report non-compliance with relative anonymity. Carrying this forward, we have a platform called FreeVoice where associates can share observations, complaints and suggestions anonymously, which has led to several improvements in our policies and practices. We ran a "Speak-up" campaign with a creative play on our technology background to encourage Associates to voice their ideas, suggestions and concerns on any of our listening forums like FreeVoice, the Corporate Ombudsman or the POSH committee. Through the detailed policies, myriad platforms and inspirational Code of Conduct we are encouraging our employees make their voices heard to Leaders who are always listening.

In addition to the policies on various aspects of Human Rights like POSH, CEBC, Anti-Bribery and Corruption Policy, we also have a **Business Responsibility Policy** which administers the implementation of our core values and culture. The Policy is in line with the Nine Principles of the National Voluntary Guidelines proposed by the Ministry of Corporate Affairs.

As a part of our promise to celebrate each moment, Josh is a voluntary group formed by "life enthusiasts" who run fun, delight, connect and organise events at TechM. Through multiple events and initiatives organised across locations during the year, JOSH team members are known as "*Joshilays*" - give Associates every reason to smile, celebrate and connect work with fun. Joshilays are at the heart of the culture at Tech Mahindra and are spread across locations. The Josh Team Members ensure that TechMighties remain encouraged, entertained and also help enable the society around them. JOSH is the driving force that enables all celebrations and played a stellar role in making every special occasion memorable for the associates.

Every Tech Mahindra location has Josh teams dedicated to Culture, Sports, Adventure, Movies, Quizzing etc and they organise events that include charity, cheer and challenges. They are also the pioneers in planning and organizing Family Day and Ekatvam, the two-mega celebrations at Tech Mahindra. The common thread is to Drive Positive Change in the lives of associates while Accepting No limits and Thinking Alternatively and celebrating every single occasion with passion, enthusiasm and commitment. Our Family Connect initiatives ensure we stay connected with our extended Tech Mahindra universe and celebrate with them. This year we celebrated 20 years of Josh and our MD & CEO C. P Gurnani had this to say – "*JOSH has grown over the past years from a tiny band of charged TechMighties to an army of enthused and energetic Associates. They have metamorphosed from a fun group to inspiring catalysts and have shown us that it helps to be serious about fun and that ideas and talent are hidden across the organisation -we just need the right inspiration to tap into them.*"

On average, 2,000+ volunteers contribute over 80,000+ hours to JOSH! Their efforts are the reason behind the high happiness index in the organisation. Besides connecting fun and purpose, the volunteers themselves are seen to outperform peers, get better roles and overall have a higher happiness score.

Disclosure 102-8: Information on Employees and Other Workers

EMPLOYEE BREAKDOWN BY GENDER AND AGE FOR TECH MAHINDRA LTD. INDIA

EMPLOYEE TYPE	AS ON 31ST MAR'20											
	AGE 18-30			AGE 31-50			AGE>50			TOTAL		
	F	M	N	F	M	N	F	M	N	F	M	N
Senior Management				37	333		14	192		51	525	0
Middle Management	8	47		967	6514		59	448		1034	7009	0
Junior Management	19567	28003	1	4503	17319		19	91		24089	45413	1
Sales	11	12		9	62			8		20	82	0
Fixed Term Contract	211	261		25	81			10		236	352	0
Third Party Contract	87	452		32	261		5	48		124	761	0
Others	1	1			3					1	4	0
Total	19885	28776	1	5573	24573	0	97	797	0	25555	54146	1
				TechM employees		79702						
				3rd party employees		4904						
				Total		84606						

EMPLOYEE BREAKDOWN BY GENDER AND AGE FOR TECH MAHINDRA (GLOBAL)

EMPLOYEE CATEGORY	18-30 AGE				31-50 AGE				>50 AGE				GRAND TOTAL
	F	M	N	TOTAL	F	M	N	TOTAL	F	M	N	TOTAL	
Senior Management					54	490		544	18	272		290	834
Middle Management	13	50		63	1415	10198		11613	177	991		1168	12844
Junior Management	22539	31534	4	54077	6738	23323	33	30094	257	757	1	1015	85186
Sales	21	35		56	54	445		449	4	108		112	667
Fixed Term Contract	585	1006		1591	311	944		1255	12	76		88	2934
Third Party Contract	290	979		1269	467	1745		2212	83	371		454	3935
Total	23448	33604	4	57056	9039	37145	33	46217	551	2575	1	3127	106400

EMPLOYEE BREAKDOWN BY GENDER AND CATEGORY FOR TECH MAHINDRA (GLOBAL)

HEAD COUNT SUMMARY AS 31-MAR-20	IT				BSG				Sales, Support & Tech Support			GRAND TOTAL
	F	M	N	TOTAL	F	M	N	TOTAL	F	M	TOTAL	
E3	2	31	0	33	0	2	0	1	1	13	14	49
E2	4	65	0	69	0	4	0	4	4	32	36	109
E1	37	474	0	511	3	23	0	26	24	136	160	697
EVP	0	0	0	0	0	0	0	0	0	8	8	8
RG2	1	2	0	3	0	0	0	0	0	39	39	42
RG1	3	21	0	24	0	1	0	1	77	532	609	634
P2	200	2269	0	2469	9	82	0	91	59	271	330	2890
P1	1171	8298	0	9469	78	324	0	402	146	485	631	10502
U4	2751	13001	0	15752	149	527	0	676	216	513	729	17157
U3	3868	11220	0	15088	540	1679	0	2219	312	637	949	18256
U2	5494	7299	0	12793	2363	5313	0	7676	638	782	1420	21889
U1	2142	1833	0	3975	12071	16042	1	28114	334	289	623	32712
Other	334	1056	37	1427	0	0	0	0	7	21	28	1455
Grand Total	16007	45569	37	61613	15213	23997	1	39211	1818	3758	5576	106400

KEY HUMAN CAPITAL RISK AND PRIORITIES

TALENT AND SKILL MANAGEMENT

With our skilling vision 'Creating future-ready workforce today, while fulfilling associates' career aspirations', our aim is to develop well-rounded professionals who are aligned with the Company' score values, the Mahindra brand philosophy and possess the right technical skills with an entrepreneurial and solution-oriented mindset. Professional and behavioural development of our associates helps fulfil the '*Rise*' Philosophy. The global external environment warrants developing the competencies of the Associates in new-age technologies, platforms, and solutions with a consultative mind-set. Bridging this learning gap between new and existing skills is essential to meet evolving customer needs. In a dynamic technology landscape, we need employees who are willing to

learn and experiment on-the-job, and at the same time, blend with the culture of our organisation. Talent management and right skilling are key business imperatives. They also help reduce our attrition rate and save on costs of hiring and training new associates.

As a technology firm, we rely on the right talent for business sustainability and growth by servicing customer needs. In the IT industry, the half-life of skills is just 2.5 years as compared to the normal industries where it is five years due to the fast pace of new technology. This means we are on a constant lookout for skilled talent or need to constantly up-skill our existing talent to sustain our growing business. Re-skilling has to essentially be faster than the pace of technology development to avoid the crisis of unemployment in society. We are invested in the continuous development of our associates to stay ahead of the competency needs.

Upskilling as a Service (Uaas)

This year we have launched artificial intelligence based learning platform: '**Upskilling-as-a-Service**' (UaaS) powered by NewAgeDELIVERY (NAD).

Tech Mahindra developed this unique new-age learning platform in-house to create an ecosystem for higher scale and speed of skill development and people supply chain needs of the organisation amidst dynamic business environment.

The platform deploys Skill Knowledge Unit (SKU - set of related skills cutting across various roles) based learning to develop holistic full-stack/ full-cycle (end-to-end) software professionals who are proficient not only in multiple technical skills, but also in related functional (domain), behavioural and professional skills thus grooming well-rounded professionals with entrepreneurial and solution-oriented mindset.

The platform leverages AI to provide interactive, on-demand, contextual and hyper-personalised #upskilling to employees in self-service mode. Based on employees' current skillset, time to upskill and opportunities available, the learning platform recommends relevant career paths and SKUs to the employees. Once employee makes their choice, the platform provides access to world-class content and assessments from across 25+ partners along with cloud based practice platforms and deployment avenues to become full stack ready. As of yearend, more than 60,000 employees are undergoing multi-skilling on the platform with over 21,000 on new age digital skills.

The platform is proving out to be the X factor in our pursuit of being FIT4Future & inclusive growth, which are strategic goals for Tech Mahindra.

Skilling initiatives included RIDEFutureSkilling, Project Skilling, NAD (New Age Delivery) 101, C2D (Competence to Deployment) Programme, ELITE 2.0, Accelerated Learning Through #UaaS platform etc.

Disclosure 404 – 1: Average hours of Training per Employee per Year

Average hours per FTE of training and development (IT Employees)	47.08 hours
Unique reach (IT) - % employees who received learning	93.3%

The average training hours across TechM Ltd (IT+BSG) is 58.08 hours.

Disclosure 404 – 2: Upgrading Employee Skills

We have been a specialist provider of connected solutions and has been investing in competencies required for a digital enterprise. We have created Centers of Excellence (CoE's) that provide many opportunities to associates through internal and external training on technology and domain skill upgrades for reskilling and upskilling. We have aligned processes and created platforms to manage the expectations and ensure that learning is embedded into the life-cycle of every associate. Thorough Balance-Score card linkage, learning mandates and Leadership endorsement of programmes, we ensure Associates sign-up and complete requisite programmes.

We have platforms like #UaaS and eXtra Miles that put development in the hands of our employees. Our commitment to our Employees' professional development is manifested in our support for their pursuit of programmes in Technical Education and Management. We also provide our employees a variety of learning platforms to make learning agile and accessible 24*7. We mapped the skilling journey for employees at Tech Mahindra to help us better understand the development needs. We track and monitor the positions we fill internally on a quarterly basis. In the reporting year 58.06% of open positions were filled by internal candidates.

Upskilling as a Service (UaaS), is an AI-based platform which was launched in the reporting year to up-skill our employees. It provides interactive, on-demand, contextual and personalised #up-skilling to employees in a self-service mode.

#UaaS is helping the employees make skill up-gradation a continuous process with multi avenue and device agnostic unified gateway for all learning content. These are from both internal and external sources, enabling employees to undertake skill enhancement through skill units called SKUs (combination of skill, course and assessment) as per market and project requirements. The #UaaS platform is helping us re-skill 55,000+ employees, who can explore more than 5,000 curated courses/assessments from various learning partners and technology experts. The platform is proving out to be the X factor in our pursuit of being FIT4Future & inclusive growth, which are strategic goals for Tech Mahindra.

We are powering training through the #NAD (New Age Delivery) platform where every employee of a project team is assigned a learning SKU as per their project requirement and trainings are delivered through world-class providers like Udemy, eDX, FutureSkillsetc. Learning is augmented through the practice platforms and certification engines like Mettl to make Employees ready for the role.

Career Development Plan (CDP) is our real-time platform for employees to plan their career path and execute on it. An employee can enter their career aspirations on to the platform, select the skill requirements and set goals that they would like to achieve in the year and monitor their progress. This module is added as a part of our Performance Management process and helps the employees to enter their Career aspirations, select trainings/SKUs needed to fulfil the aspirations and formulate the goals based on the objectives for an assessment period.

Project Skilling

In the classical delivery model, different roles in projects are segmented throughout project life-cycle and phases. Segmentation of responsibilities/ roles across the project life cycle creates inefficiencies and lack of Full Cycle ownership, Absent Direct Feedback Loops, Segmented Accountability, and Silo-Based Specialization of associates.

There is a need to re-imagine roles and skills in the new age. Breakdown skills silos and group multiple related skills into SKUs to ensure that the employees are able to solve problems and execute tasks across the entire software development lifecycle resulting in overall benefit and savings for the project and the organisation.

Project Skilling framework was developed and implemented to increase the overall skilling index of the associates in their current projects/assignments. Project skilling framework is helping us to embrace principles of DevOps, promote Automation over Manual approaches, Create a Culture of Continuous Learning & improvement, and allows quick Scale and full-stack/cycle execution. As part of the Project Skilling initiative, the Project Managers analyze existing skilling index, identify white spaces, skill gaps, and map relevant SKU to multi-skill employees. As of year end, 60,000+ associates are undergoing project skilling.

AIM (Achievers in the making)

For Technology companies it is increasingly important that sales staff have a technology led business conversation with the customer. The traditional sales people are largely relationship driven and hiring sales talent externally was costly. On the other hand, we had young Software Engineers who would leave after 2-3 years to do an MBA and want to do Sales and Marketing. In order to leverage this and disrupt the traditional Sales recruitment process a unique programme - AIM was designed that identified young engineers who had an aptitude for sales and train them on Sales and Customer Facing Skills.

AIM is a rigorous learning journey with a flipped classroom pedagogy involving 8 weeks of virtual sessions followed by 4-week intensive residential boot camp. It involves an extensive selection process including profiling, psychometric assessments and interviews.

Transcend and Ascend

These Leadership journeys cater to our Project/Programme Managers and budding leaders to groom them to take up emerging stretched roles of the Digital age. They are a 4-month deeply collaborative, academically rigorous learning journeys that give employees a new way to experience Leadership Learning — while at work. Employees are identified after a detailed selection process that assess their aptitude to proactively extend themselves to take up stretch roles. Giving them the flexibility to advance their career, the programme focuses on leadership and innovation through solving real-world business challenges. They experience a blend of Domain, Digital & Leadership expertise with a full suite of active synchronous and asynchronous learning and small team projects. 72% of the employees certified from these programs have moved into stretched roles in Automation, Client interfacing, upskilling etc. This has resulted in reduction of external hiring and improvement in resource mix.

Higher Education Support

We have also tie-ups with the renowned education providers to provide customised higher education programmes crafted to suit working professionals.

Disclosure 404 - 3: Percentage of Employees Receiving Regular Professional and Career Development Reviews

Tech Mahindra follows a multidimensional Performance Appraisal. All our eligible associates are appraised through a Performance Indicator system which integrates all the 3 types of performance appraisals i.e.

- Management by objectives: the systematic use of measurable yearly goals and targets agreed between the line superior & associates.
- Multi-dimensional 180-degree feedback, - where employees are appraised by their managers & unit heads, also feedback is taken from the peers (not mandatory) & sometimes from the external clients/customers)
- Formal comparative ranking of associates within one employee category.

Tech Mahindra follows a Balanced Score Card (BSC) approach to align and monitor organisational performance against strategic goals. The BSC is prepared for the CXO/SBU heads/unit heads/ function heads and rolled down to their respective units /function. Every Employee has the option to view their unit/function head's BSC and the goals for their Manager and align their own individual goals. Additionally, they can also set their individual goals as per the standard key result areas defined for the role. This approach ensures that Associates have visibility of their team, function and organisation's strategic priorities and their goals are aligned to the same. As a structured process, organisation goals are cascaded to identify critical function goals, which in turn cascade appropriately to individual level goals. This is done to ensure objectives at the Organisation level, Function level and the Individual levels are in alignment.

We follow a three-point rating scale in the organisation. The top rating is called 'Excellent' and is given to employees who exceeds all expectations, henceforth called X-raters. The mid-level rating is 'Consistent' for consistently meeting expectations and 'Lagging' for those whose performance is unsatisfactory.

As part of the Performance Review Discussions both Mid-Term and Annual Appraisal, employees have the opportunity to make their career aspirations known to their Managers and create a Competency Development Plan to identify specific learning opportunities to move towards their career goal. These career aspirations are captured online in the Ide@s platform and are shared with internal teams to use as inputs during training allocation, project allocations, onsite opportunities, etc.

In an IT organisation changes in the Reporting Manager are very common and happen throughout the year. To ensure that the feedback of all the Managers with whom the Employee has worked during the year we have introduced the **Manager Change feedback** functionality that solicits real-time feedback from the departing Manager as a reference point for the new Manager during Annual or Mid-term Appraisals discussions.

Promotions to higher roles happen as part of the annual performance review and are based on both performance and potential rather than seniority by way of a promotion eligibility grid (considering factors of past performance ratings, tenure in the grade etc.) and Promotion Review Committee's (PRC) assessment of the candidate on the competencies essential for the role.

Through our Reverse Feedback process, we ensure that the appraisal process is a two-way process giving Employees the ability to assess their Managers and share the feedback directly with their skip-level Managers. We have a robust Grievance Redressal process in place to handle any cases where Employees believe they have been treated unfairly and maintain a buffer of 1% pay-out to handle these cases.

The Performance management process has been designed to ensure open communication between the Manager and the Employees at all stages. The entire performance management lifecycle is digitised through our Ide@s (Individual Development Enabling Appraisal System) application which is used as a centralized system for the execution, tracking and maintenance of the performance management process. The platform uses auto-escalation mechanism to enforce the adherence of timelines for performance evaluation with negligible overruns.

100% of our eligible employees received performance appraisal.

Rewards and Recognition

Through the Kudos portal, employees can acknowledge individual/team contribution; congratulate others and thank peers for their recognitions. Any number of appreciations can be given or received. This initiative has helped increase morale and builds a culture of recognition in the organisation.The social nature of the Kudos platform enables peer recognition thus helping us build a culture of appreciation. The rewards can be encashed for experiences and we encourage employees to do so thus creating memories for themselves and their families. We have a comprehensive basket of awards which are designed to be relevant and comprehensive ranging from individual and instantaneous awards like – SPOT to Monthly & Quarterly aggregated awards like Bravo, Pat On The Back, and Standing Ovation, etc. This one-stop platform brings recognition to the "Desk of every Employee".

All awards have varying reward points linked with them and Employees have three options to redeem their Kudos points- gift vouchers (e-gift/ physical vouchers), cash-outs, and pro-social (donation). Employees can also send gift vouchers to their friends/ family etc. by redeeming their Kudos points online and can ship the gift vouchers to any country.

While only managers have access to give monetary rewards, All employees have access to appreciate, wish and give a SPOT award. The peer-to-peer SPOT award is a mechanism to enable and encourage employees to recognize peers and that converts to a monetary value eventually. Managers and Business Heads have special access to nominate great performers for different reward categories that fit varied criteria. An approval flow mechanism for monetary awards ensures that only the most qualified nominations make the cut. Business Heads and the HR teams have access to MIS reports to make sure that the deserving are being recognized in a fair and timely manner. This year 47.04% of employees were recognized for their achievements while over 30,000 Employees exchanged wishes and gratitude

The focus at TechM is to celebrate achievements not just at the team level, but across the organisation and with the family with initiatives like Star awards, Location awards, Ace awards, People Champions Fellowship awards, Veerta awards etc.Employees can also share their joy with their colleagues (gift a leave) and donate rewards points to social causes (disaster relief, Nanhi Kali etc.). We introduced new award to recognize volunteering through ISR programme.

As always, Long Service Award are conferred up-on employees who have completed milestones of working for 5 years and beyond in increments of 5 years. This celebration includes additional time off, cash incentives service certificate, personalized messages from leaders and a gift voucher to celebrate with their families.

We are leveraging technology for employee experience and operational excellence. Automation of HR processes is helping eliminate transactional and repetitive tasks to improve productivity. New-age technologies are creating hyper-personalised human experiences for employees in the moments that matter. Digital technologies are powering best-in-class solutions and interaction platforms.

- **UVO 2.0** is a virtual chatbot that has three main functionalities - to answer queries, resolve issues and perform tasks in a simple, intuitive and engaging way. Awarded the IDC Insights Award in 2018, UVO responds to personalised questions in various categories like leave, medical insurance, timesheet etc.

- **TiBOT** our TIM Intelligence Bot, executes queries such as raising service requests freeing our employees from mundane tasks, enabling them to focus on more critical tasks.

- **Aasana YogaBOT** fuses the old-age magic of Yoga and technology to create a seamless experience on the desktop with instructions to take a break to practice some yoga stretches during work.

- **K2** is our 'Knowledge and Kindness' humanoid developed by our in-house team. It provides employees with an interactive experience when requesting HR transactional information. K2 can answer all HR queries, personal queries, email payslips, form 16, tax sheets, etc. To ensure that even specially-abled people can use it, K2 can respond through audio and text display. K2 was developed to change the way people interact with HR to allow the function to offer more value- added support to employees. K2 &Talex were recognised by ET Innovation Awards in the People Innovation category.

- **Facial Recognition (FR)** is an advanced technology that helps in discerning and identifying human faces from an image or video. It is equipped with a 'mood-o-meter' that records the moods and sentiments of the employees in real-time. This acts as a base for us to measure employee engagement and increase the happiness quotient. FR was awarded the IDC Insights Award in 2019.

- **TechMighTea Portal** uses an algorithm to connect employees based on their common interests. Employees can connect face-to-face or virtually to build a network within the organisation, learn more about other units and make new friends.

EMPLOYEE ENGAGEMENT, SAFETY, AND WELL-BEING

Wellness before business is a mantra we have adopted to ensure the complete wellbeing and fitness of our employees. Physical, Mental and Spiritual wellbeing is the most crucial aspect of our success, happiness and health. **#Wellness First** is the mantra that governs our people development agenda. Our Wealth of Wellness (WOW) portal is a comprehensive resource on wellness programmes, tips and techniques to stay healthy as well as be aware of location-specific wellness events/initiatives.

Employee safety and wellbeing in normal situations and during any crisis is ensured by region level Leadership Councils. We have various SOPs that are followed across locations. In the wake of Covid-19, we framed SOP's related to hygiene, safety, social distance at office, lift movement, lobby area etc. We have installed hands-free sanitizers, and fixed pedal operating fixtures for all office and rest room doors. Foot mat wipes have been placed in all lobbies. There is an IR system for checking the body temperature of the Employees. The AC temperature is increased as per AHSRAE Standards. There are strict guidelines for maintaining distance in

transportation vehicles. The vehicles are sanitised outside and inside to ensure the safety of the employees. There is an online App for self-declaration in case any employee is detected positive.

The following infrastructure/initiatives/facilities are available to all the employees at all the locations:

ON-CAMPUS SERVICES

Our employeescan benefit from professional services of counsellors, doctors, dieticians, physiotherapists, gym instructors and other medical/allied healthcare experts available on the campus. We organise targeted physical and digital events from time to time on various aspects of corporate wellness. These events include health check-up camps, webinars, one-on-one consultations, etc. One Bangalore (TMEC) and Hyderabad (TMLW) locations are OHSAS and HSE certified where we conduct scheduled Ergonomics training as per the calendar. For other locations, Ergonomics training information is circulated through common mailer. AASANA exercise is triggered in all systems across locations

to carry our exercise while seated in office.

AASANA is our yoga-bot that instructs and reminds employees to take a break to stretch during work and avoid sitting for long hours in front of the screen.

ONLINE SERVICES

Employees can avail a preventive health screening, meet a doctor on chat, or even access an online pharmacy, all at the click of a button. Marrying the business of wellness with technology has opened up an entirely new world of wellness for our employees, where they can lead a healthy life, right from their workstation.

FITNESS AND NON-MEDICAL SERVICES

We offer a variety of facilities to help employees become fit and stay fit in a natural way. Employees can choose from various outdoor and indoor games ranging from on-campus gymnasia, regular dance/aerobics and other physical activity sessions. They can also participate in multiple internal and external championships and tournaments. **We ensure that TechMighties stay happy as well as healthy on and beyond the campus**. Non -medical services like day care facilities for children, financial wellness consultation etc. are also made available to the employees.

EMERGENCY SERVICES

We try to be prepared for life's unpredictability and the uncertainties it brings. We have an Emergency Rescue Team at each location that comprises of members from the Human Resources and Corporate Services team, who are alerted in case of any emergency at work.

All our campuses are equipped to provide first aid and have an ambulance on standby24x7, for any emergencies that require swift action. The WoW portal also gives the employees the ability to access a blood donor and opportunities to register as one.

EMOTIONAL HEALTH AND WELLBEING AT WORK

TechMighites can access '*Your DOST*', an online emotional wellness platform, which leverages technology to enable a convenient, anonymous and confidential method of addressing emotional problems. Employee scan securely connect with 900+ experienced experts through web/mobile, 24x7. They can avail support in the areas of life coaching, grief counselling, confidence building, personality development, career coaching, parenting, marital discord, caregiver support, de-addiction support, relationship counselling, conflict management, work-life balance without revealing their social identity.

EMPLOYEE WELFARE TRUST

Emergencies come announced, and any amount of preparation is not enough. We understand how difficult it can for our employees to shuttle between taking care of their loved ones and everything else. While the medical insurance cover provides for financial assistance in unfortunate events, there are times when the expenses could overshoot the coverage. We have an Employee Welfare Trust, for and by the employees. For as little as INR 1 per month, employees can avail emergency financial assistance if they run out of medical insurance cover.

WoW PORTAL

We have developed a comprehensive Health and Wellness programme christened Wealth of Wellness (WoW) that brings fitness to everyone. WoW portal is hosted on the intranet. It measures Body Mass, Indicator Calculator, Basal Metabolic Rate Calculator, Body Fat Calculator and Calorie Calculator. It also contains insightful articles and videos on nutrition, possible syndromes, and benefits of various Yoga forms, health poll, and similar important topics. This portal also hosts information on all the WoW events conducted across locations. Categorically, our focus areas for wellness are – Work life balance, Flexi Work Arrangement, Physical Health, Wellness infrastructure and Supporting Mental & Emotional Wellbeing.

We offer an array of flexible leaves and benefits to assist our employees to balance their personal and professional lives smoothly. Our range of Employee Assistance programmes helps employees to deal with roadblocks and hiccups coming in their ways, ensuring a stress-free environment at work.

Disclosure 403-1: Worker Representation in Joint Worker Management Health and Safety Committee

The WoW Committee is the health and safety committee of Tech Mahindra and covers 100% of our employees. It has a fair representation of all categories of employees.

WoW Committees Across Locations 19-20		
Employee Band	No. Of WoW Members	%
Senior Management	4	6.8
Middle Management	11	18.6
Junior Management	44	74.6
Total	59	100

We have a separate Health and Safety Committee in addition to the WOW committee. The composition of the Health and Safety Committee is shown below:

Health and Safety Committee	Male	Female	Total
Senior management	3	0	3
Middle management	11	1	12
Junior management	5	0	5
Total	19	1	20

Disclosure 403-2: Type of Injury and Rates of Injury, Occupational Diseases, Lost Days, & Absenteeism, and Total Number of Work-related Fatalities, by Region and by Gender.

TechM has established a procedure for reporting incidents, analyzing the incidents and taking preventive/ corrective actions which are overseen and driven by the HSE (Health, Safety &Environment) Team. For effecting reporting of incident, HSE team has created an incident portal which tracks incidents related to events leading to: Medical urgency which covers- injury, ill-health, environmental accidents or potential to injury. The procedure applies to all personnel having access to the workplace. All operational sites have conducted employee health & safety risk assessment

The Safety committee across locations communicates any incident recorded, every quarter. The Safety Committee also conducts a physical survey of campus to find areas for improvement in safety. We regularly carry out online sessions on safety through WebEx, and WoW Portal. There were eight medical incidents (first aid) reported in the year.

The guest house and canteen staff undergoes trainings on hygiene, self-grooming, and working guidelines. There are periodic DRP drills on fire and other identified risks, background checks and other Surveillance trainings.

DIVERSITY AND INCLUSION

Tech Mahindra has global operations in more than 90 countries, and we recognize the value diverse people bring to the workplace. Our purpose is to empower people to '*Rise*', to take pride in their uniqueness and reflects the different backgrounds, experiences, ideas and perspectives of our Employee. We practise inclusiveness in all aspects of diversity – right from gender and sexuality to generation and ideation. Our Diversity and Inclusion mission for sustainable leadership is to acknowledge, respect, and leverage the value of individual differences to enhance organisation competency and innovation for sustainable leadership. Diversity extends to valuing and celebrating the uniqueness of every individual. We have a **Diversity and Inclusion Policy** that helps us ensure diversity at all levels within the organisation.

We rely on our diversity of thought to find innovative solutions to new business challenges as well as provide products and services that exceed our customers' expectations, and we find the key is respecting all people (our own, customers, vendors, etc.) and valuing the differences among all of them. At the same time, it gives us opportunities to build an internal world where different genders, generations, abilities, and cultures are open to their differences, where they can coexist and learn from each other, and together contribute to Tech Mahindra's (and the Mahindra Group's) larger vision of enabling people to '*Rise*'.

We provide equal opportunities and necessary support to differently abled professionals. Diversity at the workplace provides a competitive advantage by enabling idea generation and an ability to understand a wider variety of customer segments. As an 'Intentionally Diverse and Naturally inclusive' organisation, the diversity we encourage is the diversity of thoughts. Our diverse and inclusive workforce helps us to more effectively deliver to our global customers of different nationalities, religion, sexual orientation, gender and generation. This reporting year, we made diversity and inclusion into one of our topmost HR priorities. We have aligned our diversity and inclusion programmes with the three pillars of RISE™

- Our **Cultural Diversity** is built on **Alternate Thinking** with the concept of 'Do more with less'. We leverage local talent to deliver services to our customers enabling us to reduce costs and deliver faster. We also conducted several programmes, policies and initiatives to promote cultural acclimatisation and inclusion of employees across all countries. This was done through localisation of talent, policies, and learning interventions on cultural integration. We have localised general policies for every region to cater to the sentiments and sensitivities of the local employees and the countries where we operate.
- Our **Diversity of Abilities** is based on **Accepting No Limits**. We believe that people with different abilities deliver more focused output when aligned with jobs that allow them to bring the best out of them. After all, disability is just a part of that person, not the whole person. Our inclusiveness approach is not limited to just within the organisation. We also promote diversity

and inclusion amongst the local communities through initiatives our CSR initiatives including ARISE+ and SMART+.
- Our **Diversity of Gender, Generations and Sexual Preferences** are aligned to **Driving Positive Change** by building innovative products and services for all our customers, who serve our end-customers, a heterogeneous group of individuals with diverse backgrounds. We have initiated various talent and skill management programmes such as reverse mentoring for the senior workforce, Young CEO for young, bright employees, and special Woman Leadership Programmes to nurture women leaders. We have aligned our infrastructure by building crèche in our large campuses, so our women employees can work in peace without worrying about their child's safety. This reporting year, we also included a Policy to provide support to our employees who plan to undergo a Sexual Reassignment Surgery (SRS) surgery. **We aim to build a gender-neutral and disabled-friendly workplace where anyone, irrespective of their gender or sexual orientation can enjoy the same rights**.

We have a 3-year roadmap for diversity and inclusion with clear metrics and focused initiatives to stay committed towards building a truly diverse and inclusive workplace. To translate our diversity and inclusion vision into reality, we work closely with 'Diversity and Inclusion' councils across Group, Sector as well as Locations. We are continually enhancing our initiatives and awareness campaigns, and we actively participate in workshops/sessions to define POSH policy and training content.

Disclosure 405-1: Diversity of Governance Bodies and Employees

The diversity of our workforce by age and gender is tabulated below:

AGE AND GENDER WISE BIFURCATION OF TECHM LTD.

EMPLOYEE TYPE	18-30				31-50				> 50				GRAND TOTAL
	F	M	N	TOTAL	F	M	N	TOTAL	F	M	N	TOTAL	
Senior Management	0	0	0	0	54	490	0	544	18	272	0	290	834
Middle Management	13	50	0	63	1415	10198	0	11613	177	991	0	1168	12844
Junior Management	22452	31242	1	53695	6539	22736	0	29275	220	618	0	838	83808
Sales	585	1006	0	1591	311	944	0	1255	12	76	0	88	2834
Fixed Term Contract	21	35	0	56	54	445	0	499	4	108	0	112	667
Third Party Contract	290	979	0	1269	467	1745	0	2212	83	371	0	454	3935
Others	87	292	3	382	199	587	33	819	37	139	1	177	1378
Total	23448	33604	4	57056	9039	37145	33	46217	551	2575	1	3127	106400

Gender diversity enables a better work environment, empowers our organisations culture, increases efficiency and productivity, and allows diverse perspectives to flourish. We are committed to increasing the number of female employees across levels including in the leadership and senior-level positions.

Gender diversity is enabled through focused initiatives and policies, including workplace safety measures and zero-tolerance to sexual harassment. Our women employees are empowered through self-defence workshops; GPS enabled cabs, regular transport surveys and training bus/cab drivers on safety and other behavioural aspects.

We have been increasing the number of female employees across levels.

% of Women in workforce by category	Total Head Count as per the category	Count of Women HC as per the category	2019-2020
Women in total workforce	106400	33038	31.05%
Women in management positions in total workforce (Senior + Middle management)	15678	1970	12.57%
Women in top management positions, (Senior management)	954	84	8.81%
Women in first line management positions (Middle management) revenue-generating	14724	1886	12.81%
Women in management positions in functions	13514	1545	11.43%

Disclosure 405-2: Ratio of Basic Salary and Remuneration of Women to Men

We are an equal opportunity employer. Across Tech Mahindra, we recruit both men & women on equal salary ratio. The remuneration is linked to performance of the individual and that of the company. Our compensation philosophies and process do not include gender as an element for decision making. We only look at employee qualification, skill and proficiency while selecting any candidate.

We do not differentiate the compensation amongst employees (basic salary and remuneration) based on gender at any of the locations of operations.

Remuneration is based on merit depending on the level, grade, number of years of experience, skills and competence and performance of the employee. Our Rewards structure is based on a 3P platform - Pay for Person, Pay for Performance and Pay for Position that enables us to identify the right pay mix for our employees based on their competencies, performance, and potential. We also complete a deep-dive gender analysis based on inputs from surveys and the existing HR reports as an input for new policies towards equality and remuneration.

Disclosure 401-1: New Employee Hires and Employee Turnover

During the year 2019-20, we hired **29877** employees in India. This includes hiring of **19531** male employees, **10345** female employees and **1** gender-neutral employee. It has been our firm commitment to enrich our organisation's strength by attracting the best available talent. We engage with leading educational campuses for our hiring activities while also offering rewarding opportunities to experienced professionals.

INDIA EMPLOYEE TYPE	18-30 AGE				31-50 AGE			> 50 AGE			GRAND TOTAL
	F	M	N	TOTAL	F	M	TOTAL	F	M	TOTAL	
Senior Management	0	0	0	0	4	67	71	1	11	12	83
Middle Management	6	27	0	33	84	655	739	1	21	22	794
Junior Management	8948	14150	1	23099	996	3755	4751	1	3	4	27854
Fixed Term Contract	189	234	0	423	17	65	82	0	2	2	507
Third Party Contract	73	341	0	414	23	171	194	2	27	29	637
Others	0	0	0	0	0	2	2	0	0	0	2
Total	9216	14752	1	23969	1124	4715	5839	5	64	69	29877

Annualised quarterly attrition is computed on "LTM" last twelve months. The IT attrition was 19.1% during the year. We have been working towards retaining talent by investing in career development programmes, talent engagement initiatives, employee well-being (personal and professional), rewards and recognition as well as an empowered work environment.

Disclosure 401-2: Benefits Provided To Full-Time Employees Which Are Not Provided To Temporary or Part-Time Employees

Being an IT services and consulting company, we do not have seasonal variations in employment. We offer industry-leading benefits to all our employees. We abide by the local employment labour laws prevailing in the countries where we operate. All the benefits are provided to our full-time, fixed-term contacts (FTC), and part-time employees based on the entitlements mandated by the law in the countries where we operate.

Flexibility benefits and Employee Stock Option Plans (ESOPs) are only provided to permanent employees of the company. The Flexibility Benefits include Leave travel allowance, Meal Card, Telephone Reimbursement, Car Lease/Rental, Fuel and maintenance reimbursement, Driver's salary reimbursement, Superannuation and National Pension Scheme (NPS).

In addition to this, the employees who have been permanent employees for more than 5 years are eligible for Long-term Incentives which include:

- Certificate and a congratulatory plaque along with Cash award to celebrate their association with the company depending upon the number of years in the organisation. They are also given additional leaves depending upon the number of years served.
- Gratuity, which is a mandate under the Indian law, is provided to all eligible employees, as a lump sum to an employee leaving the organisation after rendering continuous service for not less than five years in the company.

The long-term incentives given based on performance are:

- Stock options- Employee Stock Options(ESOPs)/Restricted Stock Units (RSUs) are provided to those qualifying under performance criteria and are given as a reward for their niche, critical and long term roles in the organisation
- Variable pay – the performance of the employee is measured through the year, and the percentage of this pay given depends upon the performance.
- The retention rate for Employees covered under the Long term Incentive plan is 83.5% and it helps us ring-fence our talent

Tech Mahindra lists critical aspects and relative targets on environment, business, innovation, supply chain, diversity, people development and other sustainability parameters in our Roadmap online. These targets are added to the Balance Score Cards of Function leaders and cascaded to their respective teams to ensure completion. The monitoring, implementation and achievement of these targets are taken into account while Stock options (Employee Stock Options (ESOPs)/Restricted Stock Units (RSUs) are being given as a long-term incentive to employees.

We have a suite of additional Perks & Benefits to cater to the needs of a multigenerational workforce like insurance (extended to same sex partners too), flexible work, relocation support, sexual reassignment surgery policy etc. We have a wide array of Incentive plans, customized for the Role, Business / Function, and Customers requirements. So much so, that an Employee can have a personalized KRA based plan for Incentives. Our managers have the freedom to address the needs of a multigenerational workforce though merit increment grids to differentiate key talent by giving

significantly higher increases, project specific bonuses and retention bonus plans (1 to 2 years), allow us to reward and ring-fence key talent.

As part of our Business model, we constantly acquire new companies and re-badge employees from client organisations. Our Ecosystem (Process, People & Technology), has evolved based on our rich experience to allow Acquired entities & rebadged employees to be governed under fundamentally diverse compensation plans based on the requirement as opposed to force-fitting and adopting a one size fits all approach.

Disclosure 401-3: Parental Leave

We are committed to providing a holistic employment experience to employees with the flexibility to balance professional and personal commitments. Our HR policies are designed to incorporate work-life balance. Flexible work timings are specifically designed to facilitate seamless work life integration for employees.

We have taken various steps to ensure work life balance of employees at Tech Mahindra. We introduced an initiative - '*Junior Tech Mighty*' to congratulate our new mothers, and welcome their #Jr TechMighty into the TechM family. Employees on maternity leave receive a gift hamper, assuring them of our best wishes and love to the little ones. The gifts are hand delivered to their residences across more than 20 locations in India by a Mahindra Retail representative.

For expecting mothers, we have designated

parking slots reserved closer to entry / exit / elevators for ease of access in addition to providing improved ergonomics in terms of cushion and foot at their workstations. We also provide 2 days' Work from home per month for new parents till the 1st anniversary of their new born for all Bands. This is in addition to current Work from home entitlement of 3 days per month for all employees. New parents (male and female) of adopted children are eligible for 12 weeks of paid leave to take care of the new arrival in their families. These initiatives have resulted in a Glassdoor rating of 3.7 in Feb 2020.

Our leave policy ensures that employees are entitled to maternity leave of 6 months and paternity leaves of 5 days. Apart from the paid maternity leave of 26 weeks, women employees can utilize the available earned leave balance.

Employees Who Availed Parental Leave

Employees who took leaves

	Male	Female
Employee Count	3015	1444
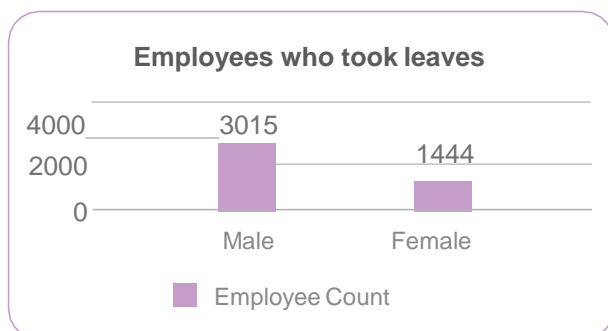
Employees Who Returned to Work after Parental Leave

Employees who resumed work

	Male	Female
Employee Count	2684	1142
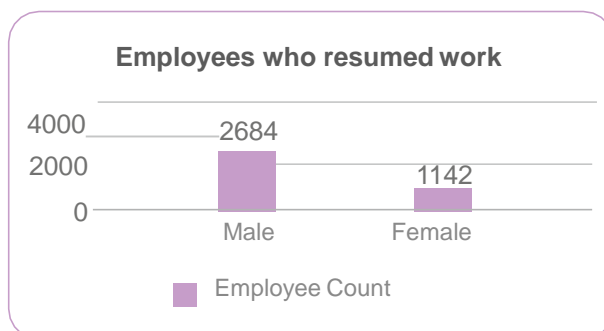
Total number of employees that returned to work after parental leave ended in 2018-19 (employed 12 months after their return)

Employee Count

Male: 2028
Female: 805

Retention Rate

Employee Count

Male: 75.50%
Female: 57.48%
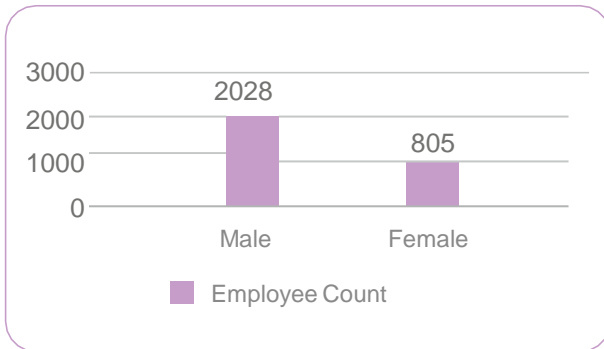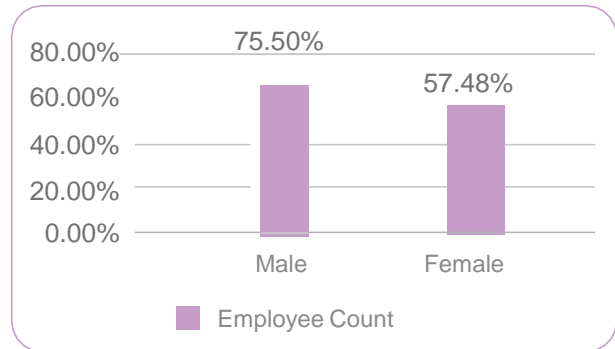
COMMITMENT TO HUMAN RIGHTS

We are committed to protecting and respecting Human Rights and remedying human rights violations in case they are identified. We provide equal employment opportunity, ensure fairness, create a harassment-free, safe environment and respect the fundamental rights. Our policies and procedures ensure prevention of human rights violations like employment of child labour, forced/compulsory labour promoting health, safety and wellbeing, and freedom of association for the employees, and across the supply chain. There is no discrimination based on caste, gender etc. within the company and we focus on remedying human rights violations in case they are identified.

Disclosure 412-2: Employees Trained On Human Rights Policies and Procedures

Human Rights aspects are administered and implemented through our Policy on Prevention of Sexual Harassment. We have zero-tolerance to sexual harassment at the workplace. Our Anti-Sexual Harassment (ASH) Policy was updated and renamed Prevention of Sexual Harassment (POSH) in 2016-17. All employees are required to complete a Prevention of Sexual Harassment Training and get a certificate of completion. This training and certification are strictly enforced, and non-conformance ensures a quick dismissal.

All the employees completed the training in 2019-20 in the training cycle. India employees clocked 676064 hours for POSH training.

Disclosure 412-3: Significant Investment Agreements and Contracts That Include Human Rights Clauses or That Underwent Human Screening

All significant investments agreements and contracts within Tech Mahindra and all our acquired companies undergo human rights screening. We follow a robust due diligence process to ensure that there are no risks due to any human rights violations.

HUMAN RIGHTS RISKS AND DUE DILIGENCE PROCESS

Employment contracts and policy documents go through periodic reviews to ensure that there is no human rights violation. This review is conducted across all our facilities globally. While reviewing such agreements and policies, significant effort and time are invested along with incidental costs needed for reviews. Such investments are periodic and proactive.

We have established committees/processes like the Ombudsman process, Prevention of Sexual Harassment Committee, Risk committees, and a Diversity Council to review progress and formulate strategies to address issues on compliance, safety and a harassment-free workplace. Our internal review mechanisms are designed to identify any risk of Human Rights violations or gaps in any of our own operations and in the supply chain.

We are also exploring technological solutions to handle bullying and Managerial abuse. We are in the process of developing an Artificial Intelligence powered coaching prototype for helping Managers build positive relationships with their team members based on digital nudges. As a Company with a Purpose, we believe in putting our profits to social good by contributing to the people and the planet in a meaningful way. Our philanthropic arm, Tech Mahindra Foundation is involved in several programmes to uplift underprivileged members of society providing education, employability, disability aid and green initiatives.

Tech Mahindra follows human rights and fair employment practices based on existing international standards like UN Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, ILO Declaration on Fundamental Rights at Work, and UN Convention on the Rights of the Child. Our due diligence process covers all aspects under the UNGC principles. We have a Global Compliance Framework Functional Manual which identify and comply with applicable HR and compliance regulations. We aim to equip our employees with simple and efficient means to be compliant and fully integrate risk management in daily activities.

MITIGATION POLICIES/PROCESSES

We uphold our commitment to human rights as a member of the United Nations Global Compact. We are committed to exhibit zero tolerance towards all facets of modern slavery, as elaborated under the Modern Slavery Act, 2015 UK and Commonwealth Modern Slavery Act, 2018, Australia guided by the UN Declaration of Human Rights and the conventions of the International Labour Organisations specified to forced or compulsory labour. Some of our key global policies are publicly available to show how we drive ethics and human rights within our organisation. These include Policy on Equal Employment, Diversity and Inclusion, Code Of Ethical Business Conduct, Anti- Corruption and Bribery Policy and Human Rights, and Modern Slavery Statement. They cover all employees, suppliers, clients, communities and countries across geographies where we do business.

Our employees are informed about their rights and responsibilities regularly through trainings, mailers and internal platforms. We have created specific interventions to tackle these issues.

CONTRACT EMPLOYEE ENGAGEMENT

We engage contract employees for infrastructure support at our offices in India. The duration of engagement varies depending upon the project and role. We have created training modules on CEBC, Prevention of Sexual Harassment (POSH) and data privacy for them.

Disclosure 406-1: Incidents of Discrimination and Corrective Actions Taken

Harassment, discrimination and bullying are significant workplace issues that have an impact on an employee's efficiency. TechM is committed to create a workplace that is free from these workplace issues. We have an internal policy on bullying and harassment that specifies unwanted behaviour that offends, humiliates or intimidates the employees, and targets them because of a characteristic such as gender, race or ethnicity. We have a formal mechanism for tracking incidents of discrimination. Also to add on, our POSH policy covers sexual harassments, for FY 19-20 there were 60 complaints of sexual harassment, out of which 59 complains were closed in the fiscal year after satisfactory resolution and necessary actions.

No	Category	No of complaints filed in FY19-20	No of complaints pending as on 31st Mar'20
1	Child labour / forced labour / involuntary labour	0	0
2	Sexual harassment	60	1*
3	Discriminatory Employment	0	0

*The pending case has been resolved and closed.

Disclosure 410-1: Security Personnel Trained In Human Rights Policies and Procedures

100% of security personnel were briefed on aspects of Human Rights.

BRIBERY AND CORRUPTION

Bribery and Corruption is a multi-dimensional issue that can be a risk to our brand, reputation and business growth. We have adequate checks and balances in place to ensure that there are no direct or indirect incidents of bribery or corruption. We have a zero-tolerance approach to bribery and corruption. We empower associates to report genuine concerns through the Anti-Corruption & Bribery Policy. We also encourage openness and support our Associates who raise concerns in good faith, even if it turns out to be mistaken. Tech Mahindra also prohibits making or accepting "kickbacks", which are payments made in return for business favour or advantage. The company may make donations but only if they are in compliance with the policy and local laws with the Corporate Ombudsman keeping a detailed record of these donations and reporting them. Associates are encouraged to report any "red flags" that might indicate corruption to their Manager, the respective member of the HR team or the Corporate Ombudsman. The Anti-corruption and Bribery Policy applies to all the employees of Tech Mahindra and the subsidiary companies.

Disclosure 205-1: Operations Assessed for Risks Relating to Corruption

Conflict of interest is covered under the Code of Ethical Business Conduct. All our associates are prohibited from practices of corruption and bribery, both direct and indirect, in cash or kind. We have an Anti-corruption and Bribery Policy, which is applicable 100%of the employees of Tech Mahindra and our subsidiary companies.

Disclosure 205-2: Communication and Training about Anti-corruption Policies and Procedures

The Code of Ethics for Business Conduct covers topics of corruption and bribery. This policy is applicable to executive & non-executive directors, permanent & contractual employees, suppliers, business clients & customers and others acting on company's behalf. 100% of the employees received the training in 2019-20.

Disclosure 205-3: Confirmed Incidents of Corruption and Actions Taken

Tech Mahindra did not have any substantiated cases of corruption & bribery in the past four fiscal years and there are no ongoing investigations by local or international authorities.

COMMUNITY INITIATIVES FOR A SUSTAINABLE FUTURE

*"**R**esilience and commitment to serve the beneficiaries are the fundamental aspects that drive the social agenda of Tech Mahindra Foundation (TMF).These virtues help us stay committed to making our stakeholders feel socio-economically and psychologically empowered. The core values of TMF are guided by norms of social well-being.*

In 2016, the core idea behind establishing the first SMART Healthcare Academy was to create a cadre of healthcare professionals joining the workforce of the country. Today, we are proud to announce that 700 of our students from the Healthcare Academies are serving at the frontlines of the COVID-19 situation in various hospitals across the country. We are focused on identifying and providing relief to the vulnerable population in critical areas. We have distributed PPE kits to state government hospitals, provided cooked meals to migrants and daily-wage earners, and distributed ration and hygiene kits to the ones in need.

During COVID-19, our flagship programmes in education, employability and disability continued to run smoothly despite the social distancing norms mandated across the country. At this stage, we took the eLearning programme a notch up to make it a part of the 'new normal' to reach-out and remain connected with the beneficiaries - children and youth, teachers as well as with our NGO partners - through video, google meets and teleconferencing.

A clear vision of the founder members to put the interest of the beneficiaries first has been the guiding principle driving the Foundation's CSR interventions. Be it education, employability and disability, the idea of having enough scope for improvement in every programme is a deliberate attempt in ensuring the Foundation's continuous growth and success.

In alignment with the Board's and inclusion agenda, we piloted a 'Smart Inclusive Centre' at Pune to create job opportunities by providing vocational training to youth with disabilities along with our other SMART students. We also started a Mobile Science Lab (a mini science lab within a bus) in association with the East Delhi Municipal Corporation to help students develop an aptitude towards practical application of science and technology, making a tangible impact in FY20 in the lives of our beneficiaries.

Awareness is the key in responding to unidentified and uncharted territories. Through our projects and initiatives, we work towards sensitising the beneficiaries of what they truly deserve. It is on us to create a world where we all strive to #'Rise'."

RAKESH SONI
CHIEF EXECUTIVE OFFICER -
TECH MAHINDRA FOUNDATION

Our corporate responsibility commitment is to give back to society. We are driven by a purpose to create value for all our stakeholders and enable them to '*Rise*'. We are committed to creating an equitable and inclusive society to support sustainable social integration and transformation. All our CSR programmes are directed at creating a positive impact on the overall socio-economic development of the communities.

OUR VISION

Our CSR vision is "Empowerment through Education." Educated, skilled and able women and men are a country's true strength. We envision a society where children are purposefully engaged, youth is constructively employed, and every person with different abilities is provided with equal opportunities. We are committed to turning our vision into reality by undertaking various CSR responsibilities. The key focus areas of Corporate Social Responsibility for us are:

- Empowerment of girls/women
- Empowerment of people with disabilities
- Corporate volunteering

These three areas are concurrent themes for all our projects and programmes at Tech Mahindra Foundation. Our mandate is that at least 50% of our beneficiaries should be women, and 10% should be Persons with Disabilities.

READ MORE ABOUT TMF

CREATING SOCIAL AND RELATIONSHIP CAPITAL

Tech Mahindra Foundation (TMF) is the Corporate Social Responsibility (CSR) division of its parent company—Tech Mahindra Limited. The implementation of Tech Mahindra Foundation's CSR agenda is executed as per the CSR Policy - https://techmahindrafoundation.org/wp-content/uploads/2020/06/CSR_Policy-Tech-M-15062020.pdf and is governed and administered by the Board Level CSR Committee. The CSR interventions are carried out in partnership with NGO organisations, communities, government school children, teachers from state municipal corporations and students and youth, and with civil body organisations (CBOs). This enables the Foundation to work towards achieving greater good for the communities in which it operates. This is done by expanding its scope of work, engaging with all stakeholders, and utilizing the allocated spends efficiently to create an impact that is sustainable in the long run. We have developed a robust CSR strategy, and a set of defined processes to enrol partners that consider the economic, environmental, and social impact for the well-being of its beneficiaries. This is the core of the Mahindra '*Rise*' Philosophy. All social investments of the Company are aligned with the mandate executed and approved by the CSR Board.

TMF PROGRAMMES

Tech Mahindra Foundation was set up in 2006 as a Section 25 Company (referred to as Section 8 Company in the Companies Act, 2013), with a vision of '*Empowerment through Education*'. The three key primary areas of intervention of the Foundation - Education, Employability, and Disability to bring about a sustainable impact and social transformation in the quality of the lives of underprivileged youth and children.

TMF PROGRAMMES

EMPLOYABILITY

Tech Mahindra SMART ACADEMY FOR HEALTHCARE Delhi |Mohali |Mumbai

Tech Mahindra SMART Academy for Digital Technologies Hyderabad |Mohali | Visakhapatnam

Tech Mahindra SMART ACADEMY FOR LOGISTICS Visakhapatnam

Tech Mahindra FOUNDATION SMART Skills for Market Training

EDUCATION

In-service Teacher Education Institute

Teacher Capacity Development Program

Tech Mahindra FOUNDATION ARISE

DISABILITY

Tech Mahindra FOUNDATION SMART+ Skills for Market Training

Tech Mahindra FOUNDATION ARISE+

www.techmahindrafoundation.org

IMPACTING LIVES SINCE 2006

WE RUN 179 PROJECTS WITH 139 PARTNERS ACROSS 11 DIFFERENT LOCATIONS:

Chennai, Bhubaneswar, Chandigarh, Delhi-NCR, Hyderabad, Kolkata, Mumbai, Nagpur, Pune, Visakhapatnam and Bengaluru. In 2019-20, the Foundation created an impact on 38,337 direct beneficiaries, and this number is only growing.

EMPLOYABILITY

Over the years, SMART has successfully trained approximately 1,00,000+ youth, with an annual placement rate of over 75%.

SMART –SKILL FOR MARKET TRAINING

Now in its eighth year, SMART (Skills for Market Training) is creating a model for vocational training programmes in the country that are on par with international standards. SMART centres provide training to young men and women to make them employable. The training is provided on foundation skills as well as domain-specific training in the service industry. The programme has an industry-led and scalable approach. The training is aligned to the QP (qualification pack) and NOS (National Occupation Standards) specified by the Sector Skill Council. The programme follows robust processes backed by data from our Management Information System (MIS). The foundational courses include Basic IT, Spoken English and Workplace Readiness. Students can choose from a total of 15 domains and 63 courses. Some of the specific domains that we cover include Banking and Financial Services, Beauty and Wellness, Business Process Outsourcing and Automobile.

READ MORE ABOUT SMART

SMART ACADEMIES

Nearly five years ago, in one of the strategy meetings of the Foundation, it was decided to focus on the Healthcare domain within employability. There was enough evidence to suggest that the requirement for well-trained paramedics and technicians in the Healthcare space will grow significantly in the years to come. The Foundation started its first Healthcare Academy in Delhi in 2016, followed by Mohali in 2017 and Mumbai in 2019. Over 1,000 youngsters have since graduated from these Academies, and are on their way to making a meaningful career in the Healthcare sector. SMART Academies offer specialised courses to youth to train and prepare them for future employability. Currently, 700 students from our Healthcare Academies are serving at the frontline of the COVID-19 situation in hospitals across the country.

A Story of Determination from the Mumbai Healthcare Academy

SONAL CHAVAN

"I wanted Sonal to take up this career as I believe her first priority should always be patient's care"
—Sanjay Chavan (Sonal's father)

Sonal Chavan, a girl from Maharashtra's Sindhudurg district, was born and raised in a lower-middle-class family. Her mother works as a house help, and her father as a driver. Her younger brother is still in school. Due to family circumstances, she was expected to contribute to the family's income shortly after completing her high school education. She was aware that the right skills and guidance are the two tools to success. She enrolled for the General Duty Assistant (GDA) programme of SMART Academy for Healthcare. With the help of the faculty and placement teams, she was trained and groomed during the on-the-job-training period.

Today, Sonal is working in Seven Hills Hospital, which is designated to treat COVID-19 patients. Sonal is happy in her job and wants to upgrade her skills in the future so that she can work as a Nursing Assistant in the hospital. She is now a frontline worker during the crisis. Her family is proud of Sonal!

Currently, Tech Mahindra foundation runs seven SMART Academies.

Tech Mahindra SMART Academies for Healthcare in Delhi, Mumbai and Mohali train paramedical professionals through many diploma and certificate courses. The Academies are state-of-the-art centres imparting high-quality training, with a blend of classroom, practical and on-the-job training.

Tech Mahindra SMART Academy for Digital Media in Visakhapatnam, Hyderabad, and Mohali offers professional training and knowledge to help young students pursue a career in the revolutionising Digital Technologies sector.

The Logistics and Supply Chain Management in Visakhapatnam provides exposure to the latest requirements of the logistics and supply chain market. It prepares students for the growing demands of the logistics industry.

READ MORE ABOUT THE SMART ACADEMIES

EDUCATION

The right to quality education is at the heart of our Education programme. We are committed to providing quality education to children and improve their learning outcomes. By quality education, we mean that we focus on learning outcomes of children. However, we also go a step ahead to train the teachers so they can apply those valuable learning experiences and education to teach students. Our agenda of ensuring universal elementary education for all is reinforced and put into practice through ARISE and Shikshaantar.

ARISE (ALL ROUND IMPROVEMENT IN SCHOOL EDUCATION)

ARISE is our flagship programme in education that focuses on enabling children from underprivileged and marginalised socio-economic strata to receive -quality primary education and optimise their full potential. The programme works in collaboration with Municipal Corporations and State government bodies to develop primary Schools into model schools of excellence.

ARISE programme builds upon four crucial, connected dimensions of school improvement:

- The academic dimension, to ensure that children acquire grade-appropriate learning with understanding
- The social dimension, to ensure that families and communities participate actively in the process of education along with children, teachers, school management and the system
- The infrastructural dimension, to ensure that schools and classrooms are happier, effective places of learning
- The organisational dimension, to ensure that schools work as effective units of education functioning as well-managed organisations.

READ MORE ABOUT ARISE

SHIKSHAANTAR

Shikshaantar is the teacher's capacity building programme. The objective of this programme is to create 'Happier Classrooms'. The Shikshaantar programme is run in two variants - one in collaboration with partner organisations and another in the direct mode.

The partner programmes encompass activity-based in-person workshops, on-ground support through regular classroom observations; and providing teachers with hands-on child-friendly materials to use as teaching aids in the classroom.

The direct-run programmes are run in the form of In-Service Teacher Education Initiatives (ITEIs). Currently, the TMF has 2 ITEIs running in collaboration with East Delhi Municipal Corporation (EDMC) and North Delhi Municipal Corporation. The ITEIs conduct workshops and capacity building programmes to train teachers, education officers, and educators in pedagogical skills and subject-related competencies to help teachers become better facilitators for their students.

Through these programmes, the Foundation fulfills the agenda of building a pool of teachers who are professionally equipped to undertake the task of making the learning outcomes impactful for children.

READ MORE ABOUT SHIKSHAANTAR

Partnership with Pratichi Trust

This year we launched a new project called '**Enhancing Quality in Teacher Education (EQUITE)**' in partnership with Pratichi (India) Trust in Kolkata. The Chairman of the Pratichi Trust, Dr Amartya Sen applauded Tech Mahindra Foundation for being an enabler in providing skill-based education and technical training to the youth - a matter close to his heart. This will help to bridge the gap between education and skill-based employment opportunities in India.

MOBILE SCIENCE LAB

Mobile Science Lab is a project under the Education domain. It started in association with the East Delhi Municipal Corporation in 2020. Under this project, a mobile bus visits the EDMC government schools as a travelling laboratory for students from classes 3 to 5, so they can conduct experiments and learn activities related to EVS (Science) hands-on. With the help of this bus, TMF is expected to create an impact on students from 19 EDMC schools every month. In FY 20, the Mobile Science Lab created an impact on 1544 students.

READ MORE ABOUT THE MOBILE SCIENCE LAB

DISABILITY

Disability is the third major area of intervention for us. This primarily means inclusion and mainstreaming the Persons with Disabilities (PWDs). As per the CSR Board mandate, 10% of our beneficiaries are PWDs each year. We help them gain equal opportunities for a better future and a dignified life through our two programmes:

ARISE+

For Children with Disabilities

ARISE+ is a special programme that encourages children with disabilities, such as visual impairment, hearing impairment, and intellectual disability, to become a part of mainstream education. The emphasis is on implementing various educational and curriculum-based learning and initiatives to support them in their primary school education.

SMART+

Skills for Market Training for Persons with Disabilities

We provide training in employable market-related entrepreneurial skills so that persons with disabilities are employed in mainstream jobs such as hospitality, BPO, retail, and IT-enabled sectors, under the SMART+ programme.

Jagruti School Girls on a Winning Streak

Visually challenged and sports – these two terms generally do not go together. And if the sport that we are talking about is Table Tennis, then the thought is even more incomprehensible. However, girls from Jagruti School for the Blind have undertaken this seemingly impossible task through their determination and hard work. Ideas were brainstormed, and a device was designed to suit the visually-challenged students. An 80-mm TT sound-adapted ball was designed (normal TT ball is 40 mm). The ball was given a string, tied to one of the fingers of the children, so when the ball leaves the racket, they can follow the string and find the ball again. Girls who had never played table tennis learned to toss the ball, service, and play backhand and forehand. Their enthusiasm was infectiously coupled with a strong determination.

We are proud that the girls from Jagruti School for Blind Girls won all the trophies in the special category for a tournament held at Symbiosis School for visually-challenged, speech and hearing-impaired children. Six girls participated in the special category of this tournament and won all the trophies in that category.

TMF continues to support Jagruti School for the blind, and the girls are marching ahead with their training. Now they are all set to participate in tournaments with normal/sighted children, at the district level.

EMPLOYEE VOLUNTEERING

Volunteering is one of the many ways for employees to fulfil a purpose, connect with their communities and make a difference while growing their careers.

We look at corporate volunteering through the lens of ISR – Individual Social Responsibility (ISR). We have a self-driven and self- sustained model of volunteering; wherein, each Tech Mahindra associate gives their time towards a societal cause. The idea is to first believe in the cause, and then choose activities either suggested by the location council or by participating in activities at Tech Mahindra Foundation-run centres or schools. **As on 31 March 2020, 32,325 Tech Mahindra volunteers participated in various corporate social responsibility activities and clocked 1,68,176 ISR hours.**

VOLUNTEERING IN FY20

32,325 #TechM volunteers clocked

1,68,176 Volunteering Hours with Much Joy and a Sense of Satisfaction

	FY 2017-18	FY 2018-19	FY 2019-20
No of Volunteers	18,744	31,830	32,325
Total Hours Clocked	80,846	164,278	1,68,176

KNOWLEDGE SHARING

On-going engagement and communication with relevant stakeholders help us redefine our purpose. In an attempt at reaching out to stakeholders in the social development sector, TMF recently introduced a quarterly e-newsletter named Samvaad. This is primarily to understand and establish a medium of dialogue and exchange with the CSR fraternity by sharing notes and feedback on the projects and initiatives undertaken at the Foundation.

READ MORE ABOUT SAMVAAD I AND SAMVAAD II

COMMITMENT TO THE SDGS

The Foundation along with its partners—government and non-governmental organisations as well as other stakeholders follow a shared vision and commitment to implement and align the CSR programmes with the United Nations Sustainable Development Goals (SDGs). The Board, the CSR Committee and the TMF team have embraced the SDGs to ensure a positive impact on the beneficiaries now and in the future. Our flagship programmes — employability, education, disability and volunteering contribute to the fulfilment of the SDGs as shown in the figure below.

COMMITMENT TO THE UNITED NATIONS SDGs

EMPLOYABILITY

4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
17 PARTNERSHIPS FOR THE GOALS

EDUCATION

4 QUALITY EDUCATION
5 GENDER EQUALITY
17 PARTNERSHIPS FOR THE GOALS

SUSTAINABLE DEVELOPMENTS GOALS

DISABILITY

4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
17 PARTNERSHIPS FOR THE GOALS

MAHINDRA EDUCATIONAL INSTITUTION (MEI)

Mahindra Educational Institution, a 100% subsidary of Tech Mahindra Limited, is a not-for-profit company set up under Section 25 of the Companies Act 1956 (corresponding to Section 8 of the Companies Act 2013). It was established in August 2014 as a collaborative venture between Mahindra Educational Institutions (MEI – a not-for-profit, 100% subsidiary of Tech Mahindra), École Centrale of Paris, France (now known as Centrale Supelec) and the Jawaharlal Nehru Technological University (JNTU) Hyderabad. Located at the Tech Mahindra Technology Centre campus in Hyderabad, MEI offers undergraduate engineering programmes in Computer Science, Engineering, Mechanical Engineering, Electrical & Electronics Engineering, and Civil Engineering.

The main objectives of MEI are:

- To establish institutions of higher learning such as setting up institutions, universities, colleges, academies, and research institutes encouraging education and research work in different disciplines, to promote innovation and technology development, to collaborate and/or affiliate with other universities in India and abroad for the cause of promoting quality higher education.
- To collaborate and cooperate with educational or other institutions in any part of the world by exchange of teachers and scholars and generally in such manners of promoting higher education
- To undertake, collaborate or affiliate with any institutions, trusts, or any other bodies in India and abroad for establishment and running of educational institutions in different disciplines to provide tertiary education and research, award degrees, institute awards and fellowships, provide scholarships for education, organise conferences and seminars, provide vocational education and any other activity related to promotion of higher education.

Mahindra École Centrale has a strong student to faculty ratio of 15:1. The result of this ratio is reflected in significant demand for MEC engineers from the industry.

KEY PERFORMANCE INDICATORS

CSR SPENDS

The prescribed CSR budget for the year was INR 94.75 Cr (2% of PAT of INR 4,737.50 Cr). However, our actual CSR expenditure in the reporting year was INR 118.18 Cr. We spent INR 98.18 Crore over the financial year through three agencies – Tech Mahindra Foundation (TMF), Mahindra Education Institutions (MEI), and K.C. Mahindra Education Trust. Tech Mahindra also contributed INR 20 Crore to the PM Cares fund for the Covid-19 Pandemic.

	2017-18	2018-19	2019-20
TOTAL CSR SPEND (INR -CR)	76.42	90.36	118.18

Tech Mahindra Foundations is a 100% subsidiary of Tech Mahindra Ltd, all overheads of Tech Mahindra Foundation employees, like their salaries, work travel, and business overheads like audits, rent, communication is included in the mandated CSR spend. These overheads were around **INR 7.5 crore** for 2019-20.

GRI 413 – 1: Operations with implemented local community engagement, impact assessment, and development programmes

Our CSR interventions and beneficiaries over the last three years are represented below. In the reporting year, women formed ~47.36% of these beneficiaries (approximately 18,157 females) while 11.55% of the beneficiaries (4430 persons with disabilities) included children.

In the reporting year, we started reporting on the CSR beneficiaries by the category of employability, education and disability to bring greater focus. The transgender community is often marginalised and does not have access to opportunities. In an attempt at the inclusion of this marginalised section of society, we have started tracking it as a separate category. We are empowering them under our employability initiatives to get them equal access to opportunities.

EMPLOYABILITY

CSR INITIATIVES		DIRECT BENEFICIARIES						
		FY 2017-18		FY 2018-19		FY 2019-20		
		Male	Female	Male	Female	Male	Female	Transgender
SMART Centres	No. of Youth Trained	7291	8377	7294	8900	8465	9579	22
SMART Academies	No. of Youth Trained	228		399		683		
Total		15896		16593		18749		

EDUCATION

INITIATIVES	DESCRIPTION	DIRECT BENEFICIARIES		
		FY 2017-18	FY 2018-19	FY 2019-20
ARISE	Number of students	13262	13262	9817
	Number of Schools	49	24	36
Mobile Science Labs	Number of Students	-	-	1544
Shikshaantar	No of Teachers Trained	6272	2578	3797

DISABILITY

INITIATIVES	DESCRIPTION	DIRECT BENEFICIARIES		
		FY 2017-18	FY 2018-19	FY 2019-20
ARISE +	Number of students	6952	2486	2864
	Number of Schools	17	19	20
SMART +	No of Youth Trained	1284	1477	1566

Our CSR Interventions are around urban centres where we have our offices and development centres. At all the locations, we seek inputs from the local communities directly as well as indirectly through the NGO partners, to understand their needs and expectations. To understand the relevance and effectiveness of its CSR interventions, TMF carries out third-party impact assessments. A summary of the impact assessment reports carried out in the last two years are provided below:

Impact Assessment of SMART Programme

The assessment showed that the placement rate for the SMART programme was around 86%. The programme had made a positive impact on girls as it gave them career opportunities to grow, become independent, and support their family. TMF has collaborated with various government and private players such as Voltas, McMillan, and Art of Play Foundation for curriculum development, training of implementation partners, and joint certifications. The SROI value of the SMART Programme is 6.97, which means for every rupee invested or spent by TMF, the social value of Rs 6.97 was generated. The full report can be found here.

Impact Assessment of Project ITEI

Tech Mahindra Foundation commissioned the assessment of its flagship initiative, In-service Teacher Education Institute (ITEI) to Kantar Public. The study found out that 87% of the teachers found out that their skills were positively impacted after the ITEI training. 58% of teachers had become better at pedagogy, 40% of them found to be more confident, and 35% of them said they could manage the classroom better. The study recommended handholding the teachers to try new training methods to promote better learning among students and consultation with principals to maximize the potential of training provided at ITEI. The full report can be accessed here.

Impact Assessment Study by Grant Thornton

The Foundation appointed Grant Thornton India LLP to conduct an Impact Assessment Study of 10 years for Tech Mahindra Foundation's Education and Employment programmes. The interventions were initiated in 2007, and the study covers the 10-year timeline until 2016. The study assessed employment status and income levels as a key outcome of the programme. It found out that 88% of the students found that the course provided them with relevant skills and made them job-ready. There was a three-fold increase in the employment rate for technical courses and more than 100% for non-technical courses. The average salary at the time of the study was Rs 13,500 before training and Rs 20,000 after training. The majority of the candidates showed a positive response towards training and recommended it to their friends and family members. The full report can be accessed here.

*"**N**atural Capital is the stock of natural resources broadly categorized into renewable and non-renewable environmental resources and eco-systems that provide the flow of goods and services. Renewable resources are available in abundance and help in protecting the environment, thus reducing global emissions and global warming. So there is a greater need today for all of us to adopt sustainable practices and low emission technologies to protect the environment thereby obviate the devastating effects of climate change.*

TechM has a comprehensive environmental strategy and policies for the reduction of GHG emissions, use of water and waste generation. We have taken SBTi-approved emission targets & implemented internal Carbon Price to boost green investments. Our focus areas of environmental sustainability include transitioning towards low emission technology, increasing renewable energy mix, water stewardship, responsible waste management, air quality management, circular economy and promoting biodiversity.

We have, over the years, taken considerable steps to reduce our energy consumption, per capita water consumption and upgrading green infrastructure. We use Recover-Reduce-Recycle-Reuse strategies to manage waste and promote the principles of the Circular Economy. We have conducted Internal Energy and Water Audits to optimize our processes and save energy and minimize water consumption.

As an Organisation, we have made Sustainability a way of life. Furthermore, to make sustainability more distinctive and personal, we have launched 3-4-3 for Good (Every employee to plant 3 trees a month, take 4 car-pool rides and volunteer 3 hours a month), and introduced a complete ban on smoking and single-use plastic across all offices of Tech Mahindra."

SHIVANAND RAJA
SR. VICE PRESIDENT
(COMMERCIAL & CORPORATE SERVICES)

The post-COVID era has propelled businesses and people to relook at life and make greener and environmentally sound choices for a sustainable future. The pandemic has given rise to a new order to world economics and socio-economic equilibrium and created a shift in the preferences and expectations of individuals as citizens, as employees, as customers, as investors, and as consumers. The pandemic has reduced the threat of Climate Change to a certain extent but it still requires a continuous Climate-Smart approach for a complete ecological recovery.

Agility, simplicity, and resilience will help Tech Mahindra remain sustainable and thrive in the new normal. We are reimagining our business based on the changing expectations of our stakeholders in the context of global impacts like climate change, changing customer expectations, etc. We have created a low carbon growth strategy. We are integrating climate action with technology to protect the environment.

ENABLING MISSION 2020

Enable the organisation to help 'Rise' amongst the Top 50 Global Technology Brand through its sustainability practices.

POLICY FRAMEWORK

We are a global IT services & consulting company that recognizes the impacts of its business operations on the 3 pillars of sustainability - people, planet, and profit. Hence it makes continuous efforts to optimize efficiency across the environmental, social, and governance frameworks of the company. Tech Mahindra encourages the involvement of all stakeholders and ensures that the policy is well communicated, implemented, monitored, and reviewed periodically.

PEOPLE CONNECT

- Generating sustainability awareness among associates, customers, investors and society.
- Ensuring safe and a motivated work environment for associates.
- Fostering a Climate of Social Responsibility and volunteering.

ENVIRONMENT CONNECT

- Optimization of Electricity, Fuel Energy Use to reduce GHG Emissions
- Reduce, Reuse, recycle waste enabling circular economy
- Regulatory compliance, monitoring and certifications
- Ensure access to safe water, sanitation and hygiene for all employees at our premises.
- Continuous Improvement in our Sustainability Performance by monitoring and review of the Roadmap, goals and targets.

BUSINESS CONNECT

- De-risking and mitigating climate risk.
- Co-creating sustainable business value for our clients, customers, investors and other stakeholders.
- Leveraging industry best practices to achieve stakeholder sustainability goals.
- Engaging with other organisations and industry associations to actively advocate for positive change in various sectors we operate.
- Integrating sustainability as a part of our business strategy.
- Maintaining transparency and accountability.

STRATEGY FOR ENVIRONMENT MANAGEMENT

Tech Mahindra has integrated sustainability with its business strategy. We believe that ESG principles built into our long-term growth strategy help mitigate risks and drives profitable growth by investing in sustainable innovations that positively impact the world. Our commitment to environmental sustainability, climate change, and water security spans our entire business and we are pursuing plans that will have long-term impacts on the planet and communities, leading to a balance between sustainability and overall business profitability.

We are apprised of climate-related risks and how they affect our resilience and financial stability. To further understand the impact that climate change could have on TechM business in the future, we performed a high-level assessment of the impact of 2°C and 4°C global warming scenarios. Scenario Analysis carries value beyond maintaining sustainability ratings. It forces us to take a long-term view of the business and hence brings long-term business continuity into the lime light that may be endangered by the pervasive short-termism.

We are cognizant of the impact of a deteriorating natural capital on the financial capital, social capital, and manufactured capital. For example, climate change-induced events pose a direct risk to all the 6 capitals. Any environmental/social situation at any of the locations we operate in can adversely impact our business. It can disrupt service delivery to our customers and jeopardize the safety of the associates, thereby increasing our overall financial liability. We embrace a proactive and precautionary approach towards environmental protection and management and endeavour to create a healthy, safe, pollution-free, and green enterprise.

We aim to reduce our carbon footprint by increasing our renewable energy consumption, installing solar modules, LEDs, fitting motion sensors, using star-rated and efficient equipment, and reducing, recycling, and reusing waste. We aim to decrease transport emissions by using improved logistics policies and inventory control measures. We have digitalized internal communications with virtual meetings through tele/audio-conferencing that bring down meeting- related travel considerably. We ensure compliance with applicable environmental regulation in the areas we operate and go beyond to fulfil our corporate responsibility. **For the organisation and the management, the material topics under Environment Management include Climate Change, Energy, Water, Waste, and Biodiversity.**

Management of our environmental commitments is enabled through the **Environmental Policy** and **Water Policy**. In alignment with our internal mandate, we have been integrating our activities and processes with environmental risks and opportunities posed in the short and medium-term, including climate change, water, and energy security, and biodiversity.
Environmental risks have been a part of the enterprise risk management framework. This enables focus at the Board and senior management levels. We have been developing carbon and water security strategies in alignment with enterprise risks, mitigation measures, and action plans. At Tech Mahindra, we have resilient
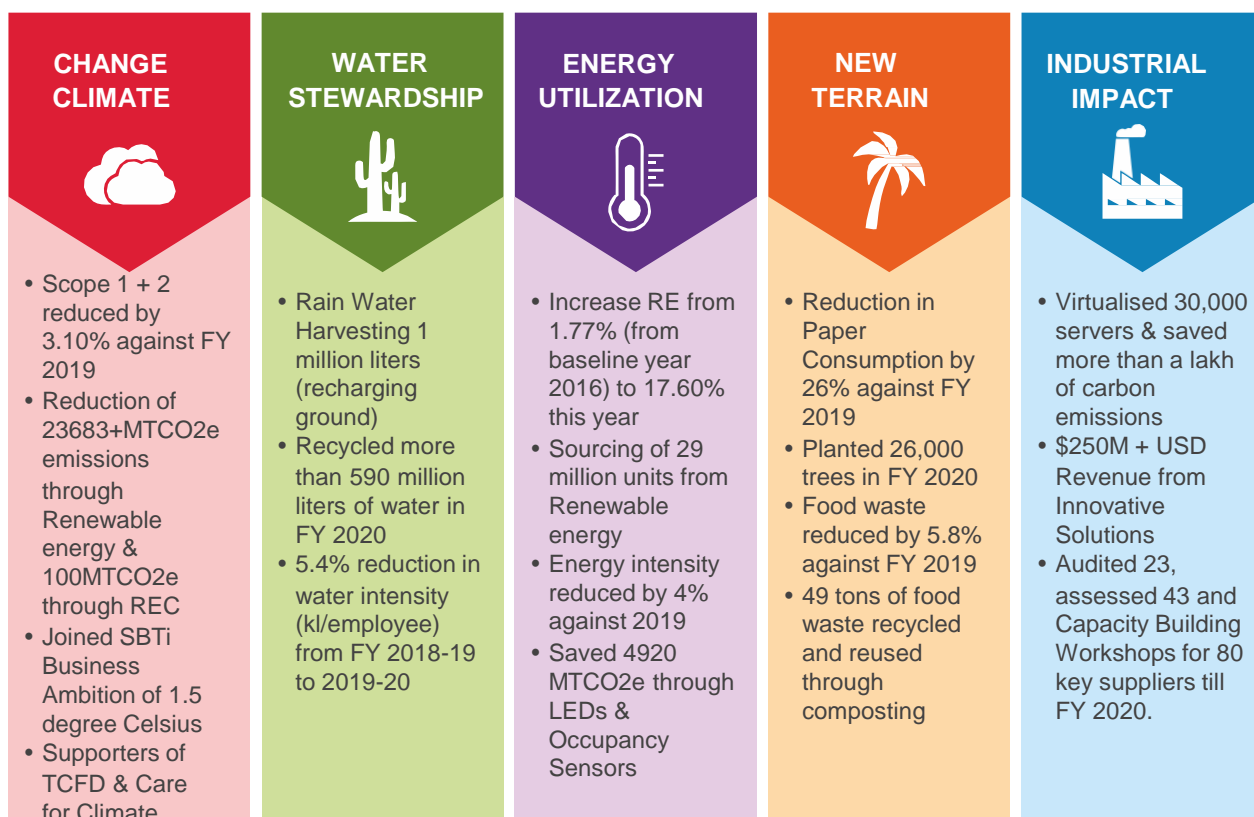
strategies and business continuity management process in place, which helps us to plan, prepare and prevent potential business disruptions

Individual Social Responsibility is fundamental at Tech Mahindra and we encourage associates in making sustainability a part of their daily lives. We aim to pioneer new solutions for sustainable development while continuing to shape our business responsibly and increasing our economic success. We have developed green solutions like Smart grid, Microgrid- As-A-Services, Community Action Platform for Energy, smart waste management systems, and electric vehicle charging systems. We are developing solutions and platforms to assist Customers in Energy Management, Climate Action, and Resource Efficiency. The green solutions developed by us are detailed in {Green Solutions}.

With a structured stakeholder engagement process, Tech Mahindra has been able to design strategies and initiatives, which not only improves our sustainability credentials but reinforces our overall business philosophy too. We work in collaboration with our stakeholders and partners to build solutions that enable us to tread on the path of responsible growth. We are enabling our Intellectual Capital to promote climate change for not just the organisation, but also the customers and society.

SUSTAINABILITY HIGHLIGHTS

In the reporting year, we make good achievements with respect to meeting the targets of our sustainability roadmap and SBT.

CHANGE CLIMATE	WATER STEWARDSHIP	ENERGY UTILIZATION	NEW TERRAIN	INDUSTRIAL IMPACT
• Scope 1 + 2 reduced by 3.10% against FY 2019 • Reduction of 23683+MTCO2e emissions through Renewable energy & 100MTCO2e through REC • Joined SBTi Business Ambition of 1.5 degree Celsius • Supporters of TCFD & Care for Climate	• Rain Water Harvesting 1 million liters (recharging ground) • Recycled more than 590 million liters of water in FY 2020 • 5.4% reduction in water intensity (kl/employee) from FY 2018-19 to 2019-20	• Increase RE from 1.77% (from baseline year 2016) to 17.60% this year • Sourcing of 29 million units from Renewable energy • Energy intensity reduced by 4% against 2019 • Saved 4920 MTCO2e through LEDs & Occupancy Sensors	• Reduction in Paper Consumption by 26% against FY 2019 • Planted 26,000 trees in FY 2020 • Food waste reduced by 5.8% against FY 2019 • 49 tons of food waste recycled and reused through composting	• Virtualised 30,000 servers & saved more than a lakh of carbon emissions • $250M + USD Revenue from Innovative Solutions • Audited 23, assessed 43 and Capacity Building Workshops for 80 key suppliers till FY 2020.

RENEWABLE

We have increased our Renewable energy mix from 1.77% in our baseline year 2016 to 17.6% in FY 2020.Through renewable energy, we have saved 28881949 kWh (equal to 90,000 average households in India) reducing 23683.20MTCO2 of emissions. We have installed Solar plants onsite of capacity 3830 kWp at our campuses in Pune, Bangalore, Hyderabad, Chandigarh, Noida, Vizag, Bhubaneshwar, and Chennai and PPA of capacity 10MW at Bangalore. This also includes our emission savings from Solar water heater of the varying capacity of 2500,5000, 8000 and 10000 liters at Bangalore, Hyderabad, Chandigarh and Pune facilities. We have reduced 100MTCO2e emission through REC.

ENERGY

Tech Mahindra uses electrical energy for their equipment such as air conditioners, computer terminals, lights and other utilities at workplaces. As an on-going process, we continued to undertake the following measures to conserve energy and environment:

- We have reduced our Scope 1+2 emissions by 3.10%
- 24.03% reduction in Scope 1+2 emission intensity against the baseline year 2016
- Reduced energy intensity by 4% from last year
- We have reduced our energy consumption by 5% by increasing our renewable energy, installation of motion sensors, replacing incandescent lamps with LED, and increasing the efficiency of the equipment.
- We have saved 6million units of electricity consumption by LED and motion sensors installation saving 4920MTCO2e emissions
- We have procured efficient VRV systems/ air conditioners, cooling systems, water coolers and efficient building controls across locations
- We have conducted energy simulation and used automatic sensors integrated with lighting and aircon units
- We conserved energy through Datacentre consolidation, server virtualisation, and use of modular energy-efficient equipment for Data Centre designs. Natural and adiabatic cooling methods used to save energy
- We have used low e-glass to reflect heat and reduce heat loads on HVAC systems

MANAGEMENT SYSTEMS AND COMPLIANCE

Our strong governance policies, resilient strategies, and commitment towards sustainability have positioned us on the Leadership Board of World's Sustainability indices like CDP (Carbon Disclosure Project). DJSI World Index (Dow Jones Sustainability Index), Ecovadis, FTSE (Financial Times Stock Exchange), etc. More details are available at https://www.techmahindra.com/en-in/sustainability/.

- We have conducted rationalization of UPS infrastructure and have integrated Building Management Systems to improve the energy efficiency

WATER

- We have recycled more than 590 million litres of water through STP ta our various facilities at Noida, Chandigarh, Pune, Hyderabad, Bangalore, Chennai, Vizag, and Nagpur.
- We have reduced our water intensity (kl/employee) by 5.4% from 13.11 (FY19) to 12.4 (FY 20)
- We have reduced our water intensity (kl/employee) by 9.65% from 13.74% (FY16) to 12.4 (Fy20)
- We have installed Rain Water Harvesting plants to recharge groundwater which recharges a minimum of 1 million litres of water.
- 100% STP water recycled is reused for flushing and horticulture, thus reducing freshwater withdrawal.
- We are updating STP with MBR Technology to increase efficiency as part of technological innovation
- Water sensors and restrictors installation phase by phase at all our locations.
- RO installed at various locations to prevent the use of bottled water
- We have used the WASH tool for Water Sanitation and Hygiene for continuous quality improvement. We have scored 1.9 for our facilities showcasing our commitment towards sanitation and hygiene for our employees.

WASTE

- Through awareness programmes, we have reduced our food wastage by 5.8%
- We have recycled 48.93 tons of our food wastage to manure through Organic Waste Converters and Vermicomposting units
- Leaf waste has been converted to manure.
- Waste Converter Pulverize installed at Bhubaneshwar saving the cost of transporting of waste
- We have recycled 590 million litres of wastewater through STP plants
- We have recycled plastics of 200kgs to convert it to poly-fuels
- 102.87 ton of E-waste sent for recycling through an authorized vendor

Some of our locations are certified for ISO 14001:2015 and OHSAS 45001:2018. Also, guidelines of ISO 14001:2015 are implemented across the other facilities. We have also obtained LEED and Green Building Certification for some of our facilities. In the case of starting new facilities or upgrading the infrastructure, we consider the guidelines of Green building.

Disclosure 307-1: Non-compliance with Environmental Laws and Regulations

There is a robust management process for tracking compliance with applicable environmental regulation as well as new regulations that may become applicable in the future.

We comply with all environmental laws and regulations. In the reporting year, there were no fines, penalties, or show cause notices for non-compliances with applicable environmental regulation at any of our locations.

Total Environmental Protection Expenditure

We have been proactively making financial investments towards environmental protection, particularly in our operations and business activities, to become resilient to the impacts of climate change. We take voluntary initiatives and make investments towards greening our facilities to transition towards low carbon growth.

Capital Expenditure for Water (INR)	Green Investments (INR)
2583149	63858375

With a focus on assigning cost to Carbon and Water, we also monitor and track our operating expenditure on energy and water by facility. In the reporting year, the total expenditure was:

Operating Expenditure on Energy and Water (INR)	
Fuel	42,311,838.03
Electricity	1,333,090,804
Water	74,284,150.75
Total	1,449,686,793

CLIMATE ACTION

Tech Mahindra has taken the medium term and long term emission targets approved by SBTi (Science Based Targets initiative). Recently, we have joined Business Ambition for 1.5°C to hold a rise in global temperature below 1.5°C. We have taken a target to increase our Renewable energy to 50% by 2025. We are supporters of Caring for Climate initiatives and TCFD towards our climate action.

We are co-creating innovative solutions to tackle climate change issues. The key initiatives include blockchain-enabled smart Microgrid-as-a-Service (#MaaS), renewable energy sourcing, AI4Action powered by Acumos, IoT enabled IEVCS, etc. We are developing solutions like commute tracking applications, drones for scalable reforestation, and smart city solutions.

Our Board has oversight for Sustainability performance and climate actions along with climate change risks aligned with TCFD recommendations. For more details, see {Corporate Governance and Ethics Chapter} and {Risks & Opportunities Chapter} of the report. We have been making continuous strides towards low carbon transition. At the operations level, the focus areas include improving energy efficiency, increasing the percentage of renewable energy in the energy mix, building capacity across the supply chain and developing products, solutions and platforms for the customers to address their Climate strategy.

CARBON PRICING

Carbon Price is a very effective way to reduce emissions and encourage low carbon transition. Carbon Pricing is providing an economic spur for innovation, investment and growth in the new low carbon technology and business verticals. It is also creating an economic incentive for internal innovation, energy efficiency, and enabling the shift towards renewable energy. We have voluntarily implemented an internal Carbon Price of $10 per ton of carbon to boost our Green Investment moving towards a low carbon economy. Thus we are increasing our YoY Renewable source of energy and energy efficiency, reducing our Carbon footprint. We have built an internal tool for our facilities, finance and procurement team for the internal carbon price. This mechanism has helped us to increase green investments and motivated businesses to maintain and strengthen the price mechanism internally.

The funds from Carbon pricing have been allocated towards activities aimed to build resilience to climate change risks. Some of our carbon centric initiatives include installation of Solar power plants, replacing incandescent lamps with LEDs, installation of motion sensors, improve efficiency for HVAC and other equipment.

SCIENCE BASED TARGETS

We have adopted Science Based Targets to increase our focus on addressing the impacts of climate change. We are committed to reducing our Scope 1 and 2 emissions by 22% by 2030 and 50% by 2050, which is approved by SBTi.

The Science Based Targets initiative (SBTi) is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). Science-based targets provide companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse gas emissions.
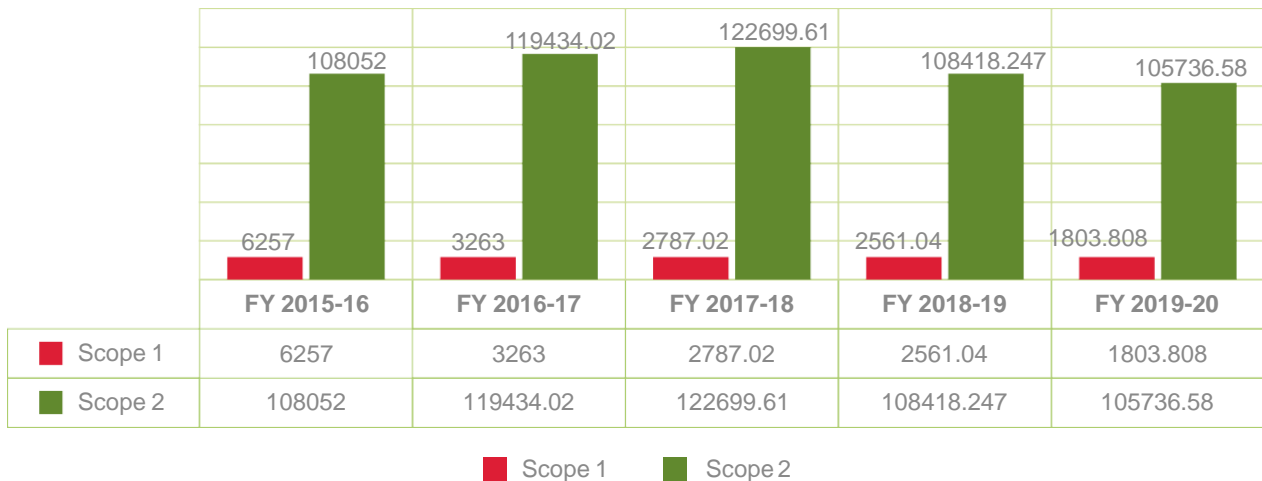
GHG EMISSIONS

We measure our Greenhouse Gas Emissions using the World Resources Institute (WRI)/ World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard. Procedures of assurance are as per International Standard for Assurance Engagements (ISAE 3410)

The Scope 1 emissions include fuels like a diesel from backup Generators, diesel, and petrol from owned cars. Scope 2 emissions are from the electricity purchased from the grid.

Disclosure 305-1 & 305-2 (Emissions): Direct and Indirect Green House Gas Emissions (Scope 1 and Scope 2)

Scope 1 & 2 Emissions in MTCO2e

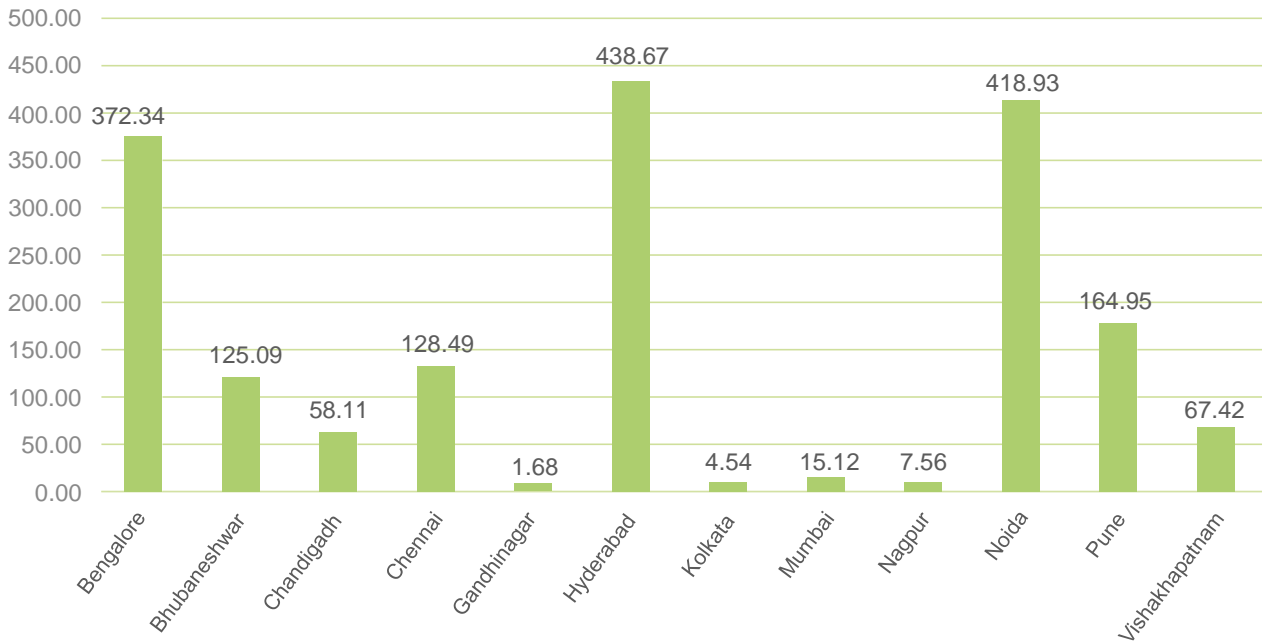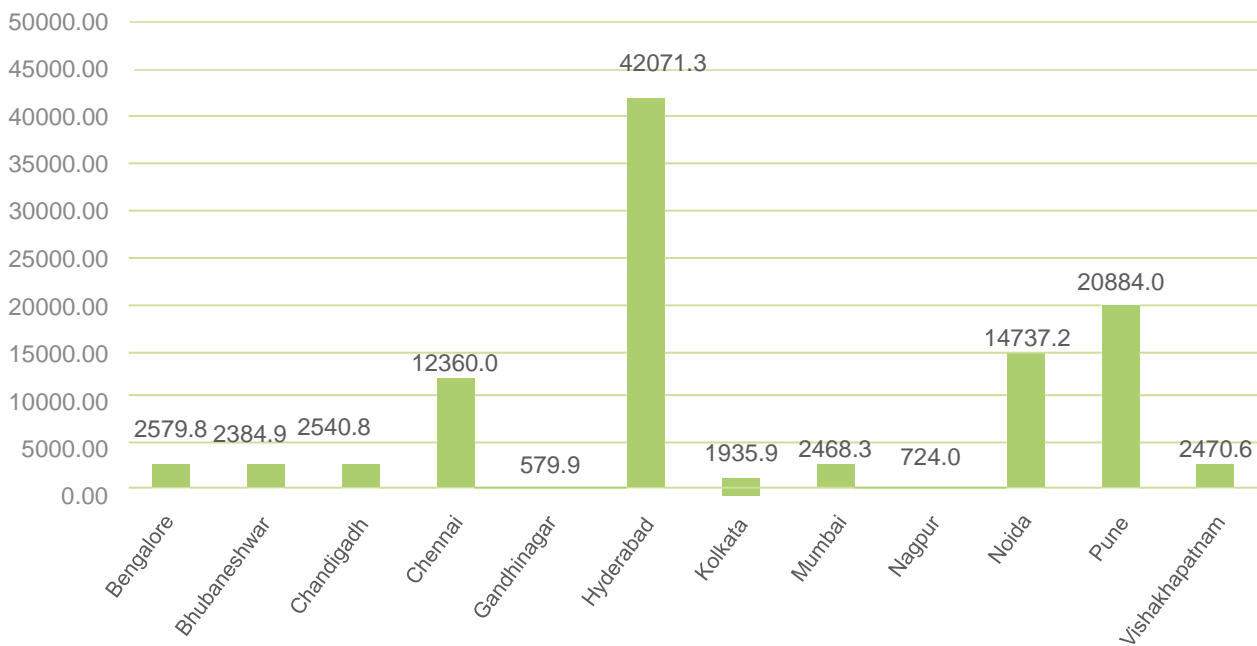|	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
■ Scope 1	6257	3263	2787.02	2561.04	1803.808
■ Scope 2	108052	119434.02	122699.61	108418.247	105736.58

■ Scope 1   ■ Scope 2

There is a reducing trend in Scope 1 emissions due to decreased use of Diesel Generators and decreased use of company-owned cars. Even though new infrastructure and buildings have been added but due to an increase in Renewable energy, we have reduced our Scope 2 emissions.

Location-wise Scope 1 Emissions (MTCO2e) 19-20

Chart values:
- Bengalore: 372.34
- Bhubaneshwar: 125.09
- Chandigadh: 58.11
- Chennai: 128.49
- Gandhinagar: 1.68
- Hyderabad: 438.67
- Kolkata: 4.54
- Mumbai: 15.12
- Nagpur: 7.56
- Noida: 418.93
- Pune: 164.95
- Vishakhapatnam: 67.42

Location-wise Scope 2 Emissions (MTCO2e) 19-20

Chart values:
- Bengalore: 2579.8
- Bhubaneshwar: 2384.9
- Chandigadh: 2540.8
- Chennai: 12360.0
- Gandhinagar: 579.9
- Hyderabad: 42071.3
- Kolkata: 1935.9
- Mumbai: 2468.3
- Nagpur: 724.0
- Noida: 14737.2
- Pune: 20884.0
- Vishakhapatnam: 2470.6

Disclosure 305 – 3 (Emissions): Other Indirect Greenhouse Gas Emissions (Scope 3)

We are committed to reducing direct and indirect GHG emissions from our activities. The boundary of Scope 3 emissions represented below.

Purchased Goods and Services

This includes purchase goods, Inbound Logistics for transportation of IT products from the suppliers to the TechM Facilities and downstream transportation of e-waste, scrap, paper and used oil from TechM facilities to authorized recycler and disposal of food waste from the facilities to the piggeries.

Employee Commute

Employee commute includes the commute of our associates from home to TechM office back. The modes of transport include company shuttle, buses and cabsIt also includes escort cabs for female associates.

An increase in Business growth and demand of our associates has increased the emissions from employee commute.

We carried out an employee commute survey though an inbuilt application. It helped us to estimate personal commute data and the modes of commute. The categories included during the survey included local buses, trains, personal bikes and cars, autos etc. and carpool with fuels used.

ORGANISED CAR POOLING

Our associates are encouraged to reduce greenhouse gas emissions associated with employee commute through carpool and the use of public transport. It is an environment-friendly and sustainable way to travel. Sharing journeys significantly reduces carbon emissions and reduces the stress of driving. We have a page dedicated to this specific initiative wherein Employees can join a carpool or else they can start a new pool to support the "Go Green" cause.

Business Travel

Business Travel consists of employee travel for work. We have encouraged the use of Microsoft Teams, Tele-Presence, video conferencing, and virtual meetin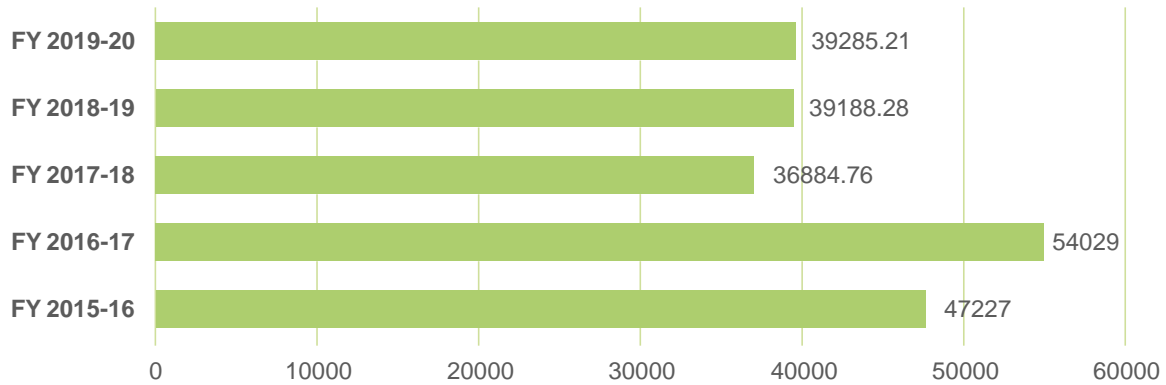gs through online platforms to minimize physical travel. Microsoft Teams and Web-ex services helped us reduce equivalent GHG emissions as a result of the reduction in travel requirements for meetings.

Scope 3 contributors

Scope 3 Category	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Purchased Goods and Services	Inbound and Outbound Logistics for Purchase of Goods and Services	18868	12816	6597.37	498.22	228.12
Employee Commute	Daily Commute	1733	11994	14931.63	18965.15	22597.37
Business Travel	Employee air travel employees for business	25959	28968.61	15152.3321	19707.31	15561.51
Waste Generated in Operations	Food, scrap, e-waste, battery, paper, and garbage	667	249.91	203.43	17.60	44.46
Fuel and Energy-related activities	LPG gasused by food for their operations outside the campus	-	-	-	-	853.75
MTCO2e*	Total	47227	54029	36884.76	39188.28	39285.21

Emission factors used as per DEFRA

Scope 3 Emissions in MTCO2e

| Fiscal Year	Emissions (MTCO2e)
FY 2019-20	39285.21
FY 2018-19	39188.28
FY 2017-18	36884.76
FY 2016-17	54029
FY 2015-16	47227

Disclosure 305 – 4 (Emissions) - Greenhouse Gas Emission Intensity

GHG emission intensity is the ratio of Greenhouse Gas Emissions produced to the number of employees of the organisation. We have also calculated GHG emissions using Revenue as the denominator. We have shown a positive trend by consistently reducing GHG intensity year on year.

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
GHG Emissions (Scope 1 and 2)	114309	122697	125487	110979.2867	107540.39
Denominator (No of Employees)	64356	73702	72004	79032	79702
GHG Intensity (Employee as Denominator)	1.77	1.67	1.74	1.4	1.348
% change from the previous year (GHG intensity with the employee as the denominator)	-	-6.25%	4.5%	-19.54%	-4%
Denominator (Revenue in million USD)	4037.4	4351	4770.8	4970.5	5181.9
GHG Intensity (Revenue as Denominator)	28.31	28.20	26.30	22.32	20.75
% change from the previous year (GHG intensity with revenue as the denominator)	-	-0.399%	-6.73%	-15.14%	-7.05

Scope 1+2 Emission Intensity Against Employee Headcount

MTCO2e	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
	1.77	1.67	1.74	1.4	1.348
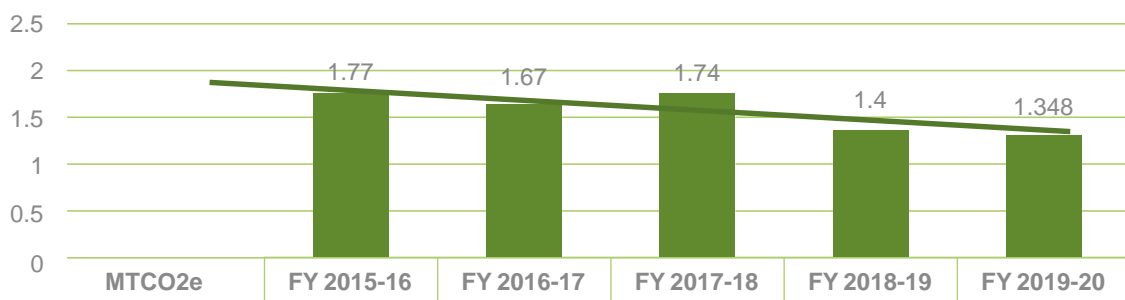
We have reduced our Scope 1+2 emission intensity against employees' headcount by 24.03% with respect to the baseline year 2015-16

Scope 1+2 Intensity Emission Against Revenue
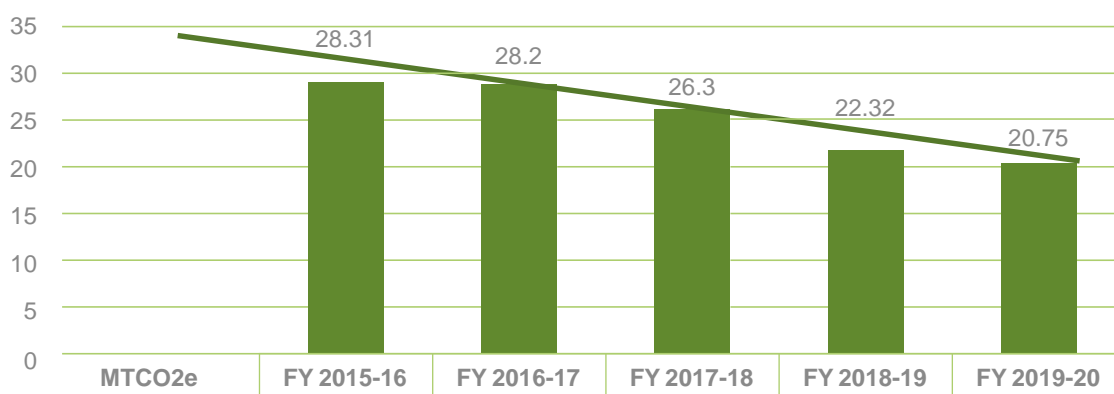
The GHG intensity decreased in the reporting year due to the reduction of Scope 1+2 emissions as renewable energy increased and base denominator – revenue and employee headcount also increased. We have reduced our Scope 1+2 emission intensity against revenue by 26.70% with respect to baseline year 2015-16

Disclosure 305 – 5: Reduction of Greenhouse Gas Emissions

In the reporting year, we achieved 28602.67 MTCO2e GHG emissions as a direct result of reduction initiatives like increasing Renewable energy, replacement of incandescent lamps with LED's, installation of Motion Sensors and Solar Water Heaters. This translates into a 6% net absolute emission reduction and a 24% intensity reduction from the baseline year. We increased our renewable Energy consumption and saved 3966 MTCO2e more than compared to last year. We have reduced our Business travel by enabling Teleconferencing and Virtual meetings. Through this, we were able to reduce 5,200.51MTCO2e emissions.

Air Quality Management

Clean fresh air is the basic requirement for a healthy lifestyle. A clean and fresh working environment not only maintains health but also improves concentration. In recognition of this fact, it has been our objective to ensure that the air quality at all our facilities meets the applicable compliance norms. At all our campuses, we have strived to create a natural and refreshing environment by planting trees and dedicating open spaces. We firmly believe that this will not only create a workplace that our associates will look forward to but will also add to their productivity. We conduct stack and Ambient tests and measure the air quality parameters. These parameters are within the permissible limits stated in Air consent by State Pollution Control Board.

Disclosure 305-7: Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and Other Significant Air Emissions

Stack concentrations in Tons	PM	SOX	NOX
Tech Mahindra	0.166701	0.060004	0.222516

Owing to the critical requirement of uninterrupted power supply and due to interruptions in the grid electricity supply, our campuses have diesel generators for back-up purposes. These DG sets are of the highest quality offering clean burning of fuel and ensuring silent operation. We are continually evaluating alternate ways for reducing the use of DG sets.

ENERGY MANAGEMENT

The energy demand for our operations arises out of lighting, cooling, and connected load. Energy management has emerged as one of the high priority i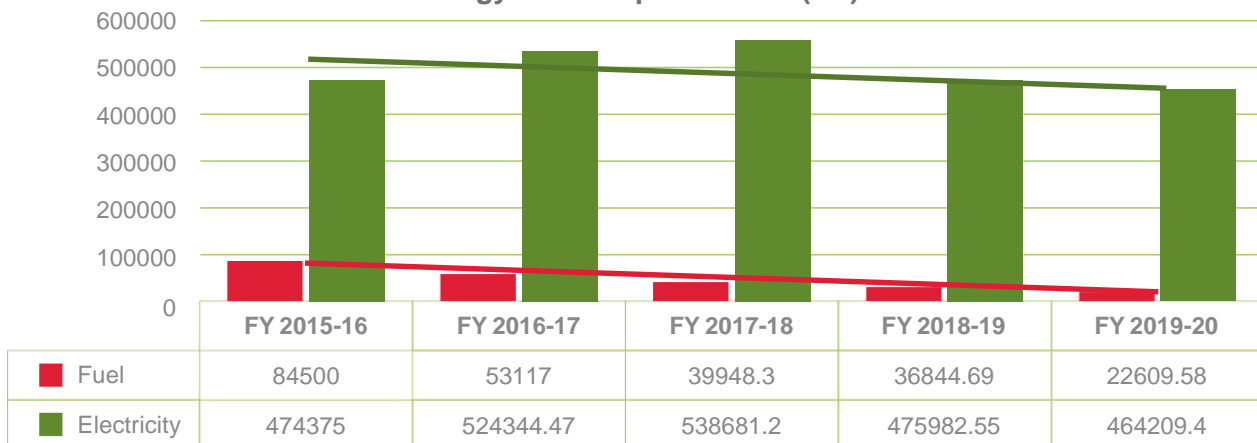ssues and conservation of energy has a strong business case for itself. Our Sustainability roadmap reflects our commitment to energy conservation and exploring alternate sources of energy.

Disclosure 302-1&302-2: Total Energy Consumption within and Outside the Organization
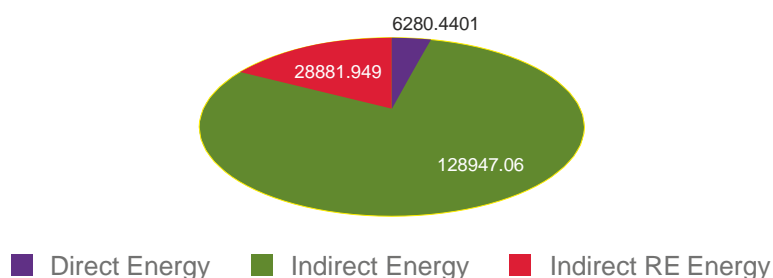
Our major energy consumption is electricity purchased from the grid. Other sources of energy include diesel for the DG sets and fuel consumption in company-owned vehicles.

2019-20	GJ	kWh	Mwh
Direct Energy	23960.10617	6655585.049	6655.585049
Indirect energy	464209.4	128947056.1	128947.06
Indirect RE energy	103975	28881948.84	28881.949
Total	592145	164484590	164484.59

Energy Consumption Trend (GJ)

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Fuel	84500	53117	39948.3	36844.69	22609.58
Electricity	474375	524344.47	538681.2	475982.55	464209.4

Energy Consumption in MWh in 2020

6280.4401
28881.949
128947.06

■ Direct Energy   ■ Indirect Energy   ■ Indirect RE Energy

We have been installing solar plants at various locations across India and exploring more options towards open access to renewable energy to reduce our GHG emissions and align with the SBT targets.

Through several energy conservation initiatives such as the installation of motion sensors, LEDs replacing old equipment and CFL's, efficient water coolers, and efficient VRV and HVAC systems and solar water heaters, we have successfully reduced our energy consumption. We have saved one lakh tons of carbon emissions through server virtualization.

Disclosure 302-3: Energy Intensity

Energy Intensity is calculated by using the number of employees as the denominator.

Energy Intensity*	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Specific Direct Energy	1.31	0.72	0.554807	0.4662	0.30
Specific Indirect Energy	7.37	7.11	7.48	7.58	5.82
Denominator (No of employees)	64,356	73,702	72,004	79,032	79,702

Energy Intensity

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Specific Direct Energy	1.31	0.72	0.554807	0.4662	0.3
Specific Indirect Energy	7.37	7.11	7.48	7.58	5.82

■ Specific Direct Energy   ■ Specific Indirect Energy Linear
━ Linear (Specific Direct Energy)   (Specific Indirect Energy)
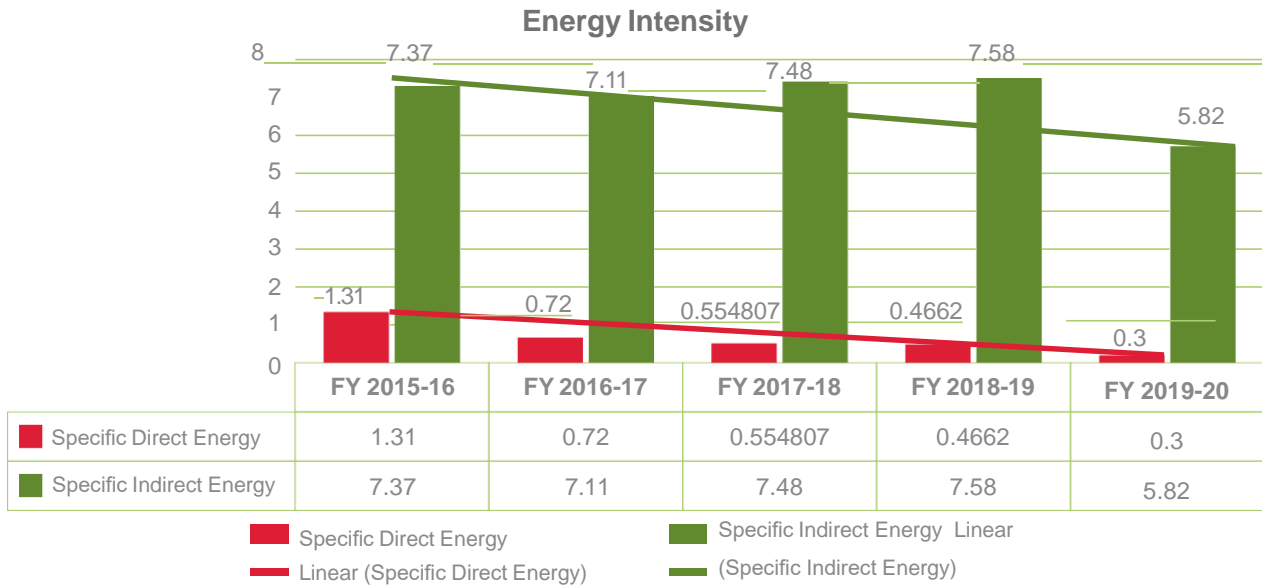
Even though our buildings, infrastructure, and the number of employees have increased, we have successfully reduced our grid consumption and fuel consumption through renewable energy sourcing and conservational measures.

Disclosure 302 - 4: Reduction of Energy Consumption

Energy management, including energy conservation and switching to renewable energy sources, is a priority aligned with the agenda of moving towards carbon neutrality. We take proactive stapes to reduce our specific and absolute energy consumption from both direct and indirect sources.

We conduct Energy audits to understand the best practices and gaps in our Green Practices.

Some of the initiatives taken to reduce energy consumption during the year are listed below.

• Use of efficient cooling technology, efficient VRV and HVAC installation and efficient building controls
• Consolidation of AC Chillers Plants to increase

system efficiency and energy savings
• Chillers de-scaling
• Initiatives to reduce Contract demand of EB Power
• Automation\scheduling of all AHU units of New buildings
• Utilizing natural cooling techniques for offshore development centers
• Regulated Air Conditioning during working hours (setting the temperature to 25 degrees Celsius) and restriction during non-working hours.
• Standardization of Cafeteria AC operations.
• Switching off redundant transformers during weekends.
• Create awareness on Energy conservation among employees through mailers, webinars, posters, pamphlets and roadshows.

Power Usage Effectiveness (PUE)

We are continuously working to increase the energy efficiency of our data centers through Data Centre consolidation, server virtualization and modular energy-efficient equipment for data center design. We have ensured that there is only a very small increase in PUE to 2 by installing efficient cooling mechanisms across data centers and server rooms.

More efficient cooling technology has been adopted at the new facilities like Chennai, Pune, Hyderabad SEZ, Noida and Chandigarh. Wherever applicable we have also utilized natural cooling techniques for data centers.

WATER STEWARDSHIP

Water scarcity is a growing problem, which requires global attention and action. We foresee increased costs in purchasing freshwater which will have a financial implication on our business operations, and a potential risk to our operations if the risk is not managed.

To manage the water risk, we have established a robust Water Management Strategy and Plan across all our operations and facilities. The plan is helping us understand water-related risks and impacts to our business and the communities we serve. It has helped us take meaningful targets to improve water efficiency and increase the use of wastewater in our operations and activities. This is being supported by technology-driven innovation to promote address water-related challenges for our operations and customers.

Although the majority of our water requirement is for domestic purposes, we have initiated the assessment of the water footprint of our operations. We administer the implementation of water management initiatives through the Water Policy. The Policy is integrated with the business strategy. Intending to ensure access to safe water, sanitation and hygiene for all employees in our premises, the policy covers the following aspects of water conservation:

• Improve water efficiency in operations
• Reduce water footprint through water efficiency measures, adopting the "4-R" (reduce, recover, recycle and reuse).
• Set, monitor and review mechanisms toward achieving continuous improvement on an on-going basis.
• Comply with all the applicable regulatory and legal requirements relating to water.
• Report water performance to all stakeholders through appropriate communication channels in a transparent manner.
• Proactively support governmental and other national water conservation initiatives.

We have taken various Sustainability initiatives to reduce per capita consumption of water through recycling and reuse of water through STP, installation of Rain Water Harvesting to recharge groundwater levels, use of water sensors and water-efficient coolers to increase water efficiency and savings.

We follow CEO water mandate guidelines which covers following areas:

• Our Direct operation: Tech Mahindra is people centric and our employees are our significant assets. The primary water usage is for our employees and operations which includes domestic purposes including drinking, cafeterias, washrooms, landscaping and infrastructure. We ensure the appropriate access to safe water, sanitation and hygiene through implementing WASH tool in our operations. We are focusing on water stewardship through conserving water, reducing fresh water withdrawal by wastewater recycling through STP, ground recharging through rainwater harvesting, installing water sensors and restrictors to increase water usage efficiency. Our Green marshal (employees volunteering towards green initiatives)

promote measures of water savings through events and walkathon rally.
• Value Chain: We encourage our suppliers to improve their water conservation efforts, tracking and monitoring water consumption and have recycling practices to enable circular economy through our sustainable supply chain assessments and capacity building workshops. We are working to integrate technology with Sustainability for a green solution to save water for our stakeholders in the value chain.
• Collective actions: Tech Mahindra is a signatory to UNGC and follows their its principles across. We have tied up with various NGO's to conduct Green initiatives and water water-saving programmes.
• Public Policy: Tech Mahindra is committed to proactively address water sustainability issues by implementing the Water Policy, which serves as a directive for establishing Water Management strategies, systems, processes, practices and research initiatives. Tech Mahindra has implemented Water Policy which has Water Management strategies in order to comply with legal requirements, minimize its water footprint ,maintain desired water quality during processes and discharges. We are compliant to with all operations and has consent to operate with PCB approval. Tech Mahindra maintains a relationship with local communities and does not have any complaints from the officials or other stakeholders.
• Community engagement: Tech Mahindra has implemented Water Policy which has Water Management strategies in order to comply with legal requirements, minimize its water footprint, maintain desired water quality during processes and discharges. We are compliant to withall operations and has consent to operate with PCB approval. Tech Mahindra maintains a relationship with local communities and does not have any complaints from the officials or other stakeholders. Our Green Marshals have conducted Campaigns on "*Save water save life*" theme and aware people about responsible water usage through 'rally for river events'. our green marshal team joined the local community in a small village Amachwadi near to Hyderabad and constructed a Dam impacting 6 bore wells recharging water.
• Transparency: We track, track, monitor, measure data according to GRI standards across with assurance of its reporting into Integrated Report through third third-party KPMG. We report the data on various forums and indices.

We are building awareness for responsible water usage across employees through advocacy and awareness initiatives to encourage the reduction of water consumption. We have taken a target to install 6 rainwater harvesting units in our owned premises by 2020-21. But we have already installed Rain Water Harvesting plants at 8 of our locations which are recharging a minimum of 1000kl of water. We have installed 3900+ water restrictors to reduce the flow of water-conserving 25% of water consumption. These measures are a step towards managing future water stress and water-linked future regulation. They will also enable internal cost efficiencies and reduce dependency on freshwater.

Water availability and quality emerged as a business risk. One of the direct critical risks due to Climate Change is the scarcity of freshwater in the coming years. Tech Mahindra along with Mahindra Group supported the development of India Water Tool3.0 (IWT). The IWT 3.0 allows companies, government agencies, and other users to identify their water risks, prioritize their water management actions, plan for sustainable water management and address water risks that confront agriculture, industry, households, and the natural environment in a given river basin.

The development of IWT helps us identify future water risks that may arise at different facilities due to climate change and develop an appropriate mitigation strategy.

We also use Ecolab's Water Risk Monetizer tool. The tool provides an analytical view on current & future water risks in terms of incoming and outgoing water quantity, outgoing water quality and revenue risk on the dashboard. Also, it provides data on water stress, floods, droughts, future water supply, etc.The tool helps us to understand the locations/facilities which falls under low and high-risk zone in terms of incoming & outgoing water quantity and revenue.

Water Risk - Mitigation Initiatives in Business Operations

Some of the mitigation measures followed by us include:
• Developing systems for ensuring smooth business operation during the water shortage
• Assessing the impacts of water-borne diseases that are impacting the wellness of our associates
• Identifying and initiating Six Sigma projects on optimizing water consumption
• Installing Rainwater Harvesting wherever feasible.
• Training and awareness of the associated on Water Risk and Conservation
We were the least affected company during natural disasters like the Chennai droughts and floods.

Disclosure 303-1: Water Withdrawal by Source

The source of water is bore-wells, municipal supply, or tankers. We do not source any water from rivers or other water bodies directly.

Water Use	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Total volume of water withdrawn in kl	883,936.1165	1,347,486.774	947,790	1,036,548.98	989,006.901

Water Withdrawal (KL)

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
■ Water (KL)	883936.1165	1347486.774	947790	1036548.98	989006.901
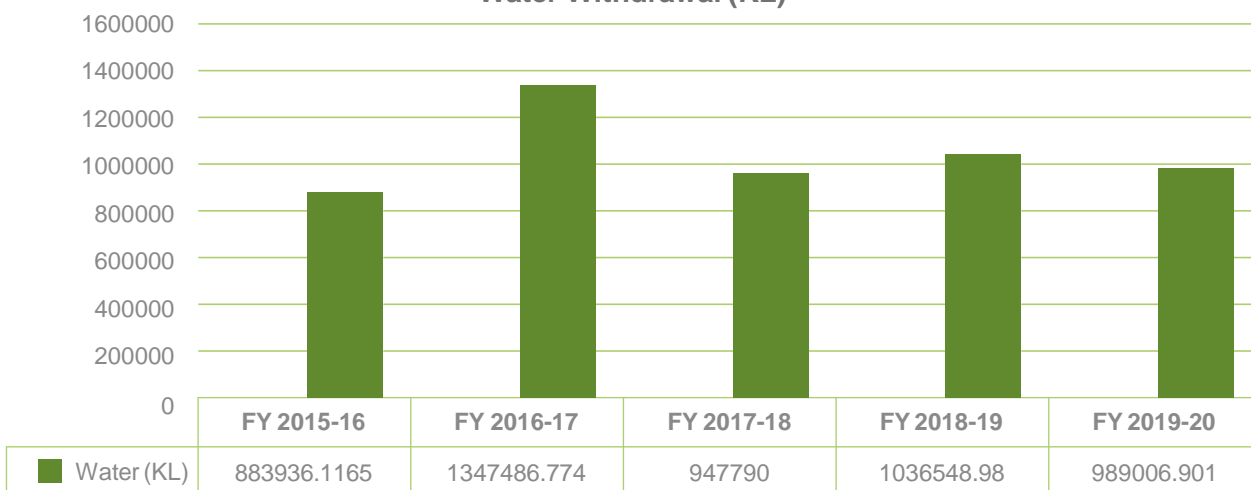
Water Withdrawal by source in Megalitres/year

505.155311   483.85159

■ Groundwater
■ Third party source
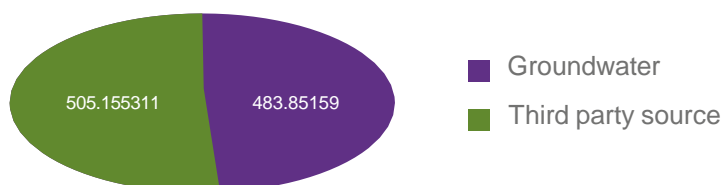
Locationwise water withdrawal in Kl

Location	Value
Gandhinagar	3445.2
Chandigadh	38600.06
Nagpur	15065.32
Mumbai	21705.24
Hyderabad	316422.78
Chennai	92368.572
Bengaluru	119807.98
Bhubaneshwar-TMBC	20265
Pune	207742.975
Kolkata	32525
Vishakhapatnam	20543.7
Noida	100515
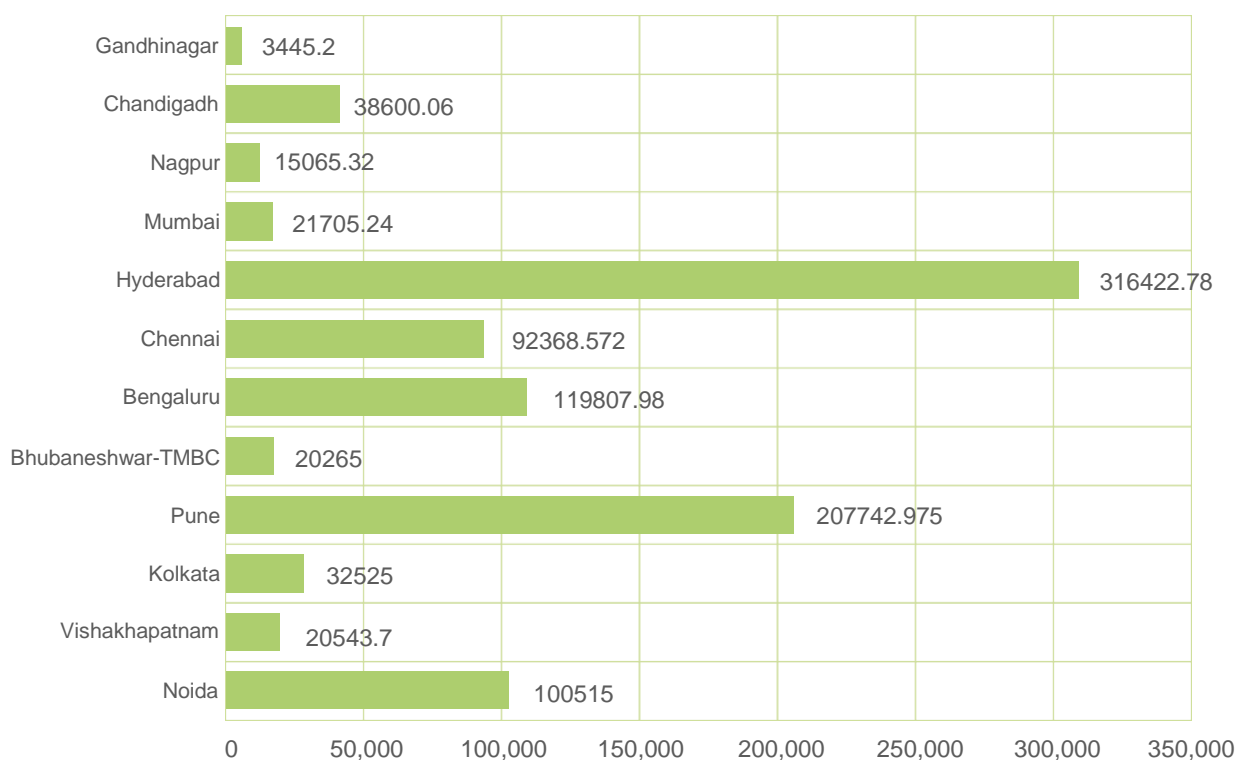
Disclosure 303-5: Water Consumption

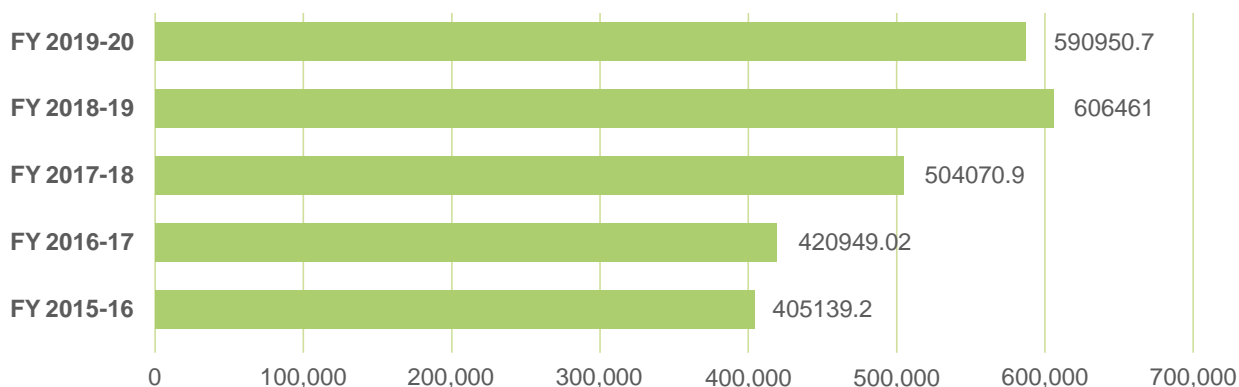| Total Water Consumption (KL)	FY 2018-19	FY 2019-20	Comparison against previous year (%)
	890817.16	815298	-8.477515112

Disclosure 303-3: Water Recycled and Reused

We understand the importance of water for our overall business continuity.

We recycle sewage water in STPs and use it for landscaping. We have STPs at all our owned facilities. All such facilities are 'Zero Water Discharge' facilities. Wastewater generated is treated and reused for landscaping and washrooms. This helps us to reduce our freshwater requirements.

Total water recycled and reused (kl)	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
	405,139.2	420,949.02	504,071	606,461	590,950.7

Water recycled in Kl

Year	Value
FY 2019-20	590950.7
FY 2018-19	606461
FY 2017-18	504070.9
FY 2016-17	420949.02
FY 2015-16	405139.2

In FY 2019-20, we recycled and reused 590950.7KL of wastewater through Sewage Treatment Plants from 11 locations.

Location-wise Water Recycled in Kl

Location	Value
TMVC-Vizag*	30923.7
Pune Hinjewadi	94950
Noida-NSEZ	21590
Nagpur	5349
Hyderabad-TMTC	144287
Hyderabad-TMIC SEZ	75713
Hyderabad-TMLW	12661
Chennai-TMCC	62188
Chandigadh	34294
Bhubaneshwar-TMBC	19396
Bengaluru-TMEC	89599
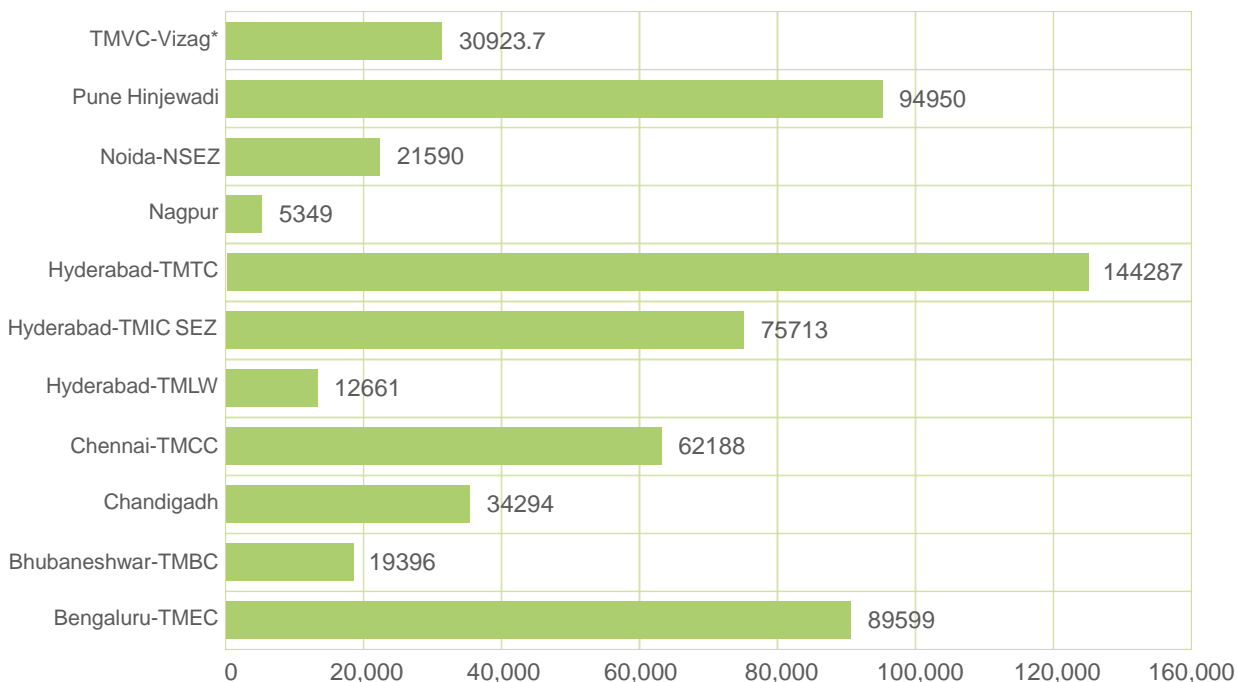
At Vizag location water recycled is 50% more than water withdrawal as we receive waste water from the leased building.

Disclosure 306-1: Total Volume of Water Discharged by Quality and Destination

Total volume of water discharged* (kl)	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
	340,733.2	143,469.3	142,557	145,731.8168	173,708.9

Wastewater is sewage generated from the washrooms at locations where the premises are leased offices that do not have their own STPs. The waste flows into the Municipal Sewage Line.

Disclosure 306-5: Water Bodies Affected by Water Discharges and/or Runoff

There is no discharge or runoff of water into water bodies at any of our locations. Wastewater is treated at the STPs and reused. At our leased locations, where there is no STP, the sewage is connected to the municipal sewers.

WASTE MANAGEMENT TOWARDS A CIRCULAR ECONOMY

We are transitioning from a 'take-make-waste extractive industrial model' of the linear economy to the cradle to cradle circular economy model of growth that generates business and economic opportunities, and provides environmental and societal benefits.

APPLYING CIRCULAR ECONOMY PRINCIPLES IN MAKING SUSTAINABILITY PERSONAL

We are incorporating the principle of circular economy in our thinking. Waste wood at our Corporate facility was converted into a bookshelf and plant holders.

Best out of Waste

We are arduously working towards generating less waste by focusing on the behavioural aspects of waste generation. We ensure that all waste we generate from our own activities is reused, repurposed, or recycled through authorised recyclers and vendors. We have a robust system of segregation at source. The waste is then collected and management along with the principles of the circular economy. E-waste is collected and stored as per the guidelines of the E-waste (Management and Handling) Rules, 2011. It is collected by the registered recyclers of e-waste.

Solid waste like food waste, paper, etc., is systematically being brought into the loop of the circular economy with the objective of zero waste to landfill. In the reporting year, food waste was converted to manure yielding 48.93 tonnes through vermin composting and OWC which was used for landscaping. Our waste output does not affect any habitats or water bodies. We do not ship any hazardous waste anywhere.

The waste management processes by category are explained below.

Category	Waste	Disposal Method
Hazardous Waste	• Solid – UPS Batteries, E-waste and Plastic waste • Liquid - Compressed oil and fuel from DG sets. • Complied with provisions of Hazardous waste Rules, 2016	• Sent to Waste Recyclers Authorised by the State Pollution Control Boards at the respective locations.
E-Waste	• E-wasteincludes defunct computers, monitors, servers, laptops and electrical items.	• Sent to registered recyclers, who are authorized by the State Pollution Control Boards, as per the E-waste (Management) Rules.
Non-hazardous Waste	• Scrap waste, paper and cardboard, garbage waste and other office waste. • Food waste from the canteens	• Paper waste is sentto vendors for recycling. • Food waste is either composted on-site to generate manure for maintaining a green belt or sent to piggeries.

Disclosure 306-2: Total Weight of Waste by Type and Disposal Method

The total waste disposal by category is provided below:

	GENERATED	USED/RECYCLED/SOLD	DISPOSED
Non-Hazardous Solid (Kgs)			
Food Waste(Kgs)	446,044.61	446,044.61	-
Paper (Kgs)	8,598.2	8,598.2	-
Garbage(Kgs)	53,167.946	-	53,167.946
Total Non-Hazardous Solid (Kgs)	**507,810.756**	**454,642.81**	**1,64,109.45**
Hazardous Solid			
E-Waste(Kgs)	61,575	61,575	-
Battery Waste(Kgs)	41,299	41,299	-
Scrap(Kgs)	406	406	-
Oil Filter(Kgs)	1	1	-
Total Hazardous Solid (Kgs)	**103,281**	**103,281**	-
Total Solid Waste(Kgs)	611,091.756	557,923.81	53,167.946
Hazardous liquid (kl)	5.31	5.31	-
Total Waste Generated in (Kgs)*	**611,096.4288**		

Hazardous liquid converted to Kgs to get total waste.

PROMOTING BIODIVERSITY

Biological Diversity is the fundamental core of sustaining life. Loss of biodiversity directly impacts the quality of human life. The benefits of environmental conservation and restoration reach far and wide, and across all sectors. Businesses are beginning to realize the positive effects biodiversity has on their bottom lines. There is a strong business case for integrating biodiversity considerations into core management systems. The information technology sector can leverage technology to play an enabling role to protect and conserve biodiversity.

Businesses and Biodiversity are closely interlinked. Tech Mahindra identifies the strategic importance of Biodiversity conservation and is committed to protecting the natural resources across campuses. We have a **Biodiversity Policy** and a directive on protecting habitats and species. We ensure that none of our operations have a negative impact on biodiversity by complying with all the conditions identified and recommended during environmental impact assessments.
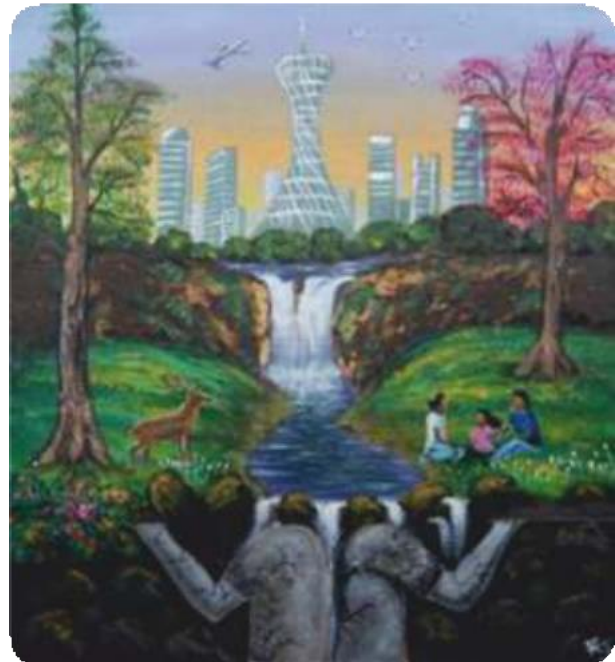
PROMOTING BIODIVERSITY THROUGH AWARENESS RAISING

Tech Mahindra identifies the strategic importance of Biodiversity conservation and is committed to protecting the natural resources spread across its campuses. TechM is committed to incorporate biodiversity into its day-to-day operations reducing environmental adverse impacts. Our associates recognise the importance of Biodiversity for human-like. At the Bahadurpally Campus, in Hyderabad, we have a zoo in the heart of the 60 acres' campus. The zoo has different species of birds and aquatic animals along with flora and fauna. The Zoo, established in 1997 is a demonstration of how flora and fauna, animals and birds, co-exist in an ecosystem to survive and thrive. The zoo consists of 81 birds including lovebirds, fantails and swans, etc. The campus biodiversity project also had a deer park. Peacocks at the entrance of the zoo. We have increased our tree plantation by 16% from 22197 in FY 2018-19 to 25934 in FY 2019-20

To raise awareness on Biodiversity, the Corporate Sustainability Cell organised a painting contest based on the theme of Biodiversity. It attracted art lovers to showcase their talent in biodiversity and nature. The representation by an associate represents how all species can co-exist in harmony on planet earth.

Disclosure 304 – 1: Operational Sites Owned, Leased, Managed in, or Adjacent to, Protected Areas and Areas of High Biodiversity Value Outside Protected Areas

None of Tech Mahindra Facilities owned or leased are adjacent to protected areas and areas of high biodiversity value.

Disclosure 304 – 2: Significant Impacts of Activities, Products, and Services on Biodiversity

We have a swan pond in our Tech Mahindra Hinjewadi campus, at Pune and a Deer Park at Tech Mahindra Technology Center in Hyderabad. It is maintained by a retired NZP veterinary officer and a qualified veterinarian consultant. The maintenance of the park is administered through our **Vision statement - Education, Conservation and Entertainment.**

The objective of the park is to increase awareness of the associates on Biodiversity.

BIODIVERSITY AT OUR CAMPUSES

Disclosure 304-4: Number of IUCN Red List Species and National Conservation List Species with Habitats in Areas Affected by Operations

There are no IUCN Red List species or national conservation list species in the vicinity of our locations.

MAKING SUSTAINABILITY PERSONAL

When Sustainability becomes personal to every person in day to day like, it can integrate better with strategy and all the business activities. When we make Sustainability Personal, it transcends the boundaries of targets and roadmap, to become real, to become an experience, and to take on purpose.

The Management recognises that engaging with associates is critical to developing and advancing the organisation's sustainability goals. We inculcate a spirit of sustainability across every action for the operations and the associates. When our people are inspired to make sustainability personal, it becomes a way of life for them.

Our efforts are driven by the **Green Marshals** - a small band of TechMighties who are passionate about spearheading the cause of environmental sustainability. **Green Marshals** has been our ongoing initiative along with JOSH. It enables us to create a platform for the associates to engage in co-curricular and societal activities driven towards environmental stewardship and carbon responsibility. Over the years the band of Green Marshals has increased along with their volunteering hours on environmental initiatives.

The Green Marshals consistently device methods to motivate Employees for Green activities by Making Sustainability Personal.
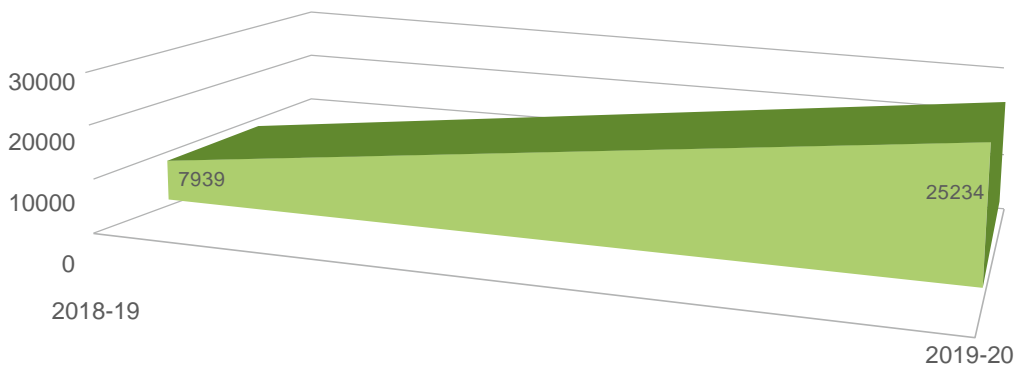

Volunteer Hours by Green Marshal

Green Marshals Volunteering Hours

FY 2019-20	16633
FY 2018-19	8581
FY 2017-18	2782
FY 2016-17	2782
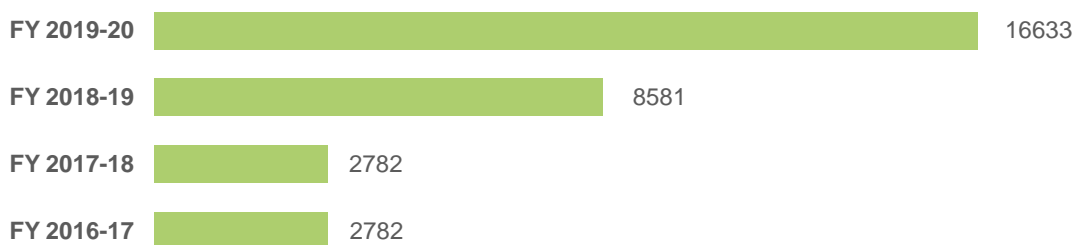
Beneficiaries (Number of employees reached)

2018-19: 7939
2019-20: 25234

To bring greater participation, the initiatives are incentivized and rewarded. Some of the Green Marshals Initiatives in the reporting year are captured through the Green Marshals Events Gallery.

GREEN MARSHALS INITIATIVES DURING THE YEAR

- **Smoking and Plastic-free campus:** We announced a blanket ban on single-use plastic across global campuses. Together we have made all our premises across all locations globally smoking and tobacco-free. 41 locations in 14 cities collected & contributed 200 kilograms of plastic waste for recycling.
- **No Elevator Day:** We observe every Friday as 'No Elevator' day to support our Green cause. This initiative encourages our Employees to use the stairs instead of the lift to conserve energy. Hence, only one elevator is functional on Fridays.

- **Water-Saving Campaign:** Dam construction in Amachwadi Village by 6 Green Marshals to recharge groundwater. The increase in the water table leads to the recharge of 6 dried bore wells.
- **Save Water & Save Life campaign:** Started a 'Waterless car/Bike wash' campaign to conserve water.
- Organized training on Sustainable way of Tree plantation to align with the 3-4-3 for the good initiative.
- **Awareness session:** Green peace organized an awareness session on 'Khamba Composting', 'Plastic pollution', and 'Vertical gardening'.

- **Best out of waste competition:** Conducted an innovative competition on how to make products by using waste materials. We have taken the Go Green Pledge campaign which includes:

  - BRICS - Through bringing eco-friendly

household cleaning products to our associates.
- Micro Nova Solutions - promoted the use of recycled products.
- Jivabhumi - Brought organic farm products that have a minimal environmental impact

LEARN TO SAY NO TO PLASTICS

On August 1, 2019, we started our **#DontBePlastic** campaign banning the use of single-use plastic on our campuses across the globe. In the first 24 hours, our #DontBePlastic campaign gained global momentum. More than 131,000 TechMighties across the globe collected an upwards of 440 tonnes of single-use plastic right at our campus entry points.

Collaborated with WWF for the 'Beat Plastic Pollution Campaign'.

3-4-3 FOR GOOD

Our Individual Social Responsibility

We have adapted our 3-4-3 business growth strategies to go beyond business. TechMighties go the extra mile to make taking responsibility personally by embracing it in their daily lives and to uniquely drive positive change.

- At a philosophical level, the Mahindra Group has a belief that trees are the world's hardest workers. TechMighties are encouraged to plant or adopt at least three trees/plants every month. Across locations, Tech Mahindra regularly organizes plantation drives to realize this mission.
- We observe one day every month as the 4P day, where TechMighties use any of the 4 Ps – paidal (walk), pedal (cycle), pool (carpool), or public transport – for their commute to and from work. Our internal carpooling app allows associates to offer or join shared rides for their daily commute between home and work.
- TechMighties volunteer for social causes for at least three hours every month at a Tech Mahindra Foundation project, a social initiative supported by the local Josh team, or an external cause that is close to their hearts. We record these efforts at an organisational level, and share them with the Mahindra Group's ESOPs team, rewarding the top contributors suitably for their efforts.

GREEN PROCUREMENT POLICY

Our Green Procurement Policy helps us to support sustainability in the supply chain. Our suppliers are encouragedto deliver products/services with a minimum negative impact on the environment and adopt safe practices during production and delivery.

As a part of our supply chain strategy, we choose IT and Non-IT suppliers who have sustainable practices along with an ability to deliver a quality

product on time. The criteria of Green Procurement are - **Purchase of high-energy rated IT infrastructure (servers, laptops, desktops, etc.).**

None of the products shipped by us include any sort of conflicting material when they have manufactured by our Suppliers. They completely comply with the BIS standards and have a very strong trade compliance team to monitor & avoid such activities.

Climate change is a challenge faced by governments, economies, businesses, and society. To achieve the goals of the Paris Agreement, we disclose climate-related risks and opportunities in line with the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD). In recognition of the growing significance, and the increased need to understand the impacts of climate change on our business we conducted climate scenario analyses for the top two risks in alignment with TCFD. Other risks and opportunities due to climate change along with strategy and mitigation measures are covered in the {Risks and Opportunities Chapter} of the report.

GOVERNANCE

The Board of Directors provides oversight for climate-related risks and opportunities through the Risk Management Committee and CSR Committee at the Board. Mr. C.P. Gurnani, the CEO and the Managing Director, is responsible for overseeing the integration of sustainability and climate risks and opportunities into the overall corporate strategy. He also ensures that climate-related risks and opportunities are effectively communicated to the Board as well as the investors and other stakeholders like customers, collaborators, and partners. For more details on the governance of climate-related risks and opportunities, refer to the on {Corporate Governance and Ethics Chapter} in the report.

IDENTIFICATION OF MATERIAL RISKS & OPPORTUNITIES

As part of the global effort to tackle climate change, we are working to transition towards a climate centric business. The focus is on reducing the carbon footprint across all our facilities, operations, and the supply chain. Digitization and Artificial Intelligence offer opportunities to optimize the use of resources and reduce the overall impact of human activities on the environment. As a technology company committed to enabling stakeholders to rise, we are developing climate centric solutions to support our operations, customers, and society.

Materiality assessment was carried out to identify climate-related risks and opportunities across the transition and physical scenarios and the impact on our business for an 'ambitious' < 2-degree climate scenario and 'business as usual' 4-degree scenario. The scope was confined to operations. The geography for the risks was India since the facilities across India cover a significant percentage of the employees and project delivery.

Climate change has been identified as one of the critical risks for Tech Mahindra which may impact our business in the short, medium, and long term. The process to identify climate-related risk is integrated with the Enterprise Risk management Process, discussed in detail in the {Risk and Opportunities Chapter}. The transition risks and opportunities we considered are future policy, regulations, and changing customer preferences. And for physical risks, we considered extreme weather events and increasing global temperatures.

SCENARIOS ANALYSIS

We are cognizant of climate-related risks and how they affect our resilience and financial stability. To further understand the impact that climate change could have on TechM's business in the future, we performed a high-level assessment of the impact of 2°C and 4°C global warming scenarios.

Moreover, we have aligned our scenario models on the recommendations of TCFD. These recommendations and approaches were used to assess the resilience of our activities, considering the climate scenarios.

SCENARIO 1

Global Warming limit to 2°C, transition the only scenario considering that society will act rigorously to reduce greenhouse gas emissions.

SCENARIO 2

Global Warming limited to 4°C, a physical-only scenario assuming that there are less government action and regulation to combat climate change and emissions remain high leading to global warming and other physical changes in the global climate.

TIMESCALES

We used 2030 as the timescale for transition scenario, and physical scenarios. We assumed that we will be carrying out the same business activities as we do today.

TRANSITION RISK- REGULATORY RISK OF CARBON TAX

In alignment with the commitment under the Paris Agreement, the Government may impose National Emission Reduction Targets for the industry. Policy instruments may be imposed to incentivize renewable energy, promote energy efficiency, and discourage fossil fuel. Carbon tax (ranging from $14 to $700 /t CO2*) may be imposed on the industry which may lead to an increase in compliance expenditure, and business disruption.

The transition scenario assessed the impact on our business for regulatory risk only.

*Source: International Energy Agency's AIM-CGE model for India

PHYSICAL RISK - INCREASED GLOBAL WARMING

Precipitation patterns are changing within the Indian Sub-continent because of global warming. An increase in temperature is leading to an increase in the number of warm days. Areas, where heavy rainfall was observed traditionally, are seeing reduced precipitation and some drought- prone areas are experiencing delayed monsoon. The physical manifestations of climate change by 2030 are the increasing radiative forcing of 3.276 W/m2-8.5 W/m2 and temperature by 4°C**.

The 'Business As Usual' scenario was assessed for the impact of physical risk only on the business.

**Source: RCP 8.5 data for India.

BUSINESS IMPACT

We focused on understanding the impact on our P&L, in particular, operations and sourcing costs.

SCENARIO 1

- Carbon pricing mechanism and policies have been introduced in key countries due to which there has been a shift in customers & client's preference. Non-compliance with regulation to manage climate change like carbon pricing may lead to reputational & revenue risk.
- Investment in greening the operations and migrating to renewable energy may increase both operating costs and the sourcing costs which eventually affect the P&L.

SCENARIO 2

- Increased frequency of extreme weather (storms and floods) causes an increased incidence of disruption to our operations and delivery.
- Temperature increase and extreme weather events reduce economic activity, affect employees and assets, hence efficiency to deliver our services fall leading to revenue loss.
- Temperature increase would also increase fossil fuel consumption to meet the energy demand by the campuses.

DATA USED

Both Internal & External data were considered for the scenario analysis, where the data for 2100 was used to calculate the impact for 2030 (for our SBTi target).

- External data was used to understand climate-related risks and opportunities. This data was extracted from the International Energy Agency's AIM-CGE & RCP 8.5.

- Temperature & carbon pricing outcome in 2030 (i.e. 2°C vs 4°C) for India location
- Internal data – We used 2015-16 forecast greenhouse gas (GHG) emissions and historic internal financial data (as 2015-16 is our base year)

We used these to understand the potential impact on our business in 2030.

RISK MANAGEMENT

We carried out a rigorous assessment of risks and opportunities due to climate change as a part of the Enterprise risk management process. Refer {Risks and Opportunities Chapter} for details.

SCENARIO 1

The transition to a low-carbon economy presents several risks, but also opportunities for TechM over the short and medium-term – notably from changing consumer preferences and future policy and regulation.

Our growth and profitability are determined by our portfolio, geographical and channel presence, and how these evolve over time in response to consumer demand. Failure to pre-empt or respond to changing consumer preferences could impact our growth.

We ensure a low carbon footprint in the delivery of our client services. For example, our Bangalore campus runs on 75% renewable energy, and the rest of the campuses in India host solar panels which are funded through the internal carbon pricing.

Current and emerging laws and regulations have the potential to impact financial performance as governments may take action, such as the introduction of carbon taxes or zero net emission policies. Our business is heavily dependent on energy (i.e. electricity). Energy efficiency in operations transition to renewable energy is a key priority. We have adopted the Science-based targets to reduce our scope 1+2 emissions by 22% by 2030 and 50% by 2050. We have introduced a Carbon Pricing of $10/ton CO2. The funds from Carbon pricing have been allocated to solar power plants, sewage treatment plants, PPA's, LEDs, HAVAC, and energy efficiency devices and projects.

SCENARIO 2

We face physical climate change risks and opportunities in our supply chain, P&L, and direct operations over the short and medium-term – notably from the effects of extreme weather and water scarcity.

TechM's business depends on employees, technology, and uninterrupted energy sources. Both the increased frequency of extreme weather events and changes to weather systems could disrupt our value chain. While the frequency and extent of extreme weather are hard to predict, we monitor changing weather patterns on a short term basis and take action to mitigate any negative effects.

Extreme weather also has the potential to impact TechM's operations and assets, including our leased as well as owned campuses which could suffer physical damage or loss. We use sustainable building standards such as LEED Certification, OHSAS Certification for new developments to future proof our assets, and reduce obsolescence.

Water scarcity is a growing problem that requires global attention and action. We foresee increased costs in purchasing freshwater with the growth of our business operations, risk of decline in Brand value, and loss in revenue. We have established a robust Water Management Strategy and Plan. We are Installing STPs, Rain Water Harvesting systems, Water sensors, and restrictors to reduce our dependence on freshwater withdrawal thereby reducing expenditure on freshwater.

METRICS AND TARGETS

We measure and report our greenhouse gas emissions, energy, and water consumption annually in our Integrated Report/ Sustainability Report since 2013-14. We include several targets which relate to climate risks and opportunities across our value chain. Performance against key targets can be found in our Sustainability Roadmap in the {Materiality Assessment Chapter} with details in the {Sustaining the Natural Capital Chapter} along with the strategy and actions we are taking to achieve them.

To reduce our GHG emissions, we have adopted the Science-based targets to reduce our scope 1+2 emissions by 22% by 2030 and 50% by 2050. We have a detailed plan to annually assess the feasibility to reach our target at our facilities across India where a majority of our Scope 1 and Scope 2 emissions occur.

We have a role to play in the global movement towards low carbon growth and development. We are working collaboratively with partners, suppliers, and other organisations to achieve our ambition including with organisations such as the United Nations Global Compact, the World Economic Forum, and the World Business Council for Sustainable Development.

Our ability to meet our climate-related targets partly depends on changes in the energy market, such as the rate of installation of renewable electricity in many states and the availability of purchase power agreements.

SENSITIVITY ANALYSIS AND STRESS TESTING

We have a robust risk management process. As a part of the risk management process, we use stress testing and sensitivity analysis tools to identify and understand short term risks (1 to 2 years) across our business. Sensitivity analysis and Stress testing is used to analyse how different values of a set of independent variables affect a specific dependent variable under certain specific conditions. The analysis is done while considering variables like the historical trend, market analysis and forecast.

The different departments within Tech Mahindra use sensitivity and stress analysis to understand the impact of their respective risks to improve decisions based on certain calculations or models. The risks that we carried out stress testing and sensitivity analysis for are listed below:

STRATEGIC M&A RISKS

M&A is a key strategic pillar for the company and helps in filling white spaces or seeding future growth prospects. However, any acquisitions brings along integration risks, risks of losing customers, affecting brand value. We have robust mechanism of managing risks and considers various models to ensure acquisition brings value.

OPERATIONAL RISK

Operational risks summarise uncertainties and difficulties Tech Mahindra could face when it attempts to do its day to day business activities. Risk impact is an estimate of the severity of adverse effects, or the magnitude of a loss, or the potential opportunity cost should a risk be realized within a project. Risk exposure measures the overall threat of the risk, combining information expressing the likelihood of actual loss with information expressing the magnitude of the potential loss into a single numeric estimate. In the simplest form of quantitative risk analysis, risk exposure is calculated by multiplying risk probability and impact. The underlying parameters which are used to estimate the impact and probability are the variables on which concerned business unit or function can use scenario painting, sensitivity analysis or stress analysis as applicable to predict the possible outcomes.

COMPLIANCE RISKS: REGULATORY CHANGES RISK

The company has operations in over ninety countries & its employees work at client facilities and locations on visas granted for work. Any changes in immigration laws or any native laws will impact the profitability and growth.

MARKET RISKS

The most common types of market risks include interest rate risk, equity risk, and currency risk. Earnings Per Share (EPS) measures profits for company's shareholders after considering the financial health, growth metrics and company's cost management. Market tracks EPS to value the company based on a Price / Earnings ratio. The markets considers all the risks that company has in arriving at the P/E ratio. This includes debt on balance sheet, volatility of earnings, sustainability of growth and is a measure of investors confidence in the stock.

WATER STRESS

Precipitation pattern& dehydration of water bodies can end in water insufficiency directly affecting operations. To understand the effect of water on our operations we use water stress. The analysis shows an increase in purchase costs of water during the seasonal variability may result in higher operational cost.

CLIMATE SENSITIVITY

We tend to contemplate these as tail risks, which might have the potential to disrupt our operations even if the chance of prevalence is considerably low. For building sensitivity analysis, we found out how deviations within the temperatures and precipitation would have an effect on our associates' well-being and disrupt our operations, which have the potential effect on delivery performance leading to revenues loss.

SUSTAINABLE SOLUTIONS

As our customers are confronted with challenges like climate change, energy efficiency, water security, etc., we are developing innovative and sustainable solutions that enable customer satisfaction and business growth. Our customers rely on us to support them in navigating a world of unprecedented risks and dramatic opportunities.

As a customer-centric company, we understand our customer's needs and develop customized, scalable, and innovative tech-enabled solutions to help manage their pain points. We invite our senior leaders across various business units to brainstorm about the problem statements and solutions to address challenges posed by climate change. Their recommendations are incorporated into our business strategy.

Leveraging our alliances and partner ecosystem, we are creating an array of green and sustainable solutions to help customers address their environmental needs and commitments.

CLIMATE SOLUTIONS	**RENEWABLE ENERGY SOLUTIONS**	**ENERGY MANAGEMENTSOLUTIONS**	**SMART CITY SOLUTIONS**
• IEVCS (Electric Vehicles) • CAPE (Community Sustainability Platform) • Block chain based Trading • Green Data Centres	• Connected Solar • Renewable Insights	• Energy Efficiency as a Service • Smart Metering • Energy Insights and Analytics for EE (using AI/ML)	• Smart Meters • Micro-grid (RE + Battery Storage + Energy Trading • IoT based Waste Management • Smart Mobility • Smart Lighting • Smart Parking

CLIMATE CENTRIC SOLUTIONS

INTELLIGENT ELECTRIC VEHICLE CHARGING SYSTEM

The world is moving to electric vehicles to create a sustainable environment. By the end of 2020, there will be at least 20 million electric vehicles on the road. To enable customers to charge their electric vehicles, we have built a platform called Intelligent Electric Vehicle Charging System (IEVCS). IEVCS opens up two-way communication between the utility and the consumer. With IEVCS, consumers will be able to manage their electric vehicle's power consumption. IEVCS uses data science, embedded systems engineering, and communication standards to build an integrated solution platform powered by SAP HANA. The platform is integrated with a smart meter, an in-home display, a mobile app, and an electric charger that provides information on charging patterns and the cost of charging the vehicle. IEVCS enhances the asset life by 20% to 30%, reduces maintenance expenses, and enables vehicle charging to avoid congestion on the power grid.

GREEN DATA CENTRES

Data centres are in huge demand due to our heavy reliance on cloud computing systems. However, traditional data centres are responsible for approximately 2% of global Green House Gas (GHG) emissions. Hence, to find a mid-way between the increasing demand and the need to find sustainable solutions, we have developed green data centres. We help in end-to-end management of data centres – right from planning and consulting on data centre facilities to building and migrating data centres, disaster recovery, and remote infrastructure management. Our green data centre solution has enabled our customers to save CAPEX by up to 15%

in three years, improve year-on-year productivity by 10%, and reduce the volume of incident tickets due to proactive maintenance and management of data centres. We also help companies to standardize and streamline their processes to reduce the ticket handling time by 17%.

Tech Mahindra's Data Centre Modernization Service leverages our proven Managed Platform for Adaptive Cloud (mPAC) platform to offer committed TCO reduction with optimal distribution of workloads across Private and Public Clouds.

BUILDING SMART COMMUNITIES WITH CAPE

Community Action Platform for Energy (CAPE) is an interactive market place that brings together Councils, Communities, Suppliers, & Consumer into a single Portal Platform. The objective of this initiative is to build competitive cities with good living conditions. Considering that a smart city is built with the combined efforts of councils, local businesses, and citizens, we have developed tools to bring them together. These tools include – Map analytics, solar saving calculator, energy savings trust tools, energy calculator, cluster analysis, and weighted sum analysis.

Here's how CAPE helps all the stakeholders involved in building efficient and liveable smart cities.

UNIQUE COMBINATION OF SATELLITE BUILDING, SOCIAL DEMOGRAPHIC DATASETS

CAPE FOR CITY COUNCILS

- Identify the potential areas to initiate the energy-saving project and improve citizens' quality of life
- Achieve social, environmental and economic sustainability targets for our cities
- Make cities more competitive and better places to live

LOCAL ENERGY SOLUTIONS, BRINGING TOGETHER COMMUNITIES, LOCAL AUTHORITIES AND SUPPLIERS

CAPE FOR LOCAL BUSINESSES

- Develop analytics for energy solutions
- Develop a market place to sell energy-saving products
- Initiate projects with City Councils and Consumers
- Provide better insight via social media Analytics

COMBATING FUEL POVERTY, INCREASING ENERGY EFFICIENCY, IMPROVING ENVIRONMENT

CAPE FOR CITIZENS

- Provide better insights to enable citizens to participate in energy-saving opportunities
- Offer multiple tools to estimate savings potential accurately
- Provide opportunities to improve quality of life and reduce the carbon footprint
- Created free-to-use online platforms to help citizens organise and manage their community energy schemes.

ENERGY TRADING & EV CHARGING PLATFORM LEVERAGING AI AND IoT

Our blockchain-based solution drastically reduces renewable energy wastage and encourages clean energy generation and consumption by leveraging AI and IoT in a way that brings monetary benefits to energy producers, consumers as well as utilities.

- Our gateway box effectively utilizes spare capacity of renewable generation and EV charging

infrastructure
- Its plug-and-play design allows for rapid adoption and scale-up via utilities

It integrates and connects DERs like solar panels and micro hydro, storage, and EV infrastructure with consumers with the help of utilities

RENEWABLE ENERGY SOLUTIONS _____

California Public Utilities Commission set a precedent by passing a 'Renewable Portfolio Standard' that requires utilities to increase procurement from renewable energy resources to 33 percent by the year 2020. The Government of India launched 'Jawaharlal Nehru National Solar Mission' aiming to bring on line 20,000 megawatt of solar power by the year 2022.

To realize this opportunity, we provide intelligent solar and wind energy asset monitoring and efficiency management platforms. We also focus on new renewable energy technologies for hydroelectric power, wind power, bio-energy, solar energy, and geothermal energy.

CONNECTED SOLAR PLANTS

Monitoring globally distributed large numbers of solar plants require multiple people at different locations, often at remote locations. To overcome this challenge, we have developed an IoT-based solution called connected solar plants. Apart from connecting solar plants globally, our solution also helps in forecasting production and monitoring substations, analyzing real-time trends and graphs, and auditing and reporting energy production. The plug-and-play device support sends timely alerts and notifications during critical events to avoid any inadvertent incidents.

RENEWABLE INSIGHTS

A TechMNxt IoT platform solution on Microsoft Azure and Amazon Web Services for solar and wind companies to meet the changing current and future needs of the industry

The platform will enable remote asset health monitoring, real-time production forecast and alerts, advance interactive plant performance analysis, automatic fault localization. Smart and Digital features such as SCADA/Grid status and location maps help the utilities in maintaining and lowering the operation cost.

- End to End OMS Solution for Renewable Energy- Solar & wind Energy
- Predictive Maintenance & Workforce Planning
- ML-based for Self Learning Algorithm
- Engineering, Platform integrated with SAP / Oracle & Command Centre

ENERGY MANAGEMENT SOLUTIONS _____

Most of the modern-day facilities are energy-dependent and its judicious use is a global need. Reduction in energy consumption is the foremost concern for most industries today. Be it for the savings generated by reduced expenses or the environmental impact of lower energy consumption, organisations and communities are fast gearing up to do their best. Our Energy Management System helps leverage the crucial advantages of energy savings by remotely monitoring and controlling energy assets at a facility.

ENERGY EFFICIENCY AS A SERVICE

Companies face challenges in managing energy efficiency along with operational requirements. They are unable to monitor assets and sites such as buildings, data centres, and cell tower sites remotely. Hence, as a part of our commitment to building a sustainable business for our customers, we are offering energy efficiency as our service offering. Our Energy Management System can be used to monitor and control energy assets at a facility remotely.

OVERCOMING BUSINESS CHALLENGES

It becomes hard for organisations to cater to the operational requirements with precision and at the same time maintain energy efficiency. The challenges are:

• Inability to monitor assets and sites remotely
• Lack of solutions to monitor carbon emission addressing green initiatives in the industry
• Reduction in operational expenses

KEY PROPOSITION

We have developed solutions that can help customers to:

• Monitor assets in the network on a real-time basis to predict problems proactively
• Optimize energy consumption and reduce carbon emissions
• Improve utilization of assets
• Enhance productivity while minimizing cost

By controlling lighting, heating, ventilation and air conditioning you can achieve energy savings of 8%- 20%. An additional 15%-25% energy savings can be achieved if free cooling is installed. The Energy Management System is ideal for our customers that operate in high-energy intensive sectors such as, ICT, BFSI, and Telecom.

ENERGY AUDIT

With the dramatic spike in energy costs over the last decade and the intense focus on reducing GHG emissions, Energy Efficiency has become the hot topic of boardroom discussions the world over. Global and region-specific mandates such as the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme are also playing a vital role in driving the need to improve the energy efficiency of organisations. In light of this focus, a high-quality

Energy Audit is the first, critical step in curbing energy use and improving the energy efficiency of any facility. Energy Audit helps to establish the current status of energy efficiency of a System/Facility/Commercial Building. It involves the verification, monitoring and analysis of the use of energy and submission of technical report containing recommendations for improving energy efficiency with cost-benefit analysis and an action plan to reduce energy consumption

SMART ENERGY PLATFORM

Our Smart Energy Platform integrates devices, a smart meter that assimilates real-time data from all energy-consuming appliances, a Home Area Network (HAN) that connects all home appliances securely to the platform, and In-House Display (IHD) units that enable consumers to manage energy consumption from their homes. The Smart Energy Platform has pre-built components that can provide ready-made solutions to up to 80%.

However, it can be customized to accelerate the development cycle and go-to-market. The Smart Energy Platform can also reduce the cost by 50% by decreasing the cost of the Bill of Materials (BOM) and can be easily scaled depending upon the demand due to its modular software and hardware design.

SMART CITY SOLUTIONS

We have capabilities in smart solutions for various areas including solid waste management, lighting solutions, digital emergency services, vehicular parking, street lighting, energy management, traffic management etc. Tech Mahindra has successfully demonstrated various smart solutions in Mahindra World City, Jaipur, such as Smart Street Light, Smart Meter, and Smart Parking. These solutions can be managed remotely through a smart city portal using Unified Monitoring and Command Centre (UMACC).

SMART CITY SOLUTIONS WITH IoT

The IoT enables cities and administrators to transform resource management, governance, citizen services and security. IoT combines the ability to acquire, ingest and derive insights from streaming data, and is already delivering enhanced experiences for citizens, improving the quality of life and making economic growth sustainable. Our portfolio of IoT powered smart city solutions equips citizens, economic zones and urban planners to weave the benefits of connectivity, data and analytics into their very fabric of life. Some of the solutions include Smart Energy Management, Smart Street Lighting, Smart Automated Meter Reading, Smart Bins and Integrated Command and Control Centre.

SMART METERS

Overconsumption of energy is one aspect that could give city authorities sleepless nights. We understand that every smart city requires a customised energy-saving solution to improve the consumption of energy and thereby, improve the economy. That's why we have designed a Smart Meter Solution that monitors the electric circuitry on parameters such as current, voltage and frequency, and sends the collected data to the backend server for analysis. This helps cities to understand the demands, consumption rates, and receive real-time alerts on faults, leakages, and abnormal consumption of energy, so they can take pre-emptive actions to save energy and reduce carbon emissions. Our Smart Meter solution has reduced carbon emissions by 25% to 30% and has saved energy by up to 25%.

SMART PORT

Our Smart Port solution offers end-to-end process management solution that helps in monitoring processes efficiently, streamline it to improve productivity and improve operational efficiency. The solution can be customised easily according to business needs. Our solution offers customers with a suite of offerings such as vessel health monitoring, container tracking, yard management, drone management, and asset management. The Smart Port solution can improve efficiency and accelerate the port gate process by reducing the time taken from 15 minutes to 1 minute. It also helps to reduce the maintenance costs by 25% and eliminates up to 70% of breakdowns.

SMART BUILDING ENERGY MANAGEMENT

Managing every aspect of a building can be quite a challenge. Our Smart Building Energy Management is one such solution that can aid buildings in managing energy efficiency within their buildings. We use integrated technologies such as

fuel level sensor to monitor the level of a fuel tank, temp sensor to monitor the temperature of the diesel generator room on a real-time basis, and send real-time alerts on the level of water tanks.

SMART PARKING AND TRANSPORTATION MANAGEMENT

Parking can be a huge hassle for citizens residing in cities. However, smart cities need not worry about it. We have developed a smart parking and transportation management that promises to reduce the headache that comes with finding parking spaces. We use live camera feeds to monitor parking and to enhance security. Our smart parking and transportation management also offers additional convenience to residents that include:

- Sending SMS or email notifications to residents to guide them towards the parking
- Identifying Hotspots where the occupancy is the highest
- Eliminating wait time for authorised users
- Reducing congestion through traffic management
- Providing real-time status of parking lots
- Reducing congestion through an efficient traffic management system

SMART STREET LIGHT

As the cost of managing streetlights goes up, manufacturers need to think of new ways to build more energy-efficient, cost-effective alternatives. One solution that we developed includes Smart Street light. Our Smart street lighting solution comprises a dashboard that shows the location of lights on the map. It also displays the status of the lights, i.e. if it is on or off using color indication, controls light operations, and allows configuration of luminosity levels. Designing a smart lighting system can help cities to save energy by 20% to 30%, increase the life of lamps by 200% to 300%, and reduce the recurring expenses on maintenance and replacements.

SMART POLE – INTEGRATES MULTIPLE SERVICES ON A SINGLE PLATFORM

This solution integrates multiple services like streetlights, CCTV cameras, digital signage and public Wi-Fi and enables an integrated view of these services on a single platform. The solution

enables the city councils and authorities in saving additional investments required on infrastructure layouts.

SMART GRID

Smart Grid is a process of upgrading the generation, transmission, distribution and retail of grids. The electrical grid is an overlap of utility infrastructure with communication and IT infrastructure. Tech Mahindra has been at the forefront in using innovative technologies while working with customers across the electric and gas utilities and suppliers' space. We have strong capabilities in the field of advisory consulting, product engineering, designing, evaluating and delivering multiple technologies within the Smart Grid. The Smart Grid Customer Demonstration Centre incorporates advanced metering infrastructure, demand response, renewable energy integration, microgrid and Electric Vehicle (EV) charging stations.

SMART MOBILITY

Combining the strengths of Tech Mahindra's mobility solutions and Mahindra Comviva, a subsidiary of Tech Mahindra, provides end-to-end Mobility solutions and services to telecom operators, device manufacturers, media houses and enterprises around the world. Our expertise in Device Testing, D2C (Direct to Consumer) and Platform Services, and Enterprise Solutions help our clients leverage the crucial advantage of a cutting edge Mobility ecosystem. We have 7 state-of-the-art device testing labs in 3 continents. Our award-winning Mobility offerings bring together content, technology and device expertise to ensure an enhanced digital experience to the end-users. Further, an app store with 30,000+ apps, 15+ providers and 30+ ready Enterprise solutions lets you connect to the world anywhere, anytime.

SMART WASTE MANAGEMENT

This is an end-to-end smart waste management solution with door-to-door collection tracking and monitoring. It includes installation and monitoring of Bin-level sensors at semi-underground bin locations, setting up of command centres, providing GIS view of the bins and municipal dumpsters and integrating the waste management application with Waste-to-energy plant application and VTMS. This solution enables the city authorities to track the end-to-end life cycle of city waste from collection to disposal remotely from the command centre and provides a view of energy generated from the waste collected.

SMART GARBAGE SOLUTION

As a part of our smart cities solution, we have developed an intelligent garbage solution to manage garbage effectively. The solution monitors waste collection and disposal electronically. The waste bins are attached with sensors that alert the waste collection vehicle as soon as it is full. This helps the vehicles to identify the bin and collect the waste immediately. The colour of the bins (red, amber, and green) on the dashboard depicts its status. The solution has been developed to save the time and cost of the municipalities in managing the waste collection. As a technology company, we intend to use smart technologies as an enabler to build a sustainable society for future generations.

SMART LABOUR MANAGEMENT

Smart Labour Management is a cloud-based integrated workforce management platform that provides labour planning, tracking, and productivity details through its dashboards. It also offers advanced solutions such as workforce forecasting, planning, scheduling, and task optimisation. Our Smart Labour Management can be integrated with BI framework, training modules, and social media platforms to attract and retain talent through training and employee engagement initiatives. The Smart Labour Management solution can help companies to control labour costs by 15%, and improve the overall employee safety by 22%. Companies can also use this solution to refine their labour productivity in real-time.

INTELLIGENT RISK MANAGEMENT SOLUTION (IRMS)

It monitors temperature, pressure and water leakage conditions of pipes and boilers at various properties remotely and provide real time alerts and notifications in case these parameters are not within the configured threshold limits. The solution can reduce leakage or bursting of pipes and minimize associated insurance claims.

FARM GURU

Tech Mahindra has embarked on a programme for design and development of end-to-end Smart Agri-Framework called 'Farm Guru'. The intent is to minimize the human intervention and provide specialized assistance for producing a quality yield using precision agriculture. The solution with multi-parameter farm health monitoring and predictive analytics keeps a strict vigil on the soil, ambient atmosphere and other key characteristics and supports data management with recommendations based on the measured data. It also keeps the repository of the soil parameters. The scientific approach in measurement and analysis of the soil samples leads to better agriculture growth and prosperity for farmers.

REMOTE MONITORING & DIAGNOSTICS (SOLAR PLANTS) SOLUTION

The solution can do Real-time monitoring and control of remotely located assets and can

- Leverages IoT, OT and IT to remotely monitor and manage critical assets like Solar PV Plants.
- Integrates IoT enabled mechanism to improve power generation by automatically positioning panels based on real-time environmental conditions.
- Lowers operations and maintenance costs for the plant by predicting potential failures.
- Delivers tangible operational improvements iterms of efficiency, productivity and availability.

Easily extended to other plants and industries with minimal customization for delivering significant operational improvements

NEXT-GEN EMERGENCY MANAGEMENT SYSTEM

Next-Gen EMS brings a holistic and comprehensive platform that connects various next-generation technologies to provide an end-to-end flow of information and enable emergency response team to provide high quality care without compromising on the speed of care delivery.

Next-gen EMS solution disrupts current native emergency response system transforming it into an end-to-end platform, which enables emergency response organisations to deploy scalable and next-gen technologies like mobile apps, unmanned aerial vehicles for improving the emergency responses. This innovative platform contributes to improving utilization of key resources like ambulances (ALS, BLS), reduced response time through nullification of the impact of external environment variables on transit time and also reduced risk through instant establishment of the communication medium for real-time and seamless flow of information among various stakeholders (like the ambulatory team, hospitals, specialists) of emergency response team.

HEALTH AND WELLBEING

MONITORING INDOOR AIR QUALITY

Organisations recognise that Human Capital is the critical differentiator for business continuity, growth and innovation. The employees are the greatest assets for any company. In order to help enterprises ensure the health of their employees we have developed an Indoor Environment Monitoring Solution. It is a cloud-based platform which monitors indoor environment conditions for varied industry requirements. This solution is flexible and has derivative use-cases in Logistics, Healthcare, Pharma and Data Centre Monitoring.

CONNECTSENSE HEALTH – DIGITAL PLATFORM TO BRING WELLNESS FROM HOSPITALS INTO PEOPLE'S HOMES

The platform enables us to extend wellness, diagnostics, prognostics and recovery from hospitals into people's homes and lives. It promotes Hospital-Doctor-Patient engagement using Digital Convergence technologies. It transforms the entire healthcare ecosystem in the following manner:

- Payers: Pay for value over volume of care.
- Hospitals: Better care for more patients.
- Doctors: Technology for remote, constant monitoring of patients.
- Patients: Anytime, anywhere monitoring.

HEALTHCARE GAMIFICATION - AN AI BASED HEALTHCARE GAME TO MOTIVATE THE PATIENT

The healthcare game functions through multiple sensors and captures all data about the patient's physical performance and stores it in the cloud. Later it analyses the cloud data and provides accurate report about the patient and his physiotherapy. It encourages the patient to take physical exercise.

ENVIRONMENTAL COMPLIANCE SOLUTIONS

ENVIRONMENTAL HEALTH & SAFETY

SAP Environment, Health, and Safety Management solution supports compliance in product safety, dangerous goods management, hazardous substance management, industrial hygiene and safety, occupational health and waste management. The solution also seamlessly integrates with other business processes of materials management, plant maintenance, quality management; sales and distribution. Also, the solution supports compliance to all international regulations in safety, dangerous and hazardous goods management, health and waste management.

REACH COMPLIANCE MANAGEMENT

The REACH (Registration, Evaluation and Authorization of Chemicals) regulation enacted by European Union (EU) came into effect from June 2007. REACH specifically applies to all chemical substances that are manufactured in, or imported into, the EU for ownership or further conversion into finished products. To cater to this mandate, Tech Mahindra has SPACE framework for REACH compliance that addresses the issues and challenges in implementing the REACH Business process for Chemical, Oil and Gas and Process Industries. The solution caters to REACH regulatory requirements of SDS (Safety Data Sheet), CSR (Chemical Safety Report), and SVT (Substance Volume Tracking) and Supply Chain Collaboration.

ENVIRONMENTAL COMPLIANCE

Regulations such as Kyoto Protocol and Clean Air Act mandate companies to monitor and submit Green House Gas (GHG) emissions. Companies may need to do extensive modifications to production facilities and set up monitoring processes, maintain emission data and submit compliance reports to regulatory bodies. Cost of non- compliance results in heavy penalties, legal sanctions or interruption of business.

SAP Environmental Compliance (EC) helps run operations in an environmentally responsible manner, comply with regulations affecting air, water and land, monitor facility emissions, maintain emissions accounting and fulfil regulatory obligations.

RESPONSIBLE SUPPLY CHAIN

The current scenario of COVID-19 pandemic related disruptions to global supply chains has exacerbated the need for companies to adopt resilient strategies and better Business Continuity Planning. The situation has also increased its focus on climate change-related risk and the need for robust mitigation plans. Due to these disruptions SDGs have become more essential and require greater attention towards a responsible and Sustainable Supply Chain.

Tech Mahindra's commitment to Governance, Ethical Business Conduct, Environmental Stewardship and Sustainability also extends to our value chain. This enables us to mitigate and manage risks posed by the supply chain to our business operations. We engage with our suppliers annually and support them in building their capabilities on sustainable practices and business ethics.
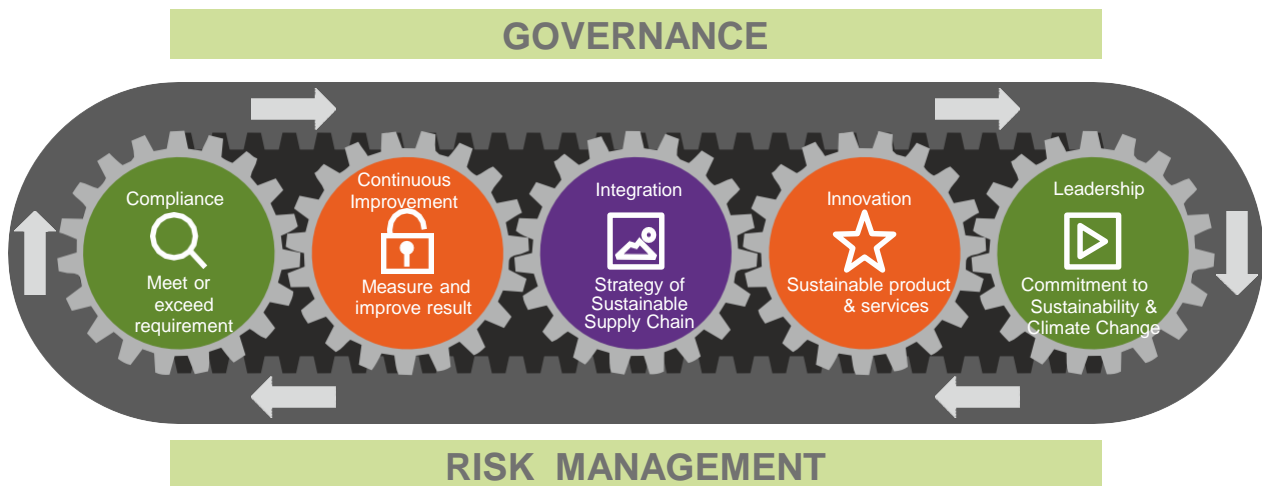
Our approach to sustainable sourcing is:

- Sourcing with the highest possible standards aligned with responsible business practices
- Background verification and evaluation of Suppliers
- Raising awareness of sustainable sourcing with our key suppliers through workshops and webinars
- Assessment of vendors with a focus on the social, ethical and environmental aspects

We have a **Sustainable Supply Chain Management Policy** (SSCM) which lays out guidelines for the Supplier Code of Conduct (SCOC). All suppliers are expected to abide by the SSCM Policy and the SCOC while demonstrating a commitment to incorporating best practices and continuous improvement in their activities and processes. The key aspects of the SSCM for all suppliers are:

- Ethical business conduct
- Commitment to human rights and fair employment practices in alignment with internal standards including the UN Declaration of Human Rights etc.
- Promote a work environment that is safe and healthy
- Have a robust risk management processes for ethics, environmental and social risks
- Provide products or services to TechM and conduct business operations in an environmentally sustainable manner
- Fulfil their responsibility towards their local communities
- Encourage the same practices in their supply chains
- Have a Business Continuity Plan (BCP), to minimize business impacts in the event of major disruption

BACKGROUND VERIFICATION AND EVALUATION OF SUPPLIERS

- At Tech Mahindra we empanel Nationally and Internationally acclaimed Third Party Background Verification Vendors. We maintain exceptional quality criteria prior to empanelling the vendors especially Resource Management Vendors and also review their performance on annual basis and share structured feedbacks. Our pre and post vendor empanelment processes are part of our integral system which enables success not only to us but also for our vendors whom we call as our 'Business partners'.

VENDOR EMPANELMENT PROCESS

- Market study and analysis
- Feedback from existing clients
- Relevant Industry exposure and expertise
- International and National accreditions with respect to BV (ex. NASSCOM)
- Statutory and regulatory Practices followed
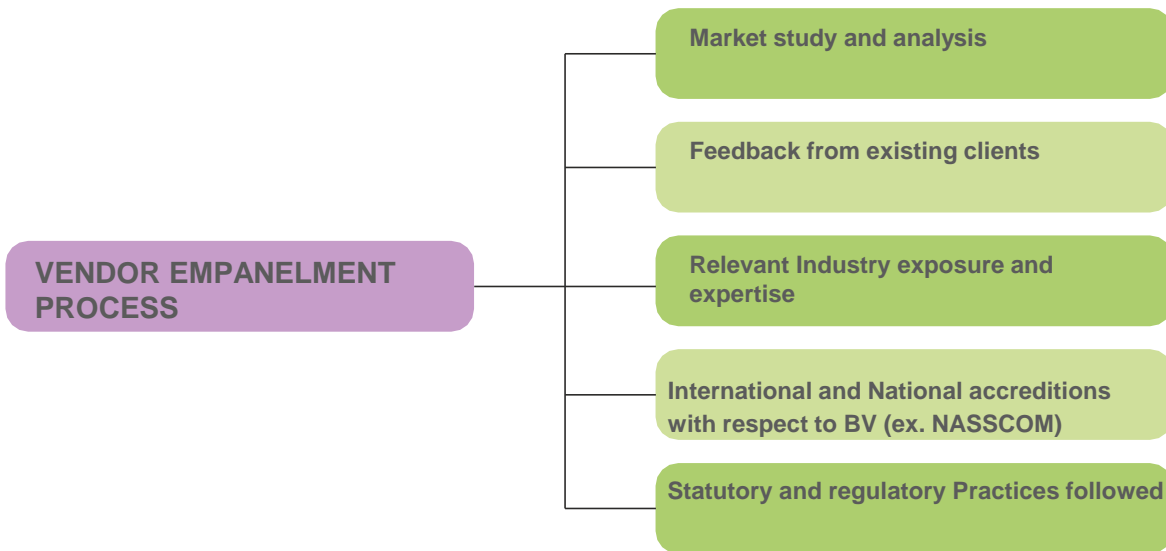
VENDOR AUDITS

- Our robust audit process helps us and our BV agencies to be vigilant in safeguarding the data privacy of associates & organisation and delivers the best quality of BV reports with > 95% SLN adherence, resulting in both internal and external customer delight.

AUDIT PARAMETERS

- MASTER SERVICE AGREEMENT
- VENDOR ORGANISATION STRUCTURE
- ROLES & RESPONSIBILITY OF EVERY INDIVIDUAL
- OPERATIONS SERVICE LEVEL TRACKING MECHANISM LIKE SLN, QUALITY OF REPORTS
- OUTSOURCED VENDORS AND THEIR SELECTION & EVALUATION CRITERIA
- SECURITY COMPLIANCE CHECKS
- RISK MANAGEMENT PLAN, BUSINESS CONTINUITY PLAN
- VULNERABILITY ASSEMENT THROUGH SPECIAL TOOL NAMED UPGUARD

AUDIT PARAMETERS FOR RESOURCE MANAGEMENT SUPPLIERS

Our supplier analysis takes into account the sourcing strategy of the supplier and proximity of the supplier to the location for which the order request has been raised. This helps improve logistics and saves time, cost and emissions from unwanted transportation through longer routes.

We enable supply chain responsibility through a 3 step process which included supplier audit (both questionnaire-based as well as on-site inspections) and assessment, supplier capacity building and supplier continuous improvement programmes and climate risk evaluation.

Climate Risk Evaluation

Supplier Audits

Capacity Building on Sustainability
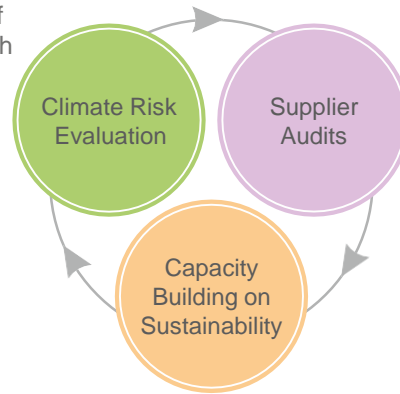
We conduct supplier audits, which help us understand the potential ESG (Environmental, Social and Governance) risks within the Supply Chain. We encourage our suppliers to track and reduce their GHG emissions. In the reporting year, we engaged with the top 80 suppliers based on our annual market spend. They were assessed through a supply chain questionnaire, check compliances with various aspects of ethical business conduct and sustainability practices laid out in our SSCM Policy. Stratified samples of these suppliers representing different locations, categories of suppliers and the total annual spending were chosen for on-site audits. The key mandate during the audit is on compliance and measures taken to account for and to reduce GHG emissions. The observations, findings, and recommendations of the audit are shared with the suppliers audited to drive continuous improvement programmes.

Capacity building workshops are conducted annually for the suppliers. The objective of the Capacity Building Workshop is to help suppliers understand the importance of sustainable development and to create a platform for all stakeholders to discuss their concerns and challenges. In the reporting year, we have conducted Capacity Building Workshops for more than 80 key suppliers. The main topics covered in the capacity building workshop included:

• Environmental Stewardship
• Conservation of Resources
• Reduction Of Carbon Footprint •
Financial Savings and Viability •
Social Responsibility

To incentivise our Suppliers for Sustainability practices we have felicitated the top two suppliers with the 'Supplier Sustainability Award'.

Our commitment to climate action is also extended to the supply chain. We periodically evaluate the impact of climate change in the upstream supply chain on our business operations and activities. We carry out a comprehensive risk analysis of our supply chain on their ability to deliver on time because of the market and climate-related risks. Our Business Continuity

Management system ensures an integrated view of our requirements to plan, coordinate, and execute strategies accordingly to mitigate the risks.

We track the Scope 3 emissions from transportation and distribution of products purchased from our suppliers and operations of vehicles not owned or operated by us are tracked. This includes multi-modal shipping where multiple carriers are involved in the delivery of a product. We are engaging with our suppliers to initiate the process of tracking, monitoring, reviewing and analysis of the GHG emissions of the supply chain.

The procurement teams work in tandem with the Corporate Services team to conduct supplier assessments for IT and Non-IT suppliers. We are working across our supply chain on various initiatives to reduce business travel and logistics by trip optimization, reducing travel frequency and examining the need for travel. We manage our supply chain responsibly to ensure our business is not adversely affecting the environmental values of communities globally and are working to reduce GHG emissions across the supply chain. In 2019-20, more than 92% of the total procurement expenditure was from the top 80 suppliers.

DEVELOPMENT OF LOCAL VENDORS AND SUPPLIERS

In alignment with '*Rise for Good*', our SSCM policy also encourages the procurement of goods and services from local and small communities. During the supplier evaluation process, if all other factors are equal, we give preference to local suppliers or small producers. This helps us in better inventory management, shorter lead-time and logistics control while reducing the greenhouse gas emissions associated with transportation.

We continuously work towards the development of Local Vendors and their empanelment based on references, direct contacts and interactions with them. We assess their policies and programmes concerning ESG parameters through our Supply Chain questionnaire analyze the gaps and make recommendations.

MANUFACTURED CAPITAL

Manufactured capital is one among the 5 capitals, which allows the organisation to develop a vision of what sustainability looks like for its operations, products and services. It refers to the physical capital which helps the operations of an organisation flow seamlessly and helps in production process – e.g. machines, tools, buildings. In IT scenario, technological objects that are available to the organisation are the ones which are used in the provision of services and thereby help in fulfilling its purpose. For IT services business, fixed assets like buildings, IT hardware and telecommunication equipment are referred as manufactured capital.

We have some of our facilities LEED, OHSAS and Green building certified. We have our global environmental commitment to build efficiency and sustainable technologies. Environmental guidelines are followed to minimize environmental impacts for new buildings and through energy efficiency, parking space, building automation, water recycling, waste converter, a state-of-the-art air conditioning system and other comfort enhancing features.

TECHNOLOGY EQUIPMENT AND SERVICES

Tech Mahindra's AI based #NewAgeDELIVERY engine enables customers to envision a new paradigm of technology solution delivery. This paradigm utilizes reusable data asset lakes to avoid work duplication, delivers value at scale, and uses the time saved towards innovation.

Tech Mahindra's delivery facilities are located across cities that serve as business hubs in their geographies. Our sales offices are strategically located in key markets. The spread of our delivery centres across locations helps ensure a wide footprint to source the best talent while keeping in mind the need to not concentrate our services from a business continuity risk perspective. Each of these provides the physical and technological infrastructure required for our professionals to provide superior quality and efficient service to our customers.

Our facilities are managed keeping in mind appropriate technological and physical infrastructure to provide a conducive and attractive workplace for our employees. These keep in mind not only health and safety {Read more in the Human Capital Chapter} but also our sustainability

objectives of energy efficiency, carbon neutrality etc. {Read More in the Natural Capital Chapter}

We, at Tech Mahindra, offers a Digital Workspace Service that leverages an industry recognized #WaaSNxT (Workspace as a Service) platform. It provides 100% agility and flexibility to your business, boosts the productivity of the organisation by 50% while ensuring secure and centralised data. WaaSNxt, as a next generation digital workspace platform, makes workspaces ubiquitous by delivering context aware and persona driven end-user computing.

In the reporting year, Tech Mahindra opened a new delivery centre at Warangal, in the state of Telangana. The new facility is in-line with the '*TechMNxt Charter*', which focuses on leveraging next generation technologies and solutions like artificial intelligence. These help deliver disruptive digital transformations by building and delivering cutting-edge solutions and services. These engagements are designed to address real world problems while meeting our customers' evolving and dynamic needs.

CP GURNANI
MANAGING DIRECTOR & CEO

"For India to enter the league of five trillion economies, it is important that the government, industry and academia across all the states and regions work cohesively to participate and evolve in its digital transformation journey. The setting up of the new state-of-the-art delivery centre in Warangal is a step towards enabling the talented workforce in the tier-II cities to collaborate and co-create smart and sustainable solutions for the future by leveraging next generation technologies. The new campus will help us all in addressing the evolving technology needs of local industries, besides significantly improving the skills and employability of the talent in these cities."

We also unveiled an AI Centre at the College of Engineering and Technology (CET) Bhubaneswar. The partnership between Tech Mahindra and CET is in-line with the Government's objective to up-skill

young students by familiarising them with new-age technologies like AI and equipping them with the knowledge of applying these technologies in everyday life.

BUSINESS CONTINUITY PLAN

Our comprehensive Business Continuity and Disaster Recovery framework prevents potential business disruptions in the event of any disaster. It includes processes that help maintain services to Customer's at 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 the information security posture of the Organisation.

Our IT Division has been assessed for

implementation of high maturity business excellence practices at Mahindra Group (Services Sector). It has been assessed at TMW Maturity Stage 6 (on scale of 1-10 stages) of the Mahindra Business Excellence Framework – The Mahindra Way.

We have robust business processes that are imbibed in the quality culture of the organisation. We have strengthened Process/Practice and Tools

Industrialization of various Engineering activities for Development, Testing and Managed service portfolio. These have helped achieve standardization, better efficiency and best practices being implemented across the businesses.

Our business continuity management framework and incident response team ensure we are resilient to any external risks including climate change.

DATA CENTRE MANAGEMENT

Our DCM (Data Centre Management) team provides a holistic view of a data centre's performance to ensure optimisation of energy, equipment and rack space. In order to reduce our Carbon Footprint, we have been consistently improving the efficiency of our Data Centres, using PUE (Power Usage Efficiency) as a metric for monitoring the environmental impact of the data centre.

We manage multiple data centres with different maturity levels, diverse equipment, processes, and procedures as per ISO 27001 Standards. We

Maintain SLAs in complex environments where there are different requirements for application availability, Data retention, Speed of recovery, and Network availability.

We monitor the change control processes, keep infrastructure up to date, and 'sunset' the end of life equipment as it consumes more energy for running and cooling itself. In the reporting year, we 'sunset' around 200 servers across the company. All the new server requirements were sourced from GCP/ AWS/ Azure Cloud Service Providers, which use Solar Energy to power up their Data Centres.

Data Center Energy Usage

	2016-17	2017-18	2018-19	2019-20
Total energy used in data centers (Mwh)	9548	10188	11048	12244
Percentage of renewable energy (of total energy) in data centers*	2.89	4.4	20.54	24

We have increased our Renewable Energy from 2.89 to 24% from our owned locations which is also estimated for our Data Centers for our India operations

GREEN BUILDING GUIDELINES FOR NEW BUILDINGS AND FACILITIES

We follow Green building guidelines while constructing new building and infrastructure. Some of the Green features are as:

- Usage of recycled materials in cement, steel, gypsum and glass
- Usage of Automatic Sensors for integrated with Lighting and Aircon Units
- Usage of natural lighting to minimize the indoor day lighting, Adhering to the norms of .8 Watts

/Sq. ft. on the lighting inside the building
- The carpet installed in the facility is CRI certified Green Label plus carpet which has least VOCs and can be easily cleaned and maintained
- The building is provided with a fresh air intake more than 30% as per ASHRAE standards
- The paints, adhesives, sealants and coating used in the project are all low VOC
- Efficient VRV Systems energy efficient HVAC measures

EFFICIENT MANAGEMENT DURING COVID-19

Our resilient and robust BCP ensured that we demonstrated agility and rapid response to ensure seamless business delivery upon the advent of the COVID-19 pandemic. During this period, our priority was to ensure the safety and wellbeing of our employees while helping our customers maintain seamless business service continuity.

We scaled up fast to adopt social distancing norms, adopting new policies and restricting travel while enabling remote working for our associates. We remained committed to safeguarding the interests of our customers and ensuring the continuity of their operations.

GRI STANDARDS CONTENT INDEX

GRI 101: FOUNDATION
2016

[*GRI 101 does not include any disclosures*]

GRI GENERAL DISCLOSURES
2016

[*The list of General Disclosures made, in accordance with the Comprehensive option*]

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102-23	Chair of the highest governance body	28	-
102-24	Nominating and selecting the highest governance body	32	-
102-25	Conflicts of interest	AR pg 100-102	-
102-26	Role of highest governance body in setting purpose, values, and strategy	36	-
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102-28	Evaluating the highest governance body's performance	32	-

102-29	Identifying and managing economic, environmental, and social impacts	34-36	-
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102-31	Review of economic, environmental, and social topics	34, 69-71	-
102-32	Highest governance body's role in sustainability reporting	36	-
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102-34	Nature and total number of critical concerns	AR pg 107, Concerns raised to the Stakeholder Relationship Committee	-
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102-45	Entities included in the consolidated financial statements	13	-
102-46	Defining report content and topic Boundaries	12-13	-
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102-48	Restatements of information	13	-
102-49	Changes in reporting	13	-
102-50	Reporting period	11	-
102-51	Date of most recent report	11	-
102-52	Reporting cycle	11	-
102-53	Contact point for questions regarding the report	13	-
102-54	Claims of reporting in accordance with the GRI Standards	11	-
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GRI 201: ECONOMIC PERFORMANCE
2016

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201-1	Direct economic value generated and distributed	113-116	-
201-2	Financial implications and other risks and opportunities due to climate change	62-63, 66-71 73-75	-
201-3	Defined benefit plan obligations and other retirement plans	AR 145-147	-
201-4	Financial Assistance received from Government	Nil	-

ETHICS AND
COMPLIANCE GRI 205:
ANTI-CORRUPTION 2016

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103-3	Evaluation of the Management Approach	143	-
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ETHICS AND COMPLIANCE
GRI 205: ANTI-COMPETITIVE BEHAVIOUR, 2016; GRI 307: ENVIRONMENTAL COMPLIANCE, 2016; GRI 419: SOCIO ECONOMIC COMPLIANCE 2016

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103-1	Explanation of the material topic and its Boundary	57-58	-
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206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	100	-
307-1	Non-compliance with environmental laws and regulations	159	-
415-1	Political contributions	39	-
419-1	Non-compliance with laws and regulations in the social and economic area	100	-

ENERGY
GRI – 302 :
ENERGY 2016

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103-3	Evaluation of the Management Approach	55-56	-
302-1	Energy consumption within the organization	165	-
302-2	Energy consumption outside of the organization	165	-
302-3	Energy intensity	166	-
302-4	Reduction of energy consumption	157-158, 166	-
302-5	Reductions in energy requirements of products and services	As a service company, this indicator does not apply to Tech Mahindra	

WATER
GRI 303:
WATER 2016

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103-3	Evaluation of the Management Approach	55-56, 167-168	-
303-1	Water withdrawal by source	168-169	-
303-2	Water sources significantly affected by withdrawal of water	As a services company, water is only used for domestic purposes. We do not impact any of the water sources.	
303-3	Water recycled and reused	169-170	-

GRI 303: WATER AND
EFFLUENTS 2018

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
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BIODIVERSITY 2016

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103-3	Evaluation of the Management Approach	55-56, 172	-
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	173	-
304-2	Significant impacts of activities, products, and services on biodiversity	173	-
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	173	-

CLIMATE CHANGE AND CARBON
IMPACTS GRI 305: EMISSIONS
2016

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305-1	Direct (Scope 1) GHG emissions	160-161	-
305-2	Indirect (Scope 2) GHG emissions	160-161	-
305-3	Other indirect (Scope 3) GHG emissions	161-163	-
305-4	GHG emissions intensity	163-164	-
305-5	Reduction in GHG Emissions	164	-
305-6	Emissions of ozone-depleting substances (ODS)	As a technology services company, the ODS are not significant.	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	164	-

WASTE
GRI 306: EFFLUENTS AND
WASTE 2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	55-56, 170-171	-
103-2	The Management Approach and its components	55-56, 170-171	-
103-3	Evaluation of the Management Approach	55-56, 170-171	-
306-1	Water discharge by quality and destination	170	-
306-2	Waste by type and disposal method	171	-
306-3	Significant spills	As a services company, this is not applicable to Tech Mahindra	
306-4	Transport of hazardous waste	As a services company, this is not applicable to Tech Mahindra.	
306-5	Water bodies affected by water discharges and/or runoff	170	-

EMPLOYEE ENGAGEMENT, TALENT AND SKILL
MANAGEMENT GRI 401: EMPLOYMENT
2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	51-53, 129-130	-
103-2	The Management Approach and its components	51-53, 129-130	-
103-3	Evaluation of the Management Approach	51-53, 129-130	-
401-1	New employee hires and employee turnover	139	-
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	139-140	-
401-3	Parental leave	140-141	-

EMPLOYEE ENGAGEMENT, WELLBEING AND SAFETY GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	51-53, 134-135	-
103-2	The Management Approach and its components	51-53, 134-135	-
103-3	Evaluation of the Management Approach	51-53, 134-135	-
403-1	Workers representation in formal joint management–worker health and safety committees	136	-
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	136	-
403-3	Workers with high incidence or high risk of diseases related to their occupation	As a service industry there is no risk of occupational diseases.	
403-4	Health and safety topics covered in formal agreements with trade unions	Health and Safety is not a discussion on formal agreements with trade unions as it is not applicable for a service company.	

TALENT AND SKILL MANAGEMENT, RE-SKILLING AND UP-SKILLING GRI 404: TRAINING AND EDUCATION 2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	51-53, 130	-
103-2	The Management Approach and its components	51-53, 130	-
103-3	Evaluation of the Management Approach	51-53, 130	-
404-1	Average hours of training per year per employee	130	-
404-2	Programs for upgrading employee skills and transition assistance programs	130-132	-
404-3	Percentage of employees receiving regular performance and career development reviews	132-133	-

DIVERSITY AND INCLUSION
GRI 405: DIVERSITY & EQUAL
OPPORTUNITY 2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	51-53, 136-137	-
103-2	The Management Approach and its components	51-53, 136-137	-
103-3	Evaluation of the Management Approach	51-53, 136-137	-
405-1	Diversity of governance bodies and employees	137-138	-
405-2	Ratio of basic salary and remuneration of women to men	138	-

ETHICS AND COMPLIANCE, HUMAN
RIGHTS GRI 412: HUMAN RIGHTS
ASSESSMENTS 2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	141-142	-
103-2	The Management Approach and its components	141-142	-
103-3	Evaluation of the Management Approach	141-142	-
412-2	Employee training on human rights policies or procedures	141	-
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	141	-
410-1	Security Personnel Trained In Human Rights Policies And Procedures	143	-

LOCAL IMPACT AND
COMMUNITIES GRI 413:
LOCAL COMMUNITIES 2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	57-58	-
103-2	The Management Approach and its components	57-58, 145	-
103-3	Evaluation of the Management Approach	56-58, 35	-
413-1	Operations with local community engagement, impact assessments, and development programs	153-154	-
413-2	Operations with significant actual and potential negative impacts on local communities	None of our operations have a negative impact on the local communities.	

CUSTOMER RELATIONSHIP
GRI 418: CUSTOMER
PRIVACY 2016

DISCLOSURE NO.	DISCLOSURE TITLE	PAGE NO.	OMISSION
103-1	Explanation of the material topic and its Boundary	54	-
103-2	The Management Approach and its components	54	-
103-3	Evaluation of the Management Approach	54	-
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	100	-

MAPPING WITH CDSB FRAMEWORK

The Integrated Report is aligned with the Guiding Principles and requirements (REQs) of CDSB Framework for reporting environmental information and Natural Capital.

CDSB GUIDING PRINCIPLES	DESCRIPTION	PAGE NO.
P1 - Environmental information shall be prepared applying the principles of relevance and materiality	Material environmental aspects are identified through a structured process and reviewed annually. Reviewed in 2019-20	47-49
P2 - Disclosures shall be faithfully represented.	The information is balanced and neutral with representation of 5 year trends in the Chapter on Natural Capital. The information is externally assurance by third party audit agency.	154-174
P3 - Disclosures shall be connected with other information in the mainstream report.	The Natural Capital chapter is part of the Mainstream Integrated Report in alignment with the International Integrated Reporting Framework.	-
P4 - Disclosures shall be consistent and comparable.	5 year performance trends are provided based on the GRI Standards to ensure comparability with earlier sustainability reports.	-
P5 - Disclosures shall be clear and understandable.	The disclosures are in alignment with GRI Standards in line with the principles of clarity and comparability	-
P6 - Disclosures shall be verifiable.	The management systems, data and information on the management of Natural Capital externally reviewed and assured. Assurance was carried out by KPMG and the statement of assurance is included.	13-18
P7 - Disclosures shall be forward looking.	Future outlook of environmental with a 5 year Sustainability Roadmap with 2015-16 as baseline year. The Roadmap will be updated in 2020-21 to align with the future needs and external shocks, and environmental risks.	-

REPORTING REQUIREMENTS

REPORTING REQUIREMENTS	DESCRIPTION	PAGE NO.
REQ-01 - Company's environmental policy, environmental strategy and environmental targets	Environmental Strategy and roadmap forms a part of the Sustainability Roadmap. There are clearly defined targets for material environmental topics which are reviewed at the Management Level.	155-156
REQ-02 - Risks and opportunities	Material current and anticipated environmental risks form a part of the enterprise risk management framework and are reported along with mitigation measures in Risks and Opportunities Chapter of the Integrated Report.	58-74
REQ-03 – Governance	There is a senior executive committee for monitoring and review of environmental policies and strategy with monitoring and review mechanisms. The environmental policies are subject to the same governance process and controls as financial management through the Sustainability Council and Tech Mahindra Corporate Sustainability Cell.	35-36
REQ-04 - Sources of environmental impacts	GHG Protocol is used for estimation and of GHG emissions. Other material aspects of natural capital are reported using the GRI Standards. GRI Content index is included. Environmental impacts are assessed within and outside the organisation.	55-56

REQ-05 - Performance and comparative analysis	Three year trends are reported for each material environmental topic. There were no changes in strategy, governance, methodology or KPIs used for calculating results.	154-174
REQ-06 - Outlook	Effect of environmental impacts, Risks and opportunities on the organization's future performance and position is covered in the Risks and opportunities Chapter and the TCFD Scenario Analysis Chapter.	58-74, 175-178
REQ-07 – Organizational boundary	The organizational boundary for Reporting on Natural Capital is all the facilities in India. They constitute >70% of the business operations.	12
REQ-08 - Reporting policies	The performance has been monitored using the GRI Standards consistently. Assurance statement represents continuity from one year to the next.	13-18
REQ-09 - Reporting period	The reporting period of the <IR> is consistent with the Annual Report for mainstream financial disclosure following the Financial Calendar of 1st April to 31st March.	Annual
REQ-10 – Restatements	There were no restatements of information in previous reporting period, or changes in policies or methodology affecting performance over time. The base year for GHG emissions was changed as the number of locations increased to cover all the locations in India. Acquisitions and divestments in the reporting year are disclosed.	12
REQ-11 – Conformance	Disclosures shall include a statement of conformance with the CDSB Framework.	-
REQ-12 – Assurance	The Integrated Report has been externally assured by KPMG.	-

MAPPING WITH TCFD RECOMMENDATIONS

CONTENT ELEMENT		PAGE NO.
Governance	Role of the board of the organization in overseeing climate-related issues.	34, 175
	Role of management in assessing and managing climate-related issues	58-59
Strategy	Climate-related risks and opportunities the organization has identified over the short, medium, and long term	175-177
	Impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	175-177
	Resilience of the organization's strategy, taking into consideration different climate-related scenarios including a 2°C or lower scenario.	176
Risk Management	Organization's processes for identifying climate-related risks.	35-36, 59, 177
	The organization's processes for managing climate-related risks.	59, Business Continuity, pg. 60-61, 62
	Processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	35-36, 60
Metrics & Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	178, 55
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	159-162, 65-70
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	55

GLOSSARY: ABBREVIATIONS

#NAD	New Age Delivery
#UaaS	Upskilling as a Service
#WaaS	Workplace as a Service
AI	Artificial Intelligence
BCP	Business Continuity Plan
BFSI	Banking, Financial Services and Insurance
BPS	Business Process Services
BSC	Balanced Score Card
CAPE	Community Action Platform for Energy
CaPs	Customer as Promoter Survey
CDP	Carbon Disclosure Project
CDSB	Climate Disclosure Standards Board
CEBC	Code of Ethical Business Conduct
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGU	Cash Generating Unit
CII	Confederation of Indian Industries
CIO	Chief Information Officer
CoEs	Centres of Excellence
CPCB	Central Pollution Control Board
CPO	Chief People Officer
CRO	Chief Risk Officer
CSO	Chief Sustainability Officer
CSR	Corporate Social Responsibility
DCM	Data Centre Management
DJSI	Dow Jones Sustainability Index
DRP	Disaster Recovery Plan
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
FCF	Free Cash Flow
FMEA	Failure Mode Effect Analysis
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HLS	Healthcare, Life sciences
HVAC	Heating, ventilation, and air conditioning (HVAC) is the technology of indoor and vehicular environmental comfort
IEVCS	Intelligent Electric Vehicle Charging System

IIRC	International Integrated Reporting Council
IoT	Internet of Things
IRIS	Ideate, Refine, Implement, Shine
ISR	Individual Social Responsibility
KPIs	Key Performance Indicators
LED	Light Emitting Diode
LTM	Last Twelve Months
MEI	Mahindra Educational Institution
ML	Machine Learning
MOEF	Ministry of Environment, Forest and Climate Change
MSP	Making Sustainability Personal
MTCO2e	Metric Tons of Carbon Dioxide Equivalent
Mwh	Mega Watt Hour
NASSCOM	National Association of Software and Service Companies
NGOs	Non Government Organisations
NOX	Nitrogen Oxides
PAT	Profit After Tax
PgM CoE	Programme Managers Centre of Excellence
POSH	Prevention of Sexual Harassment
PSAT	Project Satisfaction Survey
PUE	Power Usage Efficiency
RMC	Risk Management Committee
Ros	Risk Officers
ROCE	Return on Capital Employed
ROU	Right of Use
ROW	Rest of the World
SBTs	Science Based Targets
SCM	Supply Chain Management
SEBI	Securities and Exchange Board of India
SKU	Skill Knowledge Unit (combination of skill, course & assessment need of the associate)
SLAs	Service Level Agreements
SOX	Sulphur Oxides
STP	Sewage Treatment Plant
TCFD	Taskforce on Climate Related Financial Disclosures
TME	Technology Media and Entertainment
TMF	Tech Mahindra Foundation
UNGC	United Nations Global Compact
UNSDGs	United Nations Sustainable Development Goals

VOC	Volatile Organic Compounds
VRV	Multi-Split Type Air Conditioners
VUCA	volatility, uncertainty, complexity and ambiguity
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WFH	Work From Home
WRI	World Resources Institute

GLOSSARY: GHG EMISSION FACTORS

SCOPE 1

HSD	2.68697	MTCO2e/kl
Petrol	2.31495	MTCO2e/kl

SCOPE 2

Grid Electricity	0.00082	MTCO2e/kWh

SCOPE 3

Business Travel

Domestic flight	0.00013483	MTCO2e/Km
Business - Short	0.00012350	MTCO2e/Km
Economy - Short	0.00008233	MTCO2e/Km
Long Haul-Business	0.00022969	MTCO2e/Km
Long Haul-Economy	0.0000792	MTCO2e/Km

Employee Commute

Bus Commute	0.00010471	MTCO2e/Km
Shuttle Commute	0.00002779	MTCO2e/Km
Cab commute	0.00017336	MTCO2e/Km

Personal Commute

Auto	0.00016176	CNG
Public Bus	0.00010471	Diesel
Car	0.00016176	CNG
Car	0.00017061	Diesel
Car	0.00019228	Petrol
Car	0.00018066	LPG
Car	0.00005769	Electric
Bike	0.00010289	Petrol
Taxi	0.00015018	Diesel
Train	0.00004115	NA
Walk	0	NA
Carpool	0.0011009	Diesel

Purchased Goods and Services

Inbound Logistics

Inbound short	0.00124621	MTCO2e/Km
Inbound long	0.00059268	MTCO2e/Km
Inbound road (tonnage)	0.00027002	MTCO2e/Km
Inbound road (tonnage)	0.00061547	MTCO2e/Km
Inbound road (tonnage)	0.00082045	MTCO2e/Km

Outbound Logistics

Outbound (tonnage)	0.00027393	MTCO2e/Km
Outbound (tonnage)	0.00047538	MTCO2e/Km
Outbound (tonnage)	0.00015385	MTCO2e/Km
Outbound (tonnage)	0.00083071	MTCO2e/Km
Outbound (tonnage)	0.00061429	MTCO2e/Km

Material Consumption (Paper)

Paper Consumption	0.79424	MTCO2e/ton

Fuel and Energy Activities (LPG)

LPG	2.93686	MTCO2e/ton

Waste

Food waste for composting	0.010204	MTCO2e/ton
Other Food waste	0.021354	MTCO2e/ton
E-waste	0.021354	MTCO2e/ton
Battery	0.064637	MTCO2e/ton
Garbage to landfill	0.586514	MTCO2e/ton
Plastic scrap	0.021354	MTCO2e/ton
Oil Waste	0.021354	MTCO2e/ton
Filter waste	0.021354	MTCO2e/ton

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