



Tech
Mahindra

CORPORATE SUSTAINABILITY REPORT

FY 2014-2015

Connected World.
Connected Solutions.

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ABOUT THE REPORT

Fostering sustainable economic growth is central to Tech Mahindra’s vision of creating shared value for the organization & stakeholders. To address the challenges presented by climate change, incorporating sustainable business practices into our core business strategy is a must. Building awareness & accountability amongst all our stakeholders will help measure the impact of sustainability initiatives on our bottom line.

This report addresses the key sustainability topics gleaned through interactions with the different stakeholder groups, based on the core principles of materiality and stakeholder inclusiveness. These topics cover the full range of material economic, social and environmental impacts of the organization.

The Corporate Sustainability team works in cohesion with relevant internal and external stakeholders under the leadership of the Chief Sustainability Officer. Throughout the year the data is collated and maintained on a monthly basis and reported on the centralized repository on a biannual basis by the facility managers. The data is both internally and externally verified via desk reviews to identify skewness, trend analysis etc. Post the desk reviews, 5 locations are finalized for independent audit assurance on identified material issues. The entire exercise for independent assurance takes more than three months to complete.

The report boundaries and exclusions are detailed below

- The reporting boundaries include all India operations.
 - Tech Mahindra Limited
 - Tech Mahindra BPO Limited
 - Tech Mahindra Business Services Limited
 - Tech Mahindra Foundation (Section 8 Company)
 - Comviva Technologies Ltd

The data is sourced from PeopleSoft platform which runs all internal processes in HR, Finance and Project Management and is also the portal for employees to provide their opinions and feedback. All data is audited by relevant third party auditors as part of ISO and financial audits.

This report has been externally assured by KPMG. The scope and basis of the assurance are described in the assurance letter issued by KPMG. No other relationship exists between Tech Mahindra and KPMG. Some of the data in this would be based on estimation and would differ when taken on actuals.

DATA	BASIS	EXCLUSIONS
Financial	Tech Mahindra Consolidated, Global Operations	None
Human Resources	Tech Mahindra Indian operations, including wholly owned subsidiaries	Subsidiaries not wholly owned by Tech Mahindra
Environmental	All delivery centers in India	None

The boundary of reporting & scope of assurance covers GHG emissions of Tech Mahindra for the period of 01st April 2014 to 31st March 2015 covering its below operations:

Delhi NCR	Gandhinagar	Chennai – Sholinganallur SEZ	Bhubaneswar
Chandigarh	Pune – Hinjewadi	Chennai – TMTP	Hyderabad - TMIC SEZ
Kolkata	Pune – Sharda Centre	Bengaluru – electronic city	Hyderabad - TMLW
Mumbai	Pune – Giga	Bengaluru – Hosur	Hyderabad – TMTC
Pune – Manikchand	Visakhapatnam	Bengaluru – AMR	

Scope 3 GHG emissions are limited to:

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

MESSAGE FROM EXECUTIVE VICE CHAIRMAN

The uncertainty around climate change is enormous and there are differing views on how it will impact the world. Whatever be the views, there is no debate around climate change being one of the major risks of the coming decade.

The effect of global warming is a genuine concern and there is an urgency to find solutions which will help us to grow in a responsible manner.



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

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

At Tech Mahindra we have defined strategies for People, Profit and Planet to tackle material issues, which blend well with the overall business philosophy of the company.

Some of the highlights this year are

- Made strategic investments in renewable sources of energy across locations to improve our energy performance
- Made sustained and conscious investments in all-around associate development through our various initiatives like Tech Mahindra CARES, JOSH, recognition programs and leadership initiatives for young talent.
- Spearheaded CSR programs in the fields of Education and employability through Tech Mahindra Foundation which has positively impacted a large segment of the society.
- Ensured that we remain abreast with the latest in the field of technology through our strategic investments in Innovation management and are also able to churn out services and solutions which help our customers achieve their sustainability goals.

These initiatives have directly helped us in achieving business sustainability without putting a strain on natural resources. We align ourselves with the Mahindra Group strategy and continue our efforts across Environmental Social and Governance aspects.

Our future plans include implementing sustainability solutions which directly help our customers lessen their carbon footprint, develop programs to reduce our carbon emissions, enhance associate engagement and support initiatives under CSR and Innovation management which will help us create shared values and enrich our societies.

At Tech Mahindra, we believe Business and Sustainability are truly connected.

VINEET NAYYAR
Executive Vice chairman

MESSAGE FROM MANAGING DIRECTOR & CEO

At Tech Mahindra, we are strongly committed to responsible business growth. Alternative Thinking is in our DNA and while we are committed to growing our business, we remain focused on reducing our carbon footprint and increasing our green supply chain. We believe that business and sustainability are truly connected and so have embedded the sustainability charter as a catalyst for growth, while empowering individual businesses to drive sustainability.



We believe that our future business growth has to be strongly coupled with our sustainability aspects to ensure a sustainable business environment

Our sustainability initiatives have been focused across People, Profit and Planet. Our material issues complement our business strategy goals:

1. Our focus on next generation solutions such as mobility and cloud services can happen when we retain the right talent and so associate well-being is one of our important sustainability goals.
2. Our customers are increasingly requesting for disclosures on non-financial parameters. So it becomes imperative to not only meet the identified environmental targets but to exceed them.
3. Customers also want help in attaining their own sustainability goals and our spectrum of services such as SMART cities solutions, mobility, cloud based solutions, platforms, data center consolidation services, MICRO Grid and Energy management services directly help them do so
4. Tech Mahindra's social initiatives are carried out by Tech Mahindra Foundation which encourages education and vocational training for the less privileged, and impacts the lives of youth across the country. We believe that educated and skilled youth are the country's true strength and our foundation's flagship vocational training programme SMART is currently running 65 SMART Centres at 10 locations across India.

The recent leadership position across platforms such as DJSI, CDP and CSR NewsAsia Rankings 2015, affirms our efforts and organizational strategy on sustainability. It also gives us confidence to continue implementing initiatives that align sustainability with business strategy. The credence granted by the rankings is not only a matter of honor for us but also a testimony that we have successfully translated sustainability from a boardroom vision to a shop floor reality.

We remain committed to Sustainability through Alternative Thinking.

CP GURNANI

MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER

INDEPENDENT ASSURANCE STATEMENT

TO THE MANAGEMENT OF TECH MAHINDRA LTD



INTRODUCTION

We have been engaged by Tech Mahindra Limited ('Tech Mahindra' or 'The Company') to provide limited assurance on its Sustainability Report ('the Report') for the Financial Year (FY) 2014-15. The Report was prepared by Tech M according to the Global Reporting Initiative's (GRI) G4 guidelines 'in-accordance - core disclosure criteria for sustainability reporting

ASSURANCE STANDARDS

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

SCOPE OF OUR ASSURANCE ENGAGEMENT

Our scope of assurance included data and information on material aspects and performance thereof for the period of 01 April, 2014 to 31 March, 2015 based on Global Reporting Initiative's (GRI) G4 Guidelines.

General Standard Disclosures

- Organizational Profile (G4 3-G4 16)
- Identified Material Aspects and Boundaries (G4 17 -23)
- Stakeholder Engagement (G424 -G426)
- Report Profile (G428-G4 33)
- Governance (G4 34)
- Ethics and Integrity (G4 56)

Specific Standard Disclosures

- Economic
 - ./ Economic Performance (G4 EC I - 2)
- Environment
 - ./ Material (G4 EN I -2), Energy (G4 EN3 - 5), Water (G4 EN8), Emissions and Waste (G4 EN 15 – G4 EN 18, G4 EN 23), Compliance (EN29)
- Social
 - Labour Practices and Decent Work
 - ./ Employment (G4 LA I , G4 LA3), Training and Education (G4 LA9, G4 LA I I), Equal Remuneration for women and men (G4 LA 13)
 - Society
 - ./ Local Communities (G4 SO 1)

The locations which were covered in the scope of assurance include:

Delhi NCR	Pune Man ikchand	Chennai -Sholinganallur SEZ	
Chandigarh	Pune-Hinjewadi	Chennai -TMTP	Hyderabad - TMIC
Kolkata	Pune -Sharda	Bengaluru -Electronic city	Hyderabad - TMIC SEZ
Mumbai	Pune-Giga	Bengaluru -Hosur	Hyderabad - TMLW
Bhubaneswar	Vishakhapatnam	Bengaluru-AMR	Hyderabad - TMTC

SPECIFIC LIMITATIONS AND EXCLUSIONS

Our assurance process had the following limitations and exclusions:

- Verification of data or information related to Tech Mahindra's financial performance, sourced from its audited annual report
- Verification of data and information outside the reporting period mentioned in the scope
- Verification of any statement indicating intention, opinion and/or belief by Tech Mahindra
- Verification of data or information other than what is covered in the scope of assurance

MAIN ELEMENTS OF OUR WORK

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

- Review of stakeholder consultation and materiality assessment framework adopted by Tech Mahindra
- Assessment of systems for data collection and reporting of the general standard disclosures and specific standard disclosures of material aspects as listed in the assurance scope
- Interaction with the senior management to understand the sustainability context and roadmap
- Verification visits to Tech Mahindra offices in Pune Hinjewadi, Hyderabad (**Hi-tech** City and Technology Park), Chandigadh and Chennai
- Testing of sample data and the supporting evidence through a risk based approach
- Review of the report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings

KEY OBSERVATIONS

Without affecting the conclusions presented above, we would like to highlight the following:

- Sustainability is driven through a defined sustainability organization structure
- The Company is working towards reducing GHG emissions from its activities
- Tech Mahindra has a goal to enhance use of recycled water.
- The Company conducted a materiality and stakeholder analysis by identifying positive and negative impacts of their activities as perceived by the company.

CONCLUSIONS

Based on the review of work performed and with reference to the scope and limitations mentioned above, nothing has come to our attention that causes us to believe that the sustainability data and information presented in the Report are not fairly stated in accordance with Sustainability Reporting Guidelines GRI G4 Guidelines.

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) as well as the assurance firm (assurance provider) 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 JSQC I and the practitioner complies with the applicable independence and other ethical requirements of the JESSA code.

MANAGEMENT'S RESPONSIBILITIES

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



SANTHOSH JAYARAM
DIRECTOR
KPMG
24th February 2015

ROADMAP GOALS & TARGETS

Along with Mahindra group the organization embarked on sustainability reporting using the triple bottom-line approach eight years ago, but its tenets have been part of organizational philosophy since inception. Along the way, Tech Mahindra institutionalized frameworks, engaged employees, drew up a Group-wide roadmap with quantifiable goals moving towards achieving them.

Last year, the company initiated the second leg of our sustainability journey by adopting customized roadmaps for major businesses, creating a tighter fit between sustainability and the businesses. The company is on its way to reaching its 3 year goals

The company has progressed on each of the triple bottom line parameters in the year under review.

MATERIAL ASPECTS	BASELINE 2012-13	ACTUAL 2014-15	TARGET 2015-16
ECO-EFFICIENCY			
Reduction in Power Usage Effectiveness of Data Centers	1.47	1.73	3%
Reduction Absolute Emissions Scope 1 & Scope 2	119474.078 MTCO2	114942 MTCO2	2.5%
Reduction in per capita water consumption by 5%	13.01	13.90	12.36
Enhanced used of recycled water (for locations having STP)	----	100%	95%
Operations & Locations adhering to Centralized E-Waste Policy	----	All Locations adhere to e-waste policy.	100%

**Tech Mahindra has witnessed robust business growth & there has been an increase in the employee strength & new office buildings. As a shift toward responsible reporting, inclusion of more facility data has led to an increase in the reported numbers*

MATERIAL ASPECT	BASELINE 2012-13	ACTUAL 2014-15	TARGET 2015-16
GREEN VALUE CHAIN			
Capacity Building Workshop for suppliers based on annual market spend.	0	8	10

MATERIAL ASPECTS	BASELINE 2012-13	ACTUAL 2014-15	TARGET 2015-16
EMPLOYEE CARE & DEVELOPMENT			
Continuous Learning for all Associates (Hours Per Person Per Year)	40	40	40
Reduction in Attrition rate	16%	19%	18%

MATERIAL ASPECTS	BASELINE 2012-13	ACTUAL 2014-15	TARGET 2015-16
COMMUNITY DEVELOPMENT			
TechM Foundation to reach out to direct & indirect beneficiaries in education & employability space (Figures in Lakhs)	#	1.25	1.25
Establish SMART centers across all locations of operations with 80% placement (SMART - Vocational training centers)	3	65	75

AWARDS & ACCOLADES

MEMBER OF

**Dow Jones
Sustainability Indices**

In Collaboration with RobecoSAM

ROBECOSAM 
We are Sustainability Investing. 100 Years



Tech Mahindra continued its quest for excellence in its chosen area of business to emerge as a true global brand. Several awards and rankings continued to endorse the organization as a thought leader in the industry. The awards / recognitions received for the year 2014-15 include:

- Ranked 5th in IT and Software ranking by DUN and Bradstreet;
- Digital Humanitarian Award at TMF World 2014 for deploying Women Safety Mobile Application Fightback;
- Porter prize in recognition of company's best strategic management practices;
- BusinessWorld identified Tech Mahindra among the fastest growing companies in India based on financial performance;
- Featured in FINTECH TOP 25 rankings for the year 2014 by IDC Financial Insights;
- The Association for Talent Development has ranked Tech Mahindra as the Top 5 BEST Organization across the globe for employee learning and talent development;
- European Software Testing Awards (TESTA), in the following categories, namely;
 - 'The Sogeti Green Testing Team of the Year'.
 - 'Best Overall Use of Technology'.
 - 'The Sage Most Innovative Project'.
- Business Today ranked among the top 50 companies in India's most valuable companies ranking.
- Mr. C. P. Gurnani recognized as the CEO of the Year 2014 by Business Standard;
- Tech Mahindra Foundation (TMF) was awarded Pandit Madan Mohan Malviya Award for 'Best CSR Practices in Education' by CSR Times;
- Mr. C. P. Gurnani, Managing Director and CEO, has been recognized as the 'Business Leader of the Year for Indian Companies in the US' by Indo- American Chamber of Commerce (IACC);

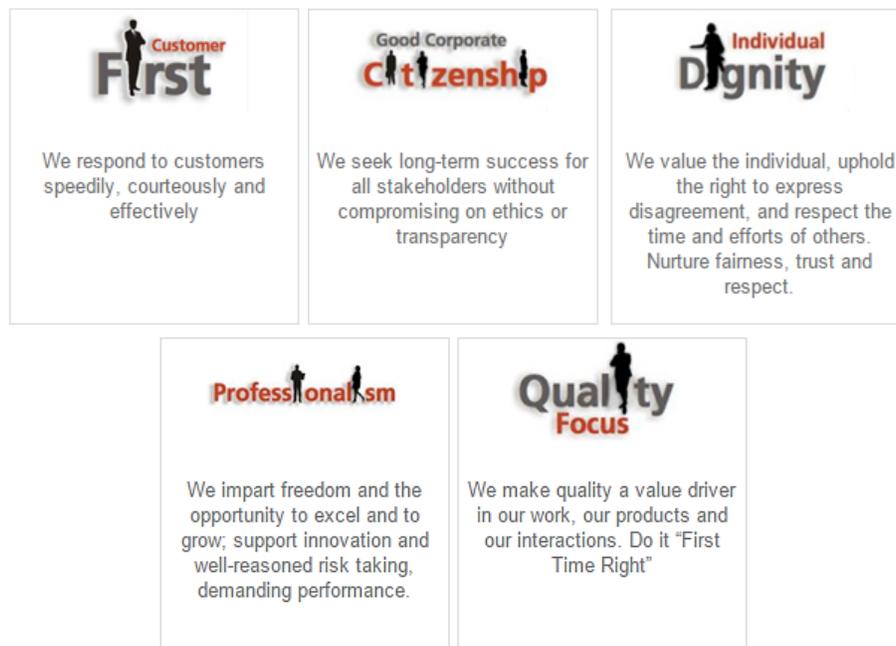
- ‘Golden Peacock Award for Excellence in Corporate Governance’ from Institute of Directors;
- The Business Services Group of the Company, has been declared as the Winner of ‘Golden Peacock National Quality Award’ for the year 2014;

SUSTAINABILITY AWARDS

- Amongst the only three Indian companies to be listed on DJSI World Index for 2015
- Amongst one of the 9 companies from India to make it to DJSI Emerging Markets Index for 2015
- Gold Rated at CII Sustainable Plus 2014
- Ranked 3rd at CSR NewsAsia Sustainability Ranking 2015
- Ranked #1 in the CDP’s Carbon Disclosure Leadership Index 2015 with a score of 100/100.
- Listed on DJSI - ROBECOSAM Year Book - 2015. One amongst the 6 Indian companies to make it to Global Yearbook
- Recognized as World Leader for corporate action on climate change by CDP under Supplier Climate Performance Leadership Index - 2014-15
- Recognized as World Leader for CDP under Global A List Climate Performance Leadership Index - 2014
- Tech Mahindra has won the HYSEA CSR Award for our Innovative and Path breaking initiatives for Community Development and Environment Sustainability for the year 2014-2015

CORE VALUE AND PURPOSE

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



TECH MAHINDRA – COMPANY PROFILE

Tech Mahindra Limited (Tech Mahindra) is a specialist in digital transformation, consulting and business re-engineering solutions and part of the US\$16.9 billion Mahindra Group. Tech Mahindra represents the connected world; offering innovative and customer-centric information technology (IT) services and solutions, enabling Enterprises, Associates and the Society to Rise™. It's a US\$ 3.7 billion company with 103,200+ professionals across 90 countries, delivering value to over 767 global customers including Fortune 500 companies.

Tech Mahindra's revenue was at Rs 22,621 crore (US\$ 3,686 million) for the financial year ended 31st March 2015, registering a growth of 20.1% on YoY basis. The Company's Profit after Tax (PAT) was at Rs 2,628 crore (US\$ 427 million) for FY 2014-15.

Tech Mahindra offers a full range of IT services and industry specific solutions to help clients take advantage of opportunities in spaces of Consulting, Enterprise and Communication solutions, Digital Technologies, Networks, Platforms and reusable assets that connect across many technologies to derive tangible business value. In its eventful journey spanning over almost three decades, Tech Mahindra has transformed itself from being a 'Communications-focused' to a 'business-centric' IT powerhouse.

Today, Tech Mahindra is ranked amongst the Top 5 India registered IT service providers and partners with several Fortune 500 companies to deliver outstanding solutions across industries. Tech Mahindra is also amongst the Fab 50 companies in Asia as per the Forbes 2014 list.

The company offers a bouquet of services which includes Communications Services, Consulting, Application Outsourcing, Network Services, Infrastructure Outsourcing, Engineering Services, BPO, Platform Solutions and Mobile Value Added Services.

Tech Mahindra has Principal offices in India, United States of America, United Kingdom, Germany, Canada, Australia, Singapore, Malaysia, Philippines, Brazil etc. The Company has an extensive global footprint with 49 sales offices and 85 delivery centres in 90 countries around the world. It has 767 active client engagements.

Tech Mahindra is a public limited Company, incorporated and domiciled in India and has its registered office in Mumbai, Maharashtra, India. It has primary listings on the National Stock Exchange of India Limited (NSE) and the BSE Limited.

MERGER

During the year under review, the Scheme of Amalgamation and Arrangement between Tech Mahindra and Mahindra Engineering Services Limited (MESL) got consummated on December 8, 2014. Subsequent to the Scheme of Amalgamation & Arrangement between MESL and Tech Mahindra Limited becoming effective, the Board of Directors fixed December 17, 2014 as the Record Date for MESL Shareholders for issue of Tech Mahindra Shares in the approved share swap ratio. This resulted in the issued capital of Tech Mahindra going up from 236 Million shares to 240 Million shares. The shares swap got completed and the Stock Exchanges accorded their approval for trading of the new shares effective January 8, 2015.

ACQUISITIONS**LIGHTBRIDGE COMMUNICATIONS CORPORATION**

The Company acquired 100% shareholding of Lightbridge Communications Corporation (LCC), a Global Network service leader, through its wholly owned subsidiary Tech Mahindra Americas Inc. USA effective since January 2, 2015. LCC is one of the world's largest independent Global providers of Network Engineering Services to the Telecommunication industry. The acquisition gives Tech Mahindra an opportunity to offer full range of network services and integrated infrastructure solutions to both communication service providers as well as to the ecosystem of partners who cater to the communication sector. LCC has presence in over 50 countries. LCC has built 350 networks and designed more than 350,000 cell sites for over 400 customers worldwide.

SOFGEN HOLDINGS LIMITED

The company acquired 100% shareholding of SOFGEN Holdings Limited (SOFGEN), a niche consulting and Services Company with worldwide presence specializing in Private, Wealth, Commercial and Retail Banking solutions, with effect from March 13, 2015. The acquisition gives Tech Mahindra an opportunity to enhance expertise and to implement modernized Core Banking & Transformation services capabilities.

FIXSTREAM NETWORKS INC

The Company on 18th April, 2014 entered into an agreement to acquire majority stake (75%) in FixStream Networks Inc (FSNI), a technology startup Company, and it has completed the acquisition on April 30, 2014.

TECH MAHINDRA BUSINESS SERVICES GMBH

Tech Mahindra GmbH, a wholly owned subsidiary of the Company in Germany, entered into a share and asset purchase agreement with BASF Business Services Holding GmbH in February, 2014 for acquiring 100% stake in the equity of BASF Business Services holding

GmbH (BASF). Upon payment of the consideration on July 29, 2014 the shares were transferred in the name of Tech Mahindra GmbH and its nominees were appointed on BASF's Board of Directors. Subsequently, BASF's name was changed in August 2014 to Tech Mahindra Business Services GmbH.

COMPLEX IT

The Company acquired 51% stake in Complex IT one of the largest SAP consulting providers in Brazil through its wholly owned subsidiary Tech Mahindra Servicos De Informatica LTDA in May 2013.

During the year under review, the balance stake of 49% in Complex IT Services was acquired. As at 31st March, 2015, Complex IT Services has become a 100% subsidiary of Tech Mahindra Servicos De Informatica LTDA, wholly owned subsidiary of Tech Mahindra in Brazil.

CONSOLIDATED FINANCIAL PERFORMANCE FOR LAST THREE YEARS

PARTICULARS	2012-13		2013-14		2014-15	
	Rs Mn	US\$ Mn	Rs Mn	US\$ Mn	Rs Mn	US\$ Mn
Revenue	143,320	2,632.70	188,314	3,098.20	226,213	3,686.20
Total Income	145,442	2,671.70	189,444	3,119.00	227,278	3,703.70
EBIDTA (Operating Profit)	30,633	562.6	41,838	687.1	41,528	675.3
PBIT	28,858	530	37,746	622	36,480	593.1
Interest	921	16.9	799	13.3	299	4.8
PBT	27,937	513.1	36,947	608.7	36,181	588.3
PAT before exceptional, earlier period items and Minority Interest	21,458	394.1	29,424	484.2	26,586	432.2
PAT	19,556	359.3	30,288	498	26,277	427.2
EBIDTA Margin %	21.40%	21.40%	22.20%	22.20%	18.40%	18.30%
PAT Margin %*	15.00%	15.00%	15.60%	15.60%	11.80%	11.70%
Equity Capital	2,316	42.7	2,335	39	4,804	76.9
Net Worth	68,535	1,262.40	91,820	1,532.40	122,489	1,960.00
Net Block Including CWIP	20,086	370	22,966	383.3	28,723	459.6
Investments	14,174	261.1	14,719	245.6	21,028	336.5
Current Assets	89,634	1,651.00	105,472	1,760.20	122,526	1,960.60
Current Liabilities &	46,531	857.1	45,749	763.5	57,086	913.5
Total Assets	138,105	2,543.80	159,396	2,660.10	198,481	3,175.90
Current Ratio	1.9	1.9	2.3	2.3	2.1	2.1
ROCE % #	41.30%	41.30%	43.00%	43.00%	32.40%	32.40%
EPS (Diluted, in ` and US\$) ^^	82.4	1.5	126.8	2.1	26.7	0.4

* PAT before exceptional, earlier period items and Minority Interest

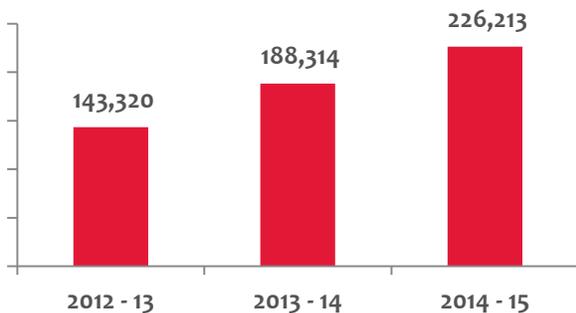
ROCE% =PBIT/Average capital employed

^^ EPS for FY 15 is post issue of bonus shares in the ratio of 1:1 and sub-division of one share of Rs 10 face value each into 2 shares of Rs 5 face value each

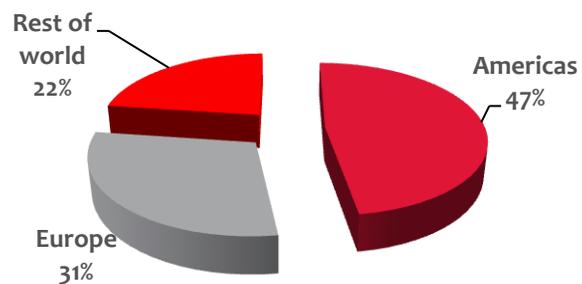
Note: Audit opinion was not obtained on the merged entity's consolidated financials for FY13.

FINANCIAL GRAPHS ON REVENUE

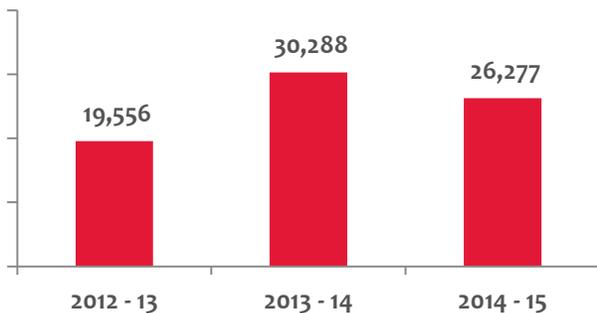
Revenue in Rs Mn



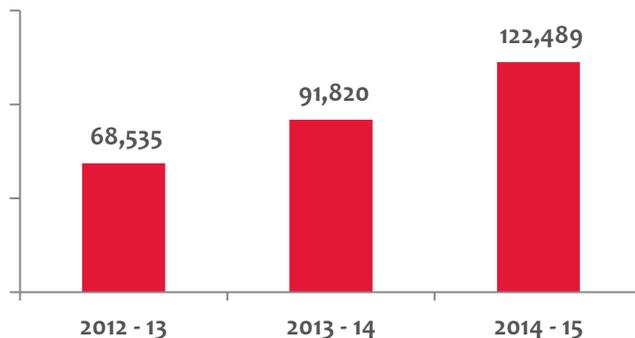
Geographic Revenue 2014-15 in Rs Mn



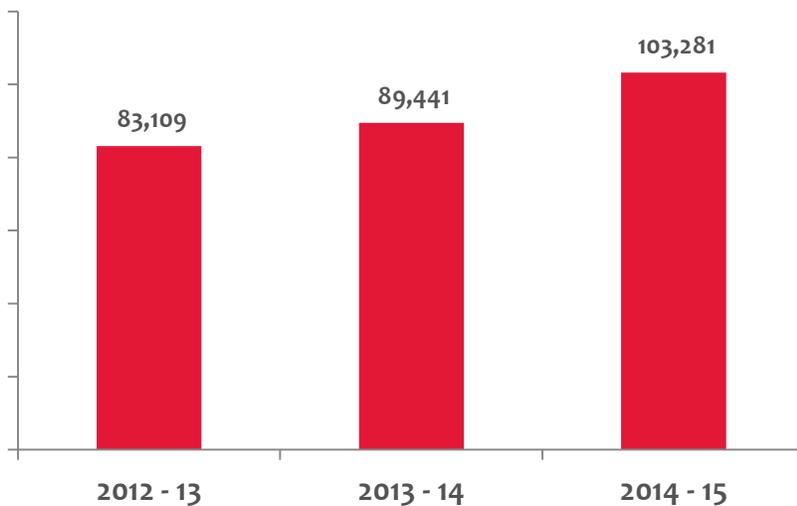
Profit After Tax in Rs Mn



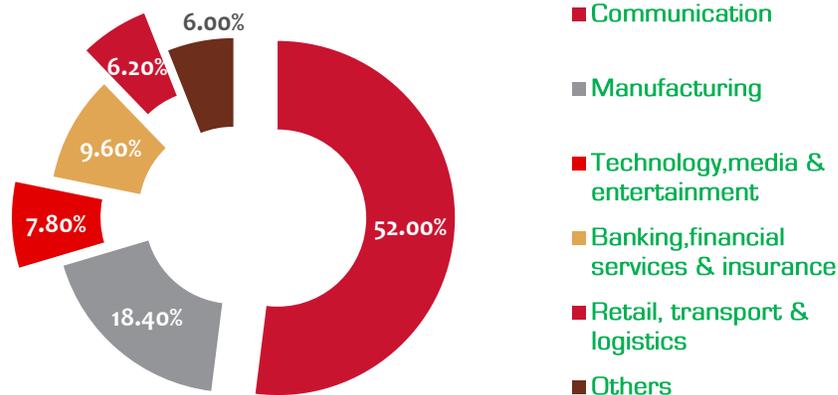
Net Worth in Rs Mn



Headcount



Revenue Share By Industry for FY 2014-15



HIGHLIGHTS

FINANCIAL HIGHLIGHTS (USD)

- Revenue at USD 3,686 Mn; up 19% YoY
- EBIDTA at USD 675 Mn
- Profit after Tax (PAT) at USD 427 Mn

FINANCIAL HIGHLIGHTS (Rs)

- Revenue at Rs 22,621 crore; up 20.1% YoY
- EBITDA at Rs 4,153 crore; margins at 18.4%
- Profit after Tax (PAT) at Rs 2,628 crore; PAT margin at 11.6%
- Earnings per Share (EPS) was at Rs 27.46 for the year ended March 31, 2015
- The Board of Directors have proposed a dividend of Rs 6/- per share (120%) for FY 14-15

OTHER HIGHLIGHTS

- Total headcount as of March 31, 2015 at 103,281; added 13,840 professionals during the year
- Software headcount stood at 72,952, BPO at 22,693 and Support at 7,636
- Debt at Rs 700 crore as of March 31, 2015
- Cash and Cash equivalent at Rs 3,212 crore as of March 31, 2015
- Active Client count stood at 767 vs. 629 in FY14

The consolidated financial statement consists of all subsidiaries as mentioned in our [Annual Report 2014-15](#).

For the scope of reporting, the India operations of the following subsidiaries are being reported. Other subsidiaries which are part of the foreign business operations do not fall under the ambit of the sustainability report.

- Tech Mahindra Limited
- Tech Mahindra Business Services Limited
- Comviva Technologies Ltd
- Tech Mahindra BPO Limited
- Tech Mahindra Foundation (Section 8 Company)

OPPORTUNITIES & RISKS

India has continued to retain its first mover advantage and maintained its leadership position. It remains a high potential market worldwide, offering multiple opportunities for unmet needs. With the second largest population in the world, India also presents a large end-user market. It continues to remain an excellent delivery center for the IT-BPM industry. Currency movements and increased operational efficiency have ensured that India's position as the most cost competitive market has only become stronger over the past years. The variety and scale of offer in India allows multiple collaborative models to exist. The Indian technology industry is today a global digital skill hub'. India has ~ 7,000 digital focused firms with start-ups investing in futuristic technologies. All this together reinforces India's leadership position in the global sourcing market.

The other technological key growth driver that is expected to open new opportunities for Tech Mahindra is the Network Services space. Tech Mahindra has been investing systematically in growing its Network Services Business in the past few years. Through these investments, Tech Mahindra has built a robust portfolio that addresses the engineering functions on the networks side. As a part of its vision, Tech Mahindra believes it can play a key role in helping the Communications Service Providers on their priority agenda of Customer experience Management, Opex reductions and technology introductions. As customers look at the future of their Managed Services Operations across both IT and Networks, Tech Mahindra believes they will increasingly look at having a common partner for both the IT and Networks Managed Services Provider. With the acquisition of Lightbridge Communications Corporation (LCC) in FY 2015, Tech Mahindra will be able to play a strong role in helping drive this change in the market for the benefit of its Communications and Enterprise customers.

OPPORTUNITIES

Tech Mahindra sees opportunities of growth on the back of reviving global economies, better offshore IT spends in most industry verticals, on-going renewals cycles of IT Services spends and adoption of Digital enterprises (SMAC) being the new imperative across industries. The demand for "value for money" services, positive outlook on discretionary spends, acceptance of new business models and platforms, a stronger balance-sheet size post-merger, cross selling opportunities to a wider client base and availability of qualified and skilled workforce etc. also augur well for Tech Mahindra.

RISKS

Few of Tech Mahindra's key risks and their corresponding mitigation strategy have been highlighted below

KEY RISKS	IMPACT OF RISK	MITIGATION STRATEGY
High concentration in Communication Vertical	For the Financial year 2014-15 (FY15); Communication Vertical had a revenue share of 52% of the total business (after LCC acquisition). This is much higher when compared to leading Indian and global IT peers of Tech Mahindra. Also historically IT services spends in Communications industry have been cyclical, resulting in periods of prolonged tepid spends. Post the global financial crisis in year 2009, the IT spends cycle for the global Communications industry have been on the tepid side increasing the risk of growth for ~50% business going ahead.	The high concentration of Communication vertical reflects the Company's confidence, scale and leadership in this Vertical. While IT spends have been muted in the Global Communications space, Tech Mahindra has been able to grow ahead of its peers in the Communication space. Tech Mahindra is one of the few Global IT companies which has a complete end-to-end span of services in the Communications space and the company has been able to leverage its expertise and unique positioning in the Communications Vertical helping it grow faster. Tech Mahindra's entry into the US\$ 40 billion Network Services market, (consolidated further by the acquisition of LCC) opens up a completely new and untapped market with huge growth opportunities.
Global economy risk	Tech Mahindra's export revenues are over 95% and it derives 47.5% revenue from US, 30.7% from Europe and 21.8% from the Rest of World. The Economic growth activity in these nations could directly or indirectly impact Tech Mahindra customers' IT spends. A slowdown in these economies would pose lower growth or deferred IT spends thus impacting growth for Tech Mahindra.	Tech Mahindra has been operating in volatile business environment for almost three decades and its business model has evolved to deal with changes in the business and IT spend outlook of its Clients. Global clients prefer Offshoring and India as a preferred destination for offshoring because of its compelling value proposition across people and technology. Tech Mahindra's Communications business has been growing while the IT services' spends in vertical has been flat or negative over the past few years. However severe adverse Global Economic activities risks can impact any company including Tech Mahindra and remains business risk akin to any services business.
Regulatory changes risk	The Company has operations in over 90 countries and its employees work onsite at client facilities and locations on visas granted for extended or short term work. Any changes in immigration laws or any local	Tech Mahindra has been in the software services business for almost three decades and has been complying with the local regulations. The Company has adequate and well defined business contingency plans to deal with the changing regulatory environment.

regulations can impact the profitability and growth.

Tech Mahindra has been engaging with its clients on a regular basis to discuss and deal with any critical regulatory which might have an impact on its business.

M&A and Integration Risk

The Company has a focused M&A strategy. The Company has acquired over seven companies in the past 3 years. M&A's and its integrations by nature involve risks relating to failure to achieve strategic objectives, financial loss, cultural and financial integration etc.

Acquisitions and M&A's have not been new to the Company. The company has well-laid out and well-defined plans and acquisition policy. It uses M&A to fill up gaps in its portfolio of competency/services, verticals and client/geography access. Tech Mahindra has a dedicated and professional M&A team led by the executive Leadership. The Company undertakes extensive due diligence and deals are evaluated by the board. Management's experience with all the acquisitions done until now has been quite satisfactory and in-line with its expectations.

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The Company has delivery centres in overseas geographies including USA and has been hiring local employees.

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**Competition
risk**

The global IT services industry is highly competitive with competition arising from Indian IT companies and MNC IT services Companies having sizable presence in low cost geographies, deep pockets, strong client relationships, In house and Captive services companies etc. The stiff competition can lead to pressure on pricing, vendor consolidation and hence can impact company growth and profitability.

IT services companies including Tech Mahindra have been operating under competitive environment for several years. Tech Mahindra has not only been able to become competitive from a multiple services and competency perspective but has also been able to move up in the IT services value chain. The Company has deep domain knowledge, skilled workforce, delivery capabilities and efficient sales force and relationship managers to help retain its competitive positioning amongst peers.

<p>Technology Risk</p>	<p>Digitalization is emerging as a disruptive force for customers, buyers and technology. This disruption coupled with changes in delivery models and consumer spending patterns could be a threat to the growth in traditional IT spends and technology obsolescence.</p>	<p>Tech Mahindra has been a specialist provider of connected solutions and has been investing in competencies required for a Digital enterprise.</p> <p>It has identified five technology areas of focus as part of its vision. The Digital Services portfolio of Tech Mahindra is called NMACSSS – Network, Mobility, Analytics, Cloud, Security, Social Media and Sensors.</p> <p>NMACS is an integrated technology strategy to enable business transformation for Tech Mahindra customers. The Company invests in centres of excellence and provides ample opportunities to its employees through internal and external training on technology and domain skill upgrades.</p>
<p>Employee related / Supply Side risks</p>	<p>IT being a manpower driven services industry will be associated with supply side risks on availability of talented pool of people, domain and technology experts. Also attracting talented people and attrition remains a risk.</p>	<p>The Company has a strong in-house and external Training curriculum abreast with the latest technology and soft skills. The company has been engaging with employees across locations and levels through various employee friendly initiatives. Has been diversifying its fresher talent pools by recruiting science graduates, diploma holders and certified skilled undergrads, while increasing hiring of local people in onsite locations.</p> <p>Tech Mahindra has a comparable remuneration structure, matured HR process and various employee friendly incentives.</p>
<p>Currency risks</p>	<p>The exchange rate of Tech Mahindra's major billing currencies like the GBP, USD, Euro and AUD have fluctuated widely in the recent past and may continue to fluctuate significantly in the future thus resulting in wide fluctuation in not only revenues but also forex losses and gains. Adverse currency impact could also lead to impact on Company's profitability being hit.</p>	<p>Tech Mahindra has a well-established hedging policy which has been followed consistently over the past years. Hedging is undertaken to protect the company from unfavourable currency movements & the company does not undertake any speculative hedging. More than half of its revenue is contributed by its onsite activities & a substantial portion of overall cost is incurred onsite which provides as a natural hedge.</p> <p>The Company has a dedicated Treasury department which seeks advice from Expert professionals and banks helping it in its hedging decisions.</p>

<p>Climate Change Risk: Fuel/energy taxes and regulations</p>	<p>Mission on energy efficiency initiated by National Action Plan on Climate Change (NAPCC) targets various energy intensive industries like steel, chemical, paper etc. to achieve higher levels of energy efficiency. It is a possibility that this program might be extended to IT industry.</p>	<p>Proactive implementation of energy efficient projects rather than mandates from government.</p>
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<p>Natural Disasters affecting our facilities - Change in precipitation</p>	<p>There has been a rising risk of natural disasters</p>	<p>The Business Continuity Planning (BCP) exercise is an ongoing process of risk assessment (including environmental risks) and mitigation measures. In order to ensure a level of readiness to maintain the continuity of its critical business and services to customers, Tech Mahindra has put together a business continuity management framework, which encompasses its key functions, projects and systems. Tech Mahindra has made sustained investments in developing and implementing an effective business contingency plan, along with mitigation measures for recovery of IT infrastructure and operations, in the event of a disaster. Along with the preparation of BCP and DR plans, 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.</p>
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<p>Health Risk of our associates. Business continuity plan for key environmental risks</p>	<p>Health risk to our employees is another physical climate driver. Climate Change and its physical risks can trigger epidemic diseases. Eg. In the monsoon season cholera and diarrhea are very common. New and modified diseases are also expected to spread, leaving the current immunity profiles inadequate to combat these diseases. This can affect our employees and in turn affect the business.</p>	<p>Wealth of Wellness initiative aims at harnessing the power of technology for associates' health and wellness. For this, facilities like Medical Rooms, Gymnasiums, Indoor Games Room & BMI calculator are provided. Events like Health Check Ups, Healthy cooking & Yoga sessions are organized for associates. This helps us cope with any kind of major lifestyle related issues. Also Business Continuity and Disaster Recovery drills would ensure that we are better prepared in case of epidemics and health risks</p>
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**Brand
Reputation &
Changes in
Consumer
Behavior due to
Climate Change**

Consumers are becoming increasingly aware of the climate change and other socio-environ challenges that the world is facing. This increased awareness is influencing their buying decisions as well. Many companies now prefer to do business with only those companies which are environment conscious and are taking adequate steps to reduce their environmental impacts.

With our Sustainability Council, we have a focused approach towards sustainability and plug-in any potential loss due to customer churn rate. We have hence focused upon sustained growth and ensuring that our sustainability measures reflect in our actions going forward. These are being communicated in timely fashion via different platforms such as disclosures to our customers on Carbon Disclosure Project, DJSI, Audits as per GRI standards, and publishing our sustainability report



SHAREHOLDING PATTERN
DISTRIBUTION OF SHAREHOLDING AS ON 31ST MARCH 2015

SL. NO	SHAREHOLDERS NAME	TOTAL HOLDINGS FOR FY2014-15	HOLDINGS IN PERCENTAGE FOR FY2014-15
A	PROMOTER AND PROMOTER GROUP	352,693,512	36.71
1	Mahindra & Mahindra Limited	256,248,704	26.67
2	TML Benefit Trust	96,000,000	9.99
3	Mahindra-BT Investment Company	242,904	0.03
4	Mahindra Holdings Limited	201,904	0.02
B	PUBLIC SHAREHOLDING	608,095,400	63.29
1	Mutual Funds/UTI	62,215,958	6.48
2	Financial Institutions/ Banks	2,223,083	0.23
3	Central Government/ State Government(s)	2,115,812	0.22
4	Venture Capital Funds	-	0
5	Insurance Companies	33,435,080	3.48
6	Foreign Institutional Investors	334,747,423	34.84
7	Foreign Venture Capital Investors	-	0
8	Qualified Foreign Investor	-	0
9	Other Foreign Portfolio Investor	25,505,819	2.65
10	Bodies Corporate	22,300,191	2.32
11	Individuals	110,115,226	11.46
12	Qualified Foreign Investor	-	0
13	Non Resident Indians	8,911,256	0.93
14	Foreign Nationals	238,180	0.03
15	Trusts	2,597,480	0.27
16	Clearing Members	3,687,544	0.38
17	Overseas Bodies Corporates	2,348	0
TOTAL		960,788,912	100

To know more about the shareholding pattern please refer to our [Annual Report 2014-15](#)

BUSINESS VERTICALS

Tech Mahindra offers a full range of IT services and industry specific solutions to help clients take advantage of opportunities in spaces of Consulting, Enterprise and Communication solutions, Digital Technologies, Networks, Platforms and reusable assets that connect across many technologies to derive tangible business value. In its eventful journey spanning over almost three decades, Tech Mahindra has transformed itself from being a 'Communications-focused' to a **'business centric'** IT powerhouse.

Tech Mahindra's capabilities and strengths across wide range of verticals have further empowered the company to expand its competencies with strategic alliances and partnerships. The new Platform Solutions have leveraged the best in class analytics and service delivery capabilities to provide our customers with solutions that enable scalability and cost predictability - redefining customer engagement models.

SECTORS WE SERVE



SOLUTIONS AND SERVICES



Value to customers

Tech Mahindra's Business Services Group delivers innovative and cost-effective solutions that help transform our customer's business. At Tech Mahindra, our associates leverage our domain expertise and platform-driven process transformations to offer end-to-end solutions to our customers. Entering a new era of transformations, the organization has refocused its energies towards 'Creating memorable digital experiences everyday' for our customers.



The approach goes beyond cost reduction to process optimization and ownership through automation and productivity improvements.

Tech Mahindra BSG delivers value for customers through flawless execution of a seamless suite of services that operate across the entire lifecycle of the end users and covers both the revenue and cost sides of the customer's business operations. The BSG includes Operations, BPM and Consulting.

To know more about Tech Mahindra Business Services Group, visit: <http://bsg.TechMahindra.com/pages/default.aspx>

PLATFORMS

In a changing global environment, organizations are looking for end-to-end ownership of business processes to improve business agility and enhance customer experience. To achieve efficiency and be effective, organizations rely on industry standard processes, which are supported by best-in-class technology. However, shortage of capital and cost pressures, compel them to seek innovative engagement models to accomplish these goals.

Tech Mahindra Platform Solutions leverage our best in class analytics, service delivery capabilities, domain knowledge access to new technology and process acumen to provide our customers with business solutions that enable scalability, flexibility and cost predictability.

The company developed the Network Analytics platform to address network performance and capacity issues. This platform provides a 360 degree view in areas of business and operations. This platform is an end-2-end solution that focuses not only on analyzing the data but also on its collection from different network elements, transmission and modeling. Predictive algorithms implemented within this platform help customers pre-empt a problem and prevent the problem from arising.

The company developed CAPIO, a robust Order Fallout Management solution and the Socio platform providing leading accuracy on text analytics based on Net Promoter® score. The company also developed mEMS, a unified portal for customers to manage services from service catalog, assets, SLA reports, Availability and Capacity reports and Billing details.

NOTE: Please visit website to know more on [PLATFORMS](#)

Also to know more on technology absorption, you can refer to our [Annual report 2014-15](#)

CORPORATE GOVERNANCE

Tech Mahindra's philosophy on Corporate Governance is embedded in its rich legacy of ethical governance practices, most of which were implemented before they were mandatorily prescribed. The Company believes that Corporate Governance is a set of guidelines to help fulfill its responsibilities to all its stakeholders. It is a reflection of the company's culture, policies, relationship with stakeholders, commitment to values and ethical business conduct. In the same spirit, timely and accurate disclosure of information regarding the financial position, performance, ownership and governance of the company is an important part of corporate governance. Tech Mahindra remains committed to conducting business in a fair and transparent manner.

To ensure highest standards of governance, our Board comprises of a balanced mix of eminent executive, non-executive and independent directors. The Board consists of 5 Independent Directors including 1 Woman Director, 3 Non-Executive Directors and 2 Executive Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Companies Act.

The names and categories of the Directors on the Board, their attendance at the Board and the Annual General Meeting held during the year and the number of Directorships and Committee Chairmanships / Memberships held by them in other companies as on 31st March, 2015 are given below:

Sr. No.	Name	Category	No. of Board meetings attended	Attendance at the AGM held on 01 st August 2014	Directorship in other Companies ¹	No. of Committee positions held in other public Companies ²	
						As Chairman	As Member
1.	Mr. Anand G. Mahindra	Non-Executive Chairman	6	Yes	5	Nil	1
2.	Mr. Anupam Puri	Independent Director	3*	Yes	3	Nil	1
3.	Mr. Bharat N. Doshi	Non-Executive	6	Yes	5	1	2
4.	Mr. C. P. Gurnani	Managing Director	4**	Yes	3	Nil	1
5.	Mr. M. Damodaran	Independent Director	4	Yes	5	3	4
6.	Mrs. M. Rajyalakshmi Rao	Independent Director	5	Yes	1	Nil	Nil
7.	Mr. Ravindra Kulkarni	Independent Director	6	Yes	6	2	2
8.	Mr. T. N. Manoharan	Independent Director	5*	Yes	1	Nil	2
9.	Mr. Ulhas N. Yargop	Non-Executive	6	Yes	2	1	Nil
10.	Mr. Vineet Nayyar	Executive Vice Chairman	5*	Yes	4	Nil	Nil

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

² Represents Audit Committee and Stakeholders Relationship Committee in public companies, excluding that of Tech Mahindra Limited

(*) In addition attended one meeting through Teleconference.

(**) In addition attended two meetings through Teleconference.

There were no significant fines and the total number of non-monetary sanctions for non-compliance with laws and regulations for FY2014-15 was zero.

Tech Mahindra is committed to follow global best practices and adhere to United Nations Global Compact (UNGC) and UN Guiding Principles on Business and Human Rights. These principles also guide our policies and practices dealing with our operations, partnerships, investment agreements and contracts and Covers Company's position on compliance with international guidelines and norms providing a healthy ecosystem to our associates

For more details please refer to Corporate Governance section in the [Annual Report 2014-15](#).

BOARD COMMITTEES

Keeping in view of the better Governance and focused discussion, the Board has constituted various committees with specific terms of the reference and scope. The details of the committees constituted by the Board are given below:

- | | |
|--|--|
| ▪ AUDIT COMMITTEE | ▪ CORPORATE SOCIAL RESPONSIBILITY COMMITTEE |
| ▪ NOMINATION & REMUNERATION COMMITTEE | ▪ RISK MANAGEMENT COMMITTEE |
| ▪ STAKEHOLDERS RELATIONSHIP COMMITTEE | ▪ INVESTMENT COMMITTEE |
| | ▪ EXECUTIVE COMMITTEE |
| | ▪ SECURITIES ALLOTMENT COMMITTEE |

RISK MANAGEMENT

During the year, Tech Mahindra constituted a Risk Management Committee and approved detailed framework for Risk Management. The details of Committee and its terms of reference including elements of risk as identified for the Company are set out in the Corporate Governance Report and Management Discussion and Analysis Report (MDA) forming part of the Board's Report.

The Chief Risk Officer & the Risk Management team review the organization's risk management processes for risks under all categories including environment & climate change. For climate change risks monthly reviews are conducted in co-ordination with the Corporate Sustainability team.

More on Risk Management can be read from our [Annual Report 2014-15](#).

COMMITMENT TO HUMAN RIGHTS

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

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

Tech Mahindra follows International Human Rights norms and National Labor Laws that protect and empower all associates within Tech Mahindra's scope of control and influence. These laws also apply to those who produce products or provide services for Tech Mahindra, including associates employed by Tech Mahindra itself, as well as by its suppliers/subcontractors, sub-suppliers.

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

No incident of discrimination or non-compliance with relevant labor laws by any of the company's business partners was brought to the organization's notice in FY 2014 - 2015. There were no grievances relating to Human Rights in 2014-15.

There were no reported cases on potential conflicts of interests concerning the human rights of freedom of expression and privacy for Financial Year 2014-15. The company has systems & processes in place to monitor compliance with the code & to prevent conflicts related to freedom of expression and privacy.

Tech Mahindra in spirit and essence complies with following aspects of UNGC principles

HUMAN RIGHTS

PRINCIPLE 1: support and respect the protection of internationally proclaimed human rights;

PRINCIPLE 2: not complicit in human rights abuses.

LABOUR

PRINCIPLE 3: uphold the freedom of association and the effective recognition of the right to collective bargaining;

PRINCIPLE 4: the elimination of all forms of forced and compulsory labor;

PRINCIPLE 5: the effective abolition of child labor; and

PRINCIPLE 6: the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

PRINCIPLE 7: support a precautionary approach to environmental challenges;

PRINCIPLE 8: undertake initiatives to promote greater environmental responsibility; and

PRINCIPLE 9: encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

PRINCIPLE 10: work against corruption in all its forms, including extortion and bribery.

CODE OF ETHICAL BUSINESS CONDUCT

All the Directors and Senior Managerial Personnel have affirmed compliance with the Code of Ethical Business Conduct as approved and adopted by the Board of Directors and a declaration to that effect is signed by the Managing Director.

The Code Of Ethical Business Conduct (CEBC) has helped the organization in maintaining highest standards of governance and at the same time set up processes and systems to comply with the statutory legal requirements which includes anti-corruption, anti-bribery, ethical handling of conflicts of interests, non-alliance with political parties, maintaining confidentiality of information & compliance with schedule IV of the Companies Act. These have been coupled with accurate and timely disclosures to bring in transparency into the system.

All governance related policies are available in English which is the official business language for the company. At the same time we comply with the law of the land and wherever needed ensure availability of the policies in the local languages.

No incidents of corruption or legal actions for anti-competitive behavior, anti-trust, and monopoly practices were reported during the financial year.

These policies have been communicated to the associates via various channels such as mandatory trainings programs and awareness sessions, induction manuals followed up with regular e-mails and town hall sessions.

Reported cases of corruption were resolved for FY2014-15. The risk assessment for anti-corruption cases happens via bottom-up approach where employees and designated risk officers are encouraged to report such cases periodically via defined mechanisms.

Please click here to read organization's [Code Of Conduct](#)

WHISTLE BLOWER /CEBC /ASH POLICIES

The Whistle Blower Policy encourages employees to report any instance of unethical behavior, fraud, violation of the Company's Code of Ethical Business Conduct (CEBC) or any behavior which may otherwise be inappropriate and

harmful to the Company. The policy provides a mechanism for employees to raise concerns that relate to violation of the Code of Conduct, Accounting, Internal Controls, Auditing Matters and applicable national and international laws including statutory / regulatory rules and regulations. This policy has been communicated to all employees and has been posted on the Company's Intranet and website for ready access. An ombudsman has been appointed to enable employees and other stakeholders to report instances mentioned above. A dedicated telephone line has also been provided to facilitate the employees for informing their concerns.

The company treats any violations on Anti-Sexual Harassment (ASH) policies very seriously and has ensured proper mechanisms to report such cases. **The company has Zero tolerance on Sexual Harassment at workplace.** Along with the policy statements, regular mailers and town hall sessions are conducted. The senior leadership encourages associates to report any such issues via regular channels to anti-sexual harassment committee.

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

Tech Mahindra policies encompass aspects applicable to Child Labor, Forced and Compulsory Labor, Health and Safety, Freedom of Association & Right to Collective Bargaining, Discrimination, Disciplinary Practices, Working Hours, Remuneration and Management Systems.

No incidents of discrimination were reported during the financial year FY2014-15.

- **During the year under review there were no cases filed pursuant to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013**
- **No instances of regulatory non-compliance were reported against Tech Mahindra for fiscal year 2014-15**



78994

Associates have completed the Code of Ethical Business Conduct certification



76325

Associates are ASH (Anti-Sexual Harassment Policy) certified

Click [here](#) to access Code of Conduct publically available on Tech Mahindra's website.

QUALITY - INFORMATION SECURITY & CUSTOMER PRIVACY

Tech Mahindra continues to focus on quality and strives to exceed customer expectations at all times. The Company has been successfully assessed at CMMI Dev & SVC V1.3 L5, TMMi, TL9K, ISO 9001:2008, ISO 20000:2012, ISO 27001: 2005, AS9100 (Standard for Aerospace domain – scope of certification limited to the aerospace business within Tech Mahindra). In addition to these, the company has undergone SA8000 certification, a Social Accountability Standard, for applicable accounts as per the contractual obligations and also maintains its

commitment to health, safety and environment by continually improving its processes in accordance with ISO 14001 and OHSAS 18001 standards.

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

These certifications are testimony of the robustness of business processes and at large the quality culture imbibed in the organization.

Tech Mahindra has also introduced high maturity practices to measure the effectiveness of the processes and manages them quantitatively. One such initiative is "Execution Excellence Index" focusing on achieving high project maturity, improved tools usage and standardization, knowledge management and performance on key business metrics, in order to strengthen further the Business Excellence in what the Company delivers to the customers. Tech Mahindra is putting all the initiatives in place in order to ensure that it delivers as stated in the Quality Policy.

Also no customer privacy violations & security related issues were reported for FY2014-15

Please click here to know more about Tech Mahindra [Privacy Policy](#)

NON-ALLIANCE WITH POLITICAL PARTIES

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

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

COMMITMENT TOWARDS SUSTAINABILITY

Alternative thinking is a way of life at Mahindra. Alternative thinking has propelled us to identify high impact material issues and concentrate individually on each one of them with the sole purpose of a sustainable business model. Tech Mahindra nurtures the same business philosophy of alternative thinking, strategically leveraging sustainability as our competitive advantage.

Tech Mahindra has embraced alternative thinking in its DNA and is committed to grow its top line, but not at the cost of our future generations. We believe that our future business growth has to be strongly coupled with our sustainability aspects to ensure a sustainable business environment. Tech Mahindra constantly focuses on green energy, reducing our carbon footprint, green supply chain, and associates' well-being and towards society. We are

also supported by effective governance, a strong risk management framework, and a set of core values which form the bedrock of our sustainability agenda.

Precautionary principle or precautionary approach has been addressed by Tech Mahindra by ensuring that decisions taken alleviate the negative impacts and address key material issues identified under the roadmap document. Few of the examples are as:

- Tech Mahindra has provided an infrastructure for remote communications by imbibing an entire gamut of newer technologies such as Lync, Live meeting, Telepresence and video conferencing. Such a voluntary initiative has helped us reduce our direct Scope 3 emissions by reducing the Business Travel. The emissions savings are based on reduction in number of business travel trips.
- As per the company's Environment policy, the procurement team ensures that all laptops, desktops and other electrical appliances procured have the highest energy rating. The energy rated laptops & desktops ensure that there is a clear cost saving ranging from 30%-65% against usage of standard non-rated laptops and desktops. This clearly links to the business and overall supply chain strategy where the company prefers suppliers with sustainable practices and ability to deliver on key strategic growth initiatives. The energy rated devices have created awareness amongst procurement team to adapt newer technologies across infrastructure.
- Key opportunities identified such as green sustainable solutions in fields of data centers, cloud based services, SMART cities and Energy and Utilities Services under RAPIDU and Energy management System help directly the customers to achieve their sustainability goals.

MATERIALITY, STAKEHOLDER ENGAGEMENT & REPORTING

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

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

STAKEHOLDERS	MEANS OF COMMUNICATIONS	FREQUENCY OF ENGAGEMENT
CUSTOMERS	Interview, personnel visit, publications, media & communications, feedback camps, Customer visits and support programmes.	Bi-annual
ASSOCIATES	Conferences & workshops, publications, newsletters & reports, online portals, feedback surveys and one-to-one interactions.	Bi-annual
SHAREHOLDERS/INVESTORS	Annual report, sustainability report, press releases, investor presentations, corporate website, quarterly and annual results, disclosures on sustainability platforms	Bi-annual
ACADEMIC INSTITUTIONS	Strategic tie-ups on innovations and capacity building of associates, to identify young talent pool	Bi-annual
VENDORS/PARTNERS & COLLABORATORS	Supplier & vendor meets, workshops & training, policies.	Annual
GOVERNMENT/NGO	CSR programs in aspects of education & employability	Bi-annual
SOCIETY AT LARGE	Social Innovation projects	--
INDUSTRY BODIES	Conferences and seminars, Working Committee Meetings, Meetings, Disclosures at sustainability platforms, Conferences & summits	Bi-annual

The data in the environment & social sections of the Report is based on actual performance of the various India based facilities of Tech Mahindra and subsidiary companies as detailed in the section

Frequency of Engagement: Apart from day-to-day interaction across business functions and identified stakeholders, there is at least one formal review which happens biannually (Investor communication is once every quarter) to understand the challenges, strategy and crucial updates as per GRI indicators. At the same time these reviews help us in gauging whether the stakeholders and material issues identified are trending in the right direction.

RESTATEMENTS FOR 2014-15

	Mahindra group report FY2014-15	Tech M report for FY2014-15
Scope 3 emissions	37,185 MTCO ₂	42,791 MTCO ₂
FY2015-16 Target for Reduction in Attrition Rate	10%	18%
Use of Recycled water	5%	100%

SUSTAINABILITY STRUCTURE

The Tech Mahindra Chief People Officer Mr. Rakesh Soni is part of the group-level Mahindra Group Sustainability Council, which formulates the vision & strategy for the group companies. He is responsible for driving key sustainability strategies within Tech Mahindra. The Mahindra Group Sustainability Council also comprises of Tech Mahindra board member Mr. Ulhas Yargop and Mahindra Group Sustainability Head Mr. Anirban Ghosh.

We also have a Tech Mahindra Sustainability Council which acts as the executive body, focusing exclusively on the sustainability agenda of the organization. The Council comprises of the CFO, Deputy CFO, Chief People's Officer, Chief Sustainability Officer and Heads of Corporate Services and Legal. The Tech Mahindra Sustainability Council periodically identifies key risks, reviews overall performance of sustainability programs and provides vital insights on the climate strategy once every quarter. The Chief Sustainability Officer is also a member of the Management Council of Tech Mahindra (the highest governing Council of Tech Mahindra) and the Corporate Sustainability Council.

The Tech Mahindra Sustainability Council members carve the strategy and roadmap for the organization's sustainability. Our Sustainability Champions and Green Marshals drive the overall sustainability programs and initiatives which align to our company's strategy and to the group-wide strategy of Mahindra.

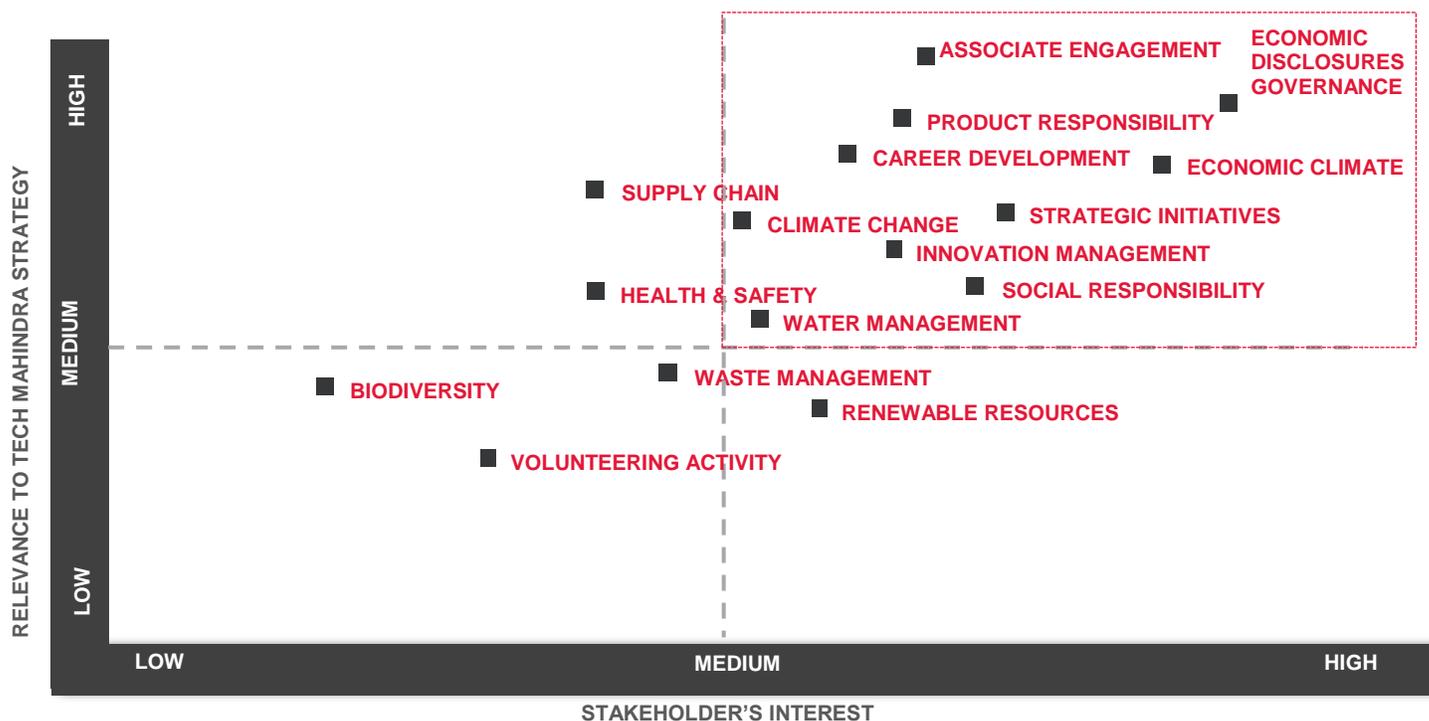
The Tech Mahindra Corporate Sustainability cell is headed by the Chief Sustainability Officer, Mr. Sandeep Chandna who reports to the Vice-Chairman Mr. Vineet Nayyar of the organization. Mr Vineet Nayyar is also part of the highest governing body viz. Board of Directors of the company.



As per the assurance process, the KPMG auditors meet key management personnel which includes the Chief People’s Officer, Chief Sustainability Officer, Chief Financial Officer, Deputy Chief Financial Officer and the Legal Head of the company. The discussion primarily revolves around materiality issues and sustainability strategy of the company on each of the identified material issues.

MATERIALITY MATRIX

The below diagram represent the material aspects which were identified from our materiality exercise. The top corner of the matrix lists down the material issues critical to our business operations. The material issues identified are in alignment with our core sustainable business strategy.



CORE FOCUS AREAS



DISCLOSURE OF MANAGEMENT APPROACH

Tech Mahindra represents the connected world, offering innovative and customer-centric information technology services and solutions, enabling Enterprises, Associates and the Society to Rise™. Tech Mahindra's vision is to connect business endeavors with sustainability. The organization imbibes sustainability as a part of the corporate strategy which complements overall business strategy. As a conscientious IT services provider the organization has sifted business processes making them more efficient and optimized hardware utilization that will enable clients to improve their operational eco-efficiency.

"We will Rise™ to be among the top three leaders in each of our chosen market segments while fostering innovation and inclusion. We will consistently achieve top quartile growth by contributing to our customers' success, by enabling our employees to realize their potential and by creating value for all our stakeholders. On the material issues identified the management. "

As articulated in organizations vision, Connectedness with each of our stakeholders is crucial and paramount to us. Tech Mahindra hence has identified material issues and taken targets against each of these material issues to ensure that we not only disclose in a transparent fashion but also go beyond in our efforts to create a better ecosystem for our stakeholders.

Post our merger in 2013-14, Tech Mahindra in its first year had achieved the targets of Scope 1 & 2 reductions. The biggest challenges identified were to identify processes and implement projects across triple bottom line aspects of People, Profit and Planet.

ECONOMIC VALUE & SOCIAL DEVELOPMENT

The organization has seen robust growth of over 20 percent year on year for 2014-15 on economic aspects and has implemented CSR projects with 3.44 percent of average profit before tax for last three years. Tech Mahindra has established Tech Mahindra Foundation (TMF) and Mahindra Educational Institution (MEI) to carry out its CSR activities. The TMF has been focusing on implementation projects related to education and employability while MEI implements higher education projects.

Tech Mahindra Foundation (TMF) has driven CSR operations with vision of 'Empowerment through Education'. All social investments of the company are accordingly aligned to the attainment of this overall vision. TMF has promoted quality education and employability for vulnerable sections of society through vibrant and innovative partnerships with the Government, NGOs, CBOs and other organizations' across ten major cities of India.

Mahindra Educational Institutions (MEI) has established institution of higher education, promoted research and development and collaborated with other renowned institutions to contribute towards the goal of high quality technical education systems in India.

The Mahindra École Centrale (MEC) project provided high quality technical education in engineering and computer technology for the students. MEC is an international quality, technology school with assured career progression for engineering aspirants. It focuses on multi-disciplinary knowledge, personality development, and critical-creative thinking. MEC College of Engineering, heralds the Rise of the New Engineer in India.

As communicated in the company's roadmap, Tech Mahindra Foundation plans to open 75 SMART centers (65 centers are operational at present) and continue to reach out to direct beneficiaries in the fields of education and employability creating shared value for the organization.

CLIMATE CHANGE

The uncertainty around the climate change risk is enormous and how it would impact globally has different points of view. The effects of global warming are a genuine concern and there is an urgency to find solutions which will help us to grow in a responsible manner. The company plans to minimize its carbon footprint by exploring options of renewable sources of energy, investments in energy conservation projects and at the same time promulgating effective behavioral changes within the company towards energy efficiency.

This is in continuance with the targets Tech Mahindra took in FY2013-14 to reduce its carbon footprint by 2.5% under Scope 1 & 2 emissions.

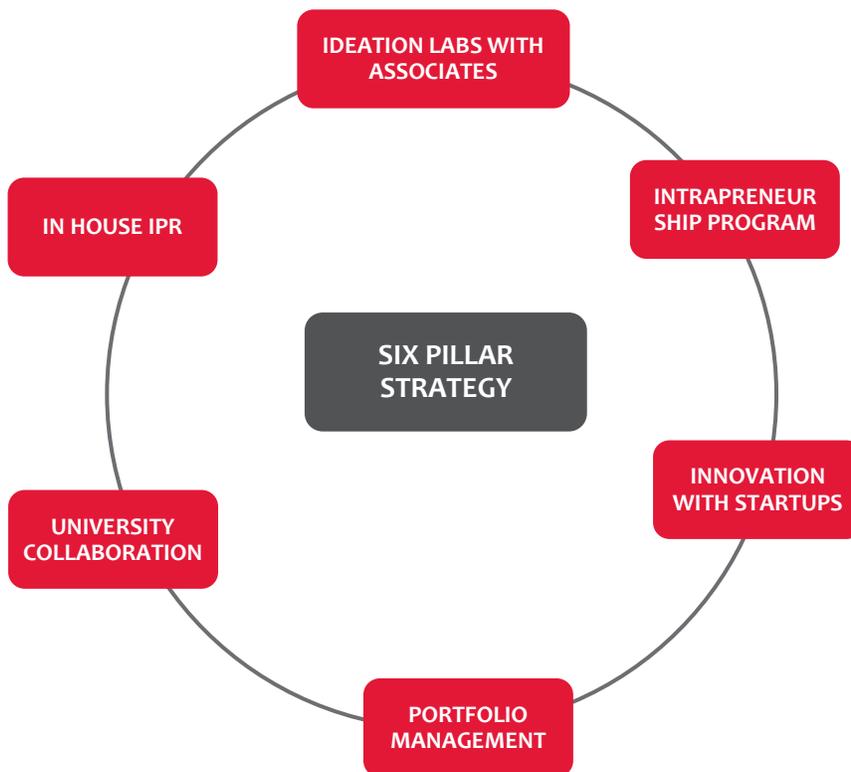
For the current financial year there were investments made in solar power plants at various facilities of Chennai, Hyderabad and Pune. Solar power plants of 250 KW and 265 KW were installed at Pune - Hinjewadi campus and Chennai TMCC campus respectively. Also 1,55,065 KW units of green power through solar power plant at Pune-Hinjewadi campus and Chennai TMCC campus, which lead to reduction of GHG emissions.

The innovation management cell and other business functions have invested in solutions and services which help our customers achieve their carbon footprint. Few of the solutions which directly help our customers are Micro grid as a Service for Energy management, SMART Energy Platforms SMART Cities, Data Centers Management etc.

INNOVATION

Tech Mahindra's various vertical and horizontal units have continued to deliver exciting innovations for customers. At Tech Mahindra business functions innovate for the future. As a front runner in the industry, the organization has been part of business impacts stories and now increasingly contributes to transformational strategies. As a valued partner of customers, the company endeavors to create a business situation of optimization merged with efficiency.

At Tech Mahindra, Innovation management aims to be inclusive of all our stakeholders and represent the common



good of all sections. The mission is to empower lives, embrace livelihoods and enhance technologies.

CUSTOMER ENGAGEMENTS

Enterprises are now unleashing the super power of technology to prepare themselves for the future and to align with changing needs of new age customers. New Age Consumers have different expectations like Idea to Action at the speed of thought, change in needs at shorter cycle time & high comfort and convenience in completing their work from anywhere, any time. At the same time customers want to associate themselves with strategic partners who have a vision for future, capability to adapt to changing landscapes and are transparent in their operations across environmental, social and governance aspects. At the same time customers also have started inquiring about how their strategic partners plan to tackle issues of climate change.

At Tech Mahindra, our bouquet of services which includes Telecom Services, Consulting, Application Outsourcing, Infrastructure Outsourcing, Engineering Services, BPO, Platform Solutions and Mobile Value Added Services help customers achieve their business and sustainability goals. Tech Mahindra facilitates to help customers be future ready with innovative solutions and services.

The business functions at various touch points reach out to customers to understand the needs and deliver services exceeding customer's expectations. At the same time due to the power and support of the talent team and innovation management team the organization has scaled itself to be future ready with an array of services in digital age.

Tech Mahindra as a Consulting, Digital Transformation, Integrated Engineering, Business Services and Solutions, provider, has helped customers across the globe achieve business goals. In a dynamic world of challenges it is imperative to understand the needs of customers and excel on customer expectations.

Hence, Tech Mahindra has maintained a constant dialog with customer channels to ensure a close relationship with our customers. This mutually benefits as the organization continues to understand the needs of the customers better and at the same time helps customers understand the products and services offerings better.

Such platforms of interaction also enable us in capturing the pulse of the industry and understand future landscape; at the same time helping the company improvise to these changes.

- Customer As promoter Score
- Customer Satisfaction surveys
- Request for Proposals
- Customer Visits and meetings
- CXO level meets and fire side chats
- Quarterly Business Reviews
- Discussions on Sustainability aspects
- Customer Workshops
- Mailers, Newsletters and Brochures
- Analyst Sessions
- Social Media Platforms

For the fiscal year of 2014-15 no grievances on breach of customer privacy or security were filed through company's grievance mechanisms. There were no monetary fines/penalties against the company on basis of any non-compliance of laws and regulations concerning the use of its products and services.

CUSTOMER AS PROMOTER SCORE (CaPS)

CaPS survey is a customer advocacy measure. The metric is computed from the response of the customers to one pointed question, also known as, the ultimate question, **“How likely is it that you would recommend this organization to a friend or colleague?”**

CaPS survey is an annual exercise initiated by Office of Strategy Management-Mahindra and Mahindra. **Customer contact details are provided by Sales Heads and the Customer profile consists of Senior Management level who can advocate Tech Mahindra.**

Conducted once a year the survey provides us an excellent opportunity to gauge customers and understand the key levers. One of the critical functions of this exercise is how we have performed throughout the year across projects and accounts; and is **directly related to the customer experience that we provide as an organization.**

The exercise also provides us an opportunity to fine tune lacunae and identify customer exodus (if any) in advance and take corrective actions.

VOICE OF CUSTOMER - CUSTOMER SATISFACTION SURVEY

Customer Satisfaction survey (VOICE OF CUSTOMER) is an engagement level survey which provides the company opportunity to gain useful insights post the delivery of the projects and also identify key strategic inputs to improve processes.

Following parameters are covered to quantifiable and measurable responses and analysis

- Delivery Quality
- Project management
- Areas of Improvement
- Domain Expertise
- Areas which helped in Customer Delight

During the fiscal year of 2014-15 no customer privacy violations and security related issues were reported. No penalties were levied arising from security or privacy breach.

INNOVATION MANAGEMENT

Tech Mahindra witnessed dynamic growth and diversification into new vertical businesses over the last year and one of the major contributors into this stupendous growth has been its focus on R&D and Innovation. The 6-pillar Innovation strategy that took shape in the previous year has solidified into a well-oiled machinery and substantially enabled our company for future growth. The charter of the innovation unit is to discover new technologies and its impact on society & to explore and find possibilities in the world of communication & customer experience and to evaluate, understand and process the challenges it poses to design and creative production. The last 12 months saw Innovation organization take substantial steps in defining the goals for 2015 and beyond for the company.

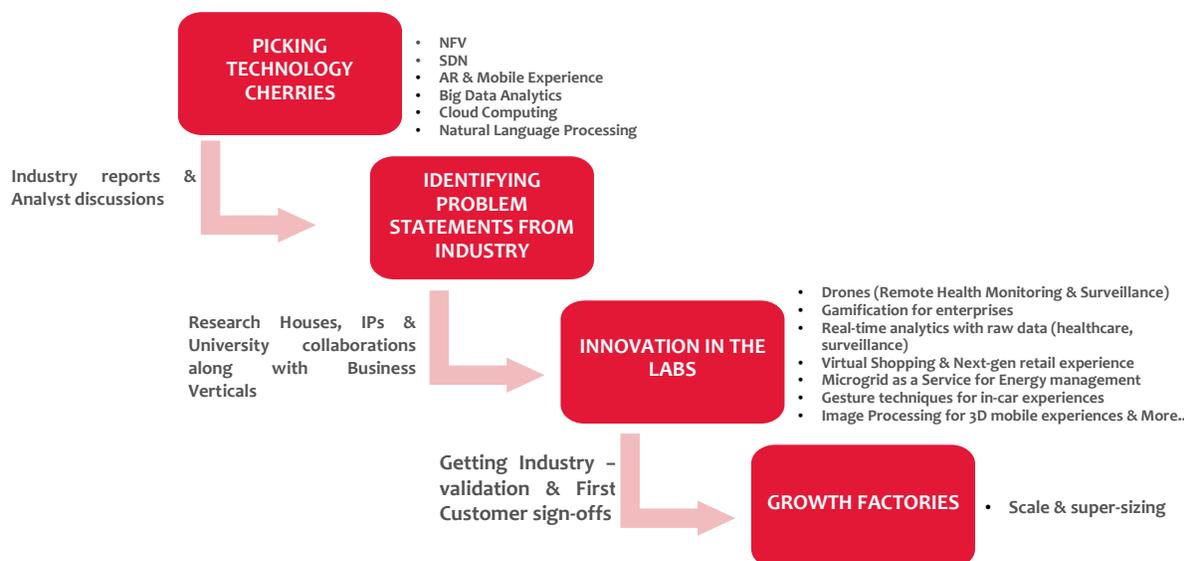
Tech Mahindra's various vertical and horizontal units have continued to deliver exciting innovations to customers. That apart, the approach to summit and sustaining innovation is primarily driven by the programs around

- customer co-innovation: that includes works on next generation solutions for enterprises (with a leading logistics company in North America), video analytics (with global payment technology provider), 3D image compression techniques on mobile (for India's leading auto manufacturer), etc
- partner and startup innovation: that includes exciting works in the space of gesture technologies (with a startup for India's leading auto manufacturer for in-car experiences), smart parking initiatives (for various Community/Government backed Smart City initiatives worldwide), etc
- University collaboration: For research focus and innovation sustainability across the organization, the choice of research areas, research partners (in the form of universities, research institutions, professors) is done through a university liaison program office at Tech Mahindra. We are working on long-term projects with Globe's leading universities including the IISc (around Indian road's driving patterns, big data analytics for large crowd surveillance, open stack for telcos), UBC (for electric energy grid management and analytics), IIT-Mumbai (for monitoring and recommendation engine in network functions virtualization), etc
- Intrapreneurship: The foundation to sustain innovation is to encourage big ideators to achieve more and augment growth of the company. We are now already running the 4th Intrapreneurship program in a span of 2 years. One of the intrapreneurship program is around Intelligent Electric Vehicles Charging System, and is being done in collaboration with the Government of Ontario. The futuristic analytics engine is targeted at sustaining the growth

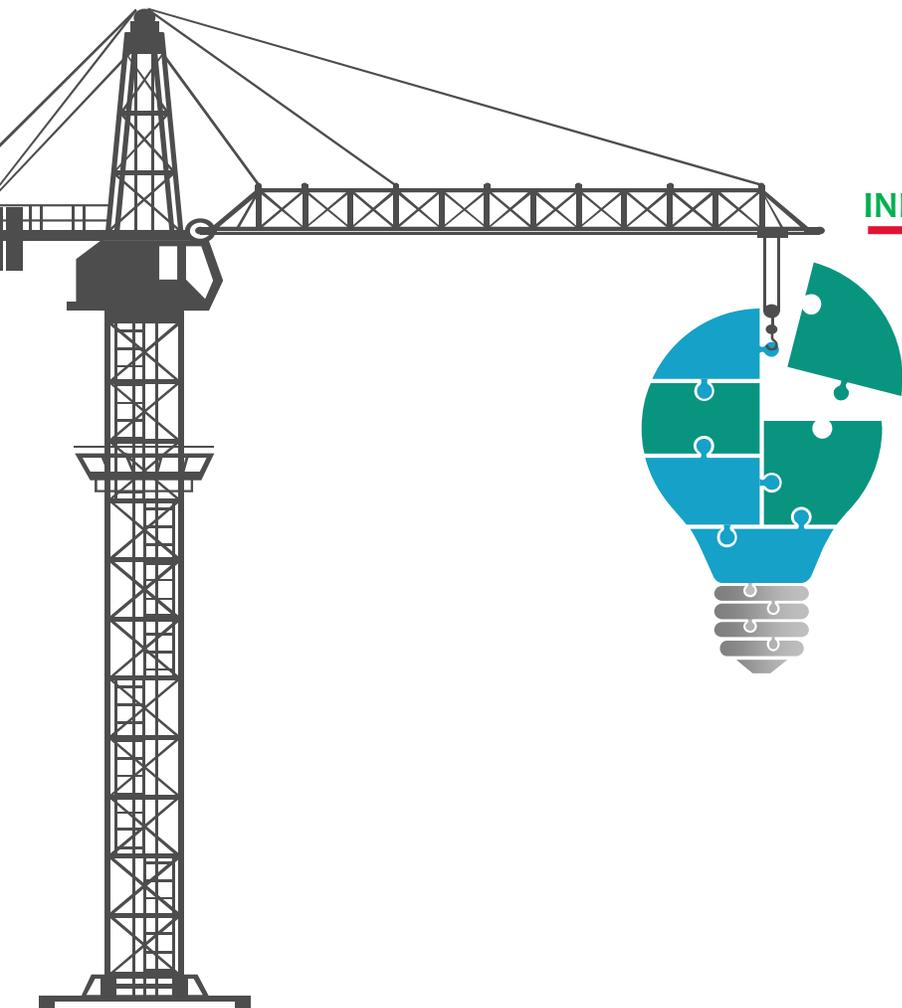
of smart cities of today and tomorrow and readies the auto manufacturers, utilities companies, Government/Community agencies to provide cost-effective power solutions to the society

- IRIS (or the crowd-sourcing ideation platform) is the largest idea sourcing program in the company that regularly churns out lot of ideas across all verticals every day. The ability to get easily recognized, mentored, encouraged to refine and rewarded has made the IRIS platform dear to all including our customers, who regularly participate to seek ideas from our own associates. We had over 1000 ideas submitted in 29 contests that were run in 9 months. There were 2 patents filed in the process and we also had big partners like Microsoft join us in running codathons and hackathons for associates.

Sustaining innovation is possible when the lab setup is lean and agile to take up newer projects and off load finished projects quickly. We follow an innovation lifecycle from identification to execution and it comprises of the following path of movement. The technologies shown here are not exhaustive and is indicative of some of the areas of interest



that labs take up (and pass on) to sustain innovation.



INNOVATION MANAGEMENT AT A GLANCE



64 PATENTS FILED



139



14 Copyrights

THE SMART CITY SOLUTION – HELPING CUSTOMERS LIVE SMARTER

Tech Mahindra, along with the Mahindra Group is engaged in creating modern homes and workplaces, thriving economic nodes and community spaces resulting in future ready and future proof holistic ecosystems. Environmental responsibility is in our DNA.

We examine relevant global best practices, engage in active benchmarking, demonstrate distinctive stakeholder benefits to wider audiences, inspire developers to invest in the Triple Bottom Line approach and work with policy makers to transform these green shoots into a collective industry experience. We strive to deliver creative, innovative, functional and sustainable master plans that enable creation of smarter cities.

SMART CITY solution uses NMACS (Networks, Mobility, Analytics, Cloud, Security, Social and Sensors) technology stack as the foundation of the ICT layer to enable Smart City initiatives to support happy and comfortable living.

Our Smart City Solutions:

Smart Parking	Smart Energy Management
Smart Street Lighting	Smart Automated Meter Reading
Smart Bin	Smart Traffic Management
Smart River Monitoring	Smart Stadium
School Bus – Parent Alert System	Smart Emergency Management
Remote Health & Wellness Monitoring	Fleet Monitoring & Vehicle Safety

SMART Solutions are implemented in the areas of Parking Management, Garbage Management, Building Energy Management, Streetlight Management, and Security Management & Sites Surveillance. From a centralized command center the respective facilities can be monitored & controlled. This has been implemented at Mahindra World City Jaipur. Almost 50% street-lights are being controlled through command enter with energy savings between 20 to 30% & carbon emission savings 25 to 30% can be achieved.

Our Smart City Experiences



Tech Mahindra's Smart Solutions are implemented at the Mahindra World City Jaipur, India's largest SEZ, to showcase the combined strength of group's capability in core trunk infra planning and development of the ICT layer.

Other environmental advantages include automated checking of water level status of Water tank, monitoring of temperature, fuel tank and its usage of the DG Room. The benefits of Smart parking solution include detection of the arrival and departure of Vehicles, Providing accurate information on available parking space, guiding the driver to the free parking space saving time and fuel as a result reducing atmospheric pollution and congestion. Estimated emission savings are 5 to 15%.

ASSOCIATE DEVELOPMENT

Tech Mahindra takes enormous pride in its associates and is dedicated to making the organization a great place to work for. In alignment with its commitment to nurture people and their talent, the organization has continuously strived to empower its workforce by providing opportunities for learning and development. The policies, processes and benefits are all aligned to ensure that the associates work in a transparent and evolving environment that help them develop into a strong workforce that is not only technically sound but also functionally adept.

With the expertise of **100,000+ associates** spread across **90 countries**, Tech Mahindra has a diverse workforce that **connects, collaborates and celebrates** together. The culture at Tech Mahindra is driven by the **3 strong pillars that co-exist within its ecosystem- Accepting No Limits, Alternative Thinking and Driving Positive Change**. The company encourages associates to celebrate the essence of life even while at work and strongly believe in providing a good work - life balance. Tech Mahindra recognizes that associates are the most valuable part of the organization and understands that people have to be encouraged, recognized and rewarded to create, grow and sustain a world-class organization.

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

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

HR engagements in Tech Mahindra have been developed based on the feedback given by associates through formal surveys. These not only help gauge associate engagement levels and their needs, but also help learn about workplace strengths and weaknesses.

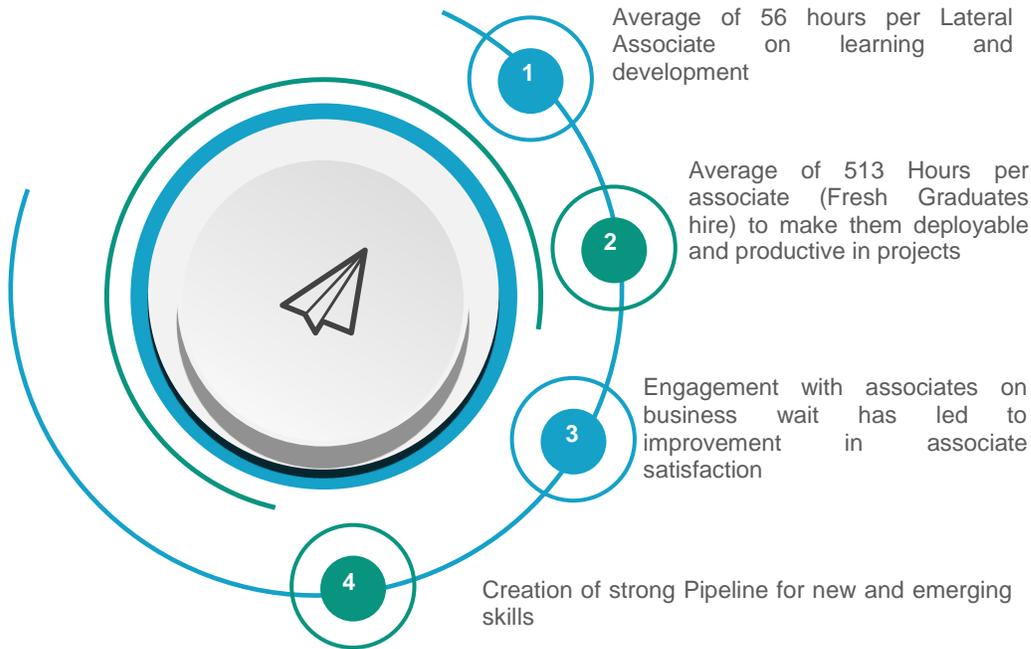
Tech Mahindra launched an online survey **TECH MAHINDRA CARES** which measures associate experience across key engagement dimensions like **Career, Alignment, Recognition, Empowerment and Strive**. The Action Planning feature post the survey is a step towards collaborative decision making that influence aspects such as jobs, work environment, or the direction of company as a whole.

LEARNING & DEVELOPMENT

The ever dynamic technological landscape of today's world makes it imperative for us to focus on continuously **shaping talent for tomorrow and delivering value to our customers** through differentiated service offerings; associates' career development is therefore a key focus area at Tech Mahindra. We have an **effective performance and career management process, 360 degree learning and focused leadership development programs to help associates grow in their careers**. These people practices have received **recognition at national and global levels, with ASTD (American Society for Training and Development)** ranking us amongst the Top 5 organizations, globally, for learning practices. Our Performance and Career Management practices are also being recognized amongst the **Best Talent Management practices in Asia by L&D Roundtable for the year 2014**. We continued to focus on recognizing, rewarding and enabling higher performance amongst our associates through various recognition and reward mechanisms.

The Company endeavors to create an environment that is encouraging for the associates to innovate and collaborate to leverage the collective knowledge of TechMighties. The organization provide a host of platforms to nurture innovation such as IRIS and the Intrapreneurship Program where associates have the opportunity to pursue their innovative ideas and even commercialize them with support from mentors and resources from within Tech Mahindra.

LEARNING & DEVELOPMENT HIGHLIGHTS



7.02 Training Days

Increase in training days per associate over previous year testimony to Tech Mahindra's focus

94% Percentage reach

Associates who have been trained in a year

72% Competency Mapping

Associates with formal competency mapping

65% Roles compliant skills

Percentage of associates who acquired role compliant skills

61% Skill Gap Reduction

Skill Gap reduction helps in keeping up the learning curve for our associates and abreast to changing future landscape

*The above training figures are organization-wide for FY 2014-15.

TRAINING CATEGORY-WISE CONSUMPTION

TRAINING CATEGORY	%
Technology Trainings	40
Quality & Process Trainings	20
Domain Trainings	16
Soft Skill Trainings	13
Delivery Skill Trainings	11
Grand Total	100

JUNIOR MANAGEMENT								
TRAINING HRS			NO. OF EMPLOYEES			AVERAGE TRAINING HRS		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
2057438	1267398	3324837	42555	20393	62948	48.34774684	62.1487	52.8188
MIDDLE MANAGEMENT								
TRAINING HRS			NO. OF EMPLOYEES			AVERAGE TRAINING HRS		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
540996	75841	616837	14016	1803	15819	38.59844345	42.0637	38.9934
SENIOR MANAGEMENT								
TRAINING HRS			NO. OF EMPLOYEES			AVERAGE TRAINING HRS		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
18058	1950	20007	1230	110	1340	14.68123306	17.7227	14.9309

*The above training figures are organization-wide for FY 2014-15.

Learning Consultants align with specific Business units and work on competency development to:

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

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

For delivery unit specific training sessions, impact is measured on any of the following parameters:

- Increase in Revenue
- Decrease in Cost
- Increase in Customer Satisfaction/ Customer as promoter scores
- Increase in Employee Satisfaction/ Employee as promoter scores

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

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

company appreciates the fact that nurturing globally competitive professionals entails offering a wide range of learning interventions & hence the learning and development function offers a broad array of learning opportunities.

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

An important aspect of the trainings was the mandated training & assessment launched on Code of Ethical Business Conduct (covering aspects of human rights), Whistleblower Policy & Anti-Sexual Harassment policy.

EMPLOYEE DEVELOPMENT PROGRAMS

Project Management for Practitioners (PMfP) program was launched for all practicing Project Managers (PMs) in Tech Mahindra and covered Tech Mahindra specific way of project Management - Project Management process, systems and workflows, critical gap areas in Project Management in the organization along with generic principles and best practices. It is a 3-day intensive program with hands-on, talk sessions by Delivery & Quality SMEs and on-the-ground improvement projects and reviews after the formal training.

Description of business benefit:

- Plugging critical gaps in Project Management
- Standardization of Project Management implementation and practice in organization (post merger of Tech Mahindra and Mahindra Satyam)
- Improvement in various parameters related to Project health and Quality

Business Wait Reskilling program was launched to reskill buffer/ bench associates in business wait as per open positions to enable them fill up open/ billable positions.

Description of business benefit:

- Effective utilization of bench and reduction in external hiring leading to increase in billability and reduction in cost.
- Creation of Pipeline for new/ emerging skills
- Engagement with associates on business wait leading to improvement in associate satisfaction

Quantitative impact of business benefit

- 20% associates (819 associates) from Business wait deployed on projects saving approx. 7.47 Mn USD by avoiding external hiring.
- Informatica enabling organization to deliver in these areas.

% of FTEs that participated in this program

- 33% of bench Strength

- 200+ Associates cross-skilled in various emerging technologies like SAP, SFDC, KONY etc.

WORKPLACE BENEFITS

Tech Mahindra focuses on excellence, innovation and continuous learning. This attracts some of the best talent in the industry and the company focuses on retaining them through giving the best possible benefits at their place of work. All mandatory benefits like Provident fund, Healthcare options like hospitalization, disability and invalidity coverage, life insurance and accident insurance, Parental leave, paid leave, travel and relocation benefits, retirement benefits, stock options, are provided for permanent employees.

No discrimination on workplace benefits is done between contractual/part-time and fulltime associates. Compensation levels are merit-based, determined by qualification, experience levels and special skills and does not discriminate on the basis of any diversity.

The attrition rate for FY 2014-15 was 19%. Please refer to [Annual Report 2014-15](#).

COMPENSATION MODEL

Tech Mahindra abides by the local employment/labor laws prevailing in the countries where it operates. All employee benefits are provided to the permanent (full time) & contractual (fixed term/part-time) employees based on the entitlements mandated by the law in the countries where it operates, the locations where Tech Mahindra recruits & hires.

The company does not differentiate compensation offerings amongst its employees (basic salary and remuneration) based on gender at any of the locations it operates. The remuneration is based on the role an employee performs and his/her total years of experience

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

Please refer to Annexure V of [Annual Report 2014-15](#).

REWARDS & RECOGNITION

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

- Recognize associates who are committed to the Company's growth through their sustained high-quality efforts and excellence.
- Recognize associates who epitomize the values of the organization and are role models to be emulated by their peers.
- Reward associates for participation and contribution in activities of strategic importance, to promote a healthy work-life balance.
- Recognize associates for their continuous and long-term association with the organization.

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

SPOT: Special Praise on Time - SPOT is a Peer-to-peer award. Any associate can give this award to another – Unit, Band and Location, no bar. -No approvals are required to authorize this award

Bravo: Bravo is awarded by the supervisor for successful completion of a one-time task beyond the call of duty impacting the Team / Project

POB – (Pat on the Back) awarded for successful completion of a one-time task beyond the call of duty impacting the Unit / Group

AOM - Associate of the Month awarded for exemplary performance demonstrated throughout a given month impacting a Group/ Cluster or at Organization level

Grand Salute - is a Quarterly award to be awarded to an individual who has demonstrated high level of competence in managing the Process and Technology pillars or People and Process pillars

Best Team Award – For an outstanding team that has exhibited superlative performance over an assignment or project leading to exceptional customer feedback, business/ process improvement or significant value-add to the organization

Long Service Award – It is conferred on associates who have completed Five, Ten, Fifteen, Twenty & Twenty five uninterrupted years of service which should not include leave of absence with the organization.



DIVERSITY IN THE TALENT POOL

Tech Mahindra believes that a diverse and socially inclusive workforce is the key for building a high performance culture. Diversity plays a key role in business success, as it allows the organization to draw from the best talent devoid of personal demographics. Being an Equal Opportunities Employer, Tech Mahindra adopts a holistic approach to performance in workplace and fosters a non-discriminatory work environment.

Diversity in race, nationality, religion, marital status, gender, age, ethnic origin, physical ability and sexual orientation helps in building team dynamics and a healthy work environment leading to the company's success. Such diversity in the workplace provides a competitive edge while expanding internationally through idea generation and better understanding of a wide variety of customer segments.

Diversity at Tech Mahindra isn't restricted to policies. It is an integral part of the organization's culture and a celebration beyond differences. **The Diversity & Inclusivity (D&I) Council at Tech Mahindra focuses on building an inclusive workplace**, with equal opportunities for all to develop and grow in a safe and harassment-free work environment. There is also a D&I vertical as part of every Location Council which drives D&I awareness and initiatives across the centre. The D&I teams themselves have a healthy mix of associates from diverse backgrounds who initiate and lead all activities in that location

Tech Mahindra has several initiatives to engage, encourage and promote women leaders at work place. As the number of women working at Tech Mahindra continues to grow, we have initiated various programs to support their goals and aspirations. The employee count of women in Tech Mahindra (which includes IT associates, BSG & Contactors) for FY 2014-15 was 28%.

Our initiatives for women include training opportunities, mentoring programs and leadership talks.

With more than one lakh professionals serving clients across 90 countries, we understand and value the importance of working in a cross-cultural and cross-ethnic environment. We sensitize and train our associates to effectively bridge this diverse milieu.

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

Few of the Diversity & Inclusivity initiatives are:

Leadership talks: Interactions with senior women leaders from across the globe engage in discussions around growth & development of women associates and encourage them to strive for top leadership positions in the organization.

AWARE (A Woman's Ally during Risk & Emergency): Empower women on safety issues A special emphasis is laid on the safety of women associates and hence, initiatives like Women self-defense workshops, GPS enabled cabs, regular transport surveys, training bus/cab drivers on female safety, etc. are conducted regularly by the organization.

Zero Tolerance at workplace: Tech Mahindra believes in '**zero tolerance**' to any action against workplace **harassment** or discrimination and promotes a work environment that encourages mutual respect and congenial

relationships between associates, vendors, and customers. The Anti-Sexual Harassment policy of the company encourages associates to report incidences of workplace harassment or discrimination.

EnAble: This initiative is designed to enable equal opportunities & support to differently-abled professionals. Tech Mahindra believes that differently-abled associates increase the quality of organizational diversity and encourage collaborative work within the organization.

Colors: (Connect, Origin, Laughter, Optimism, Reason, Strength) is a learning program to help women associates discover their true potential.

Mentoring Table: A program specially designed for women Associates that enables focused learning with experienced leaders who are identified as Mentors.

Role Model: This is a series of highly interactive talks by inspiring women leaders from various fields such as corporate, academics, sports, entertainment & administration where these eminent leaders speak about their experiences and share their wisdom.

ACCESSIBILITY

Tech Mahindra is committed to being an inclusive organization and has identified accessibility – both physical and online as one of its key missions. Tech Mahindra supports the Technical Taskforce of the Business Disability Forum, a non-for-profit organization which helps in removing barriers that hamper disabled people in accessing online portals and websites. Tech Mahindra also helped facilitate a study for this forum to understand the landscape of accessibility in IT companies across India.

Tech Mahindra is working on making its external website accessible according to the Web Content Accessibility Guidelines (WCAG) and also is in the process of making its internal portals disabled-friendly. Most Tech Mahindra locations are physically accessible for the differently-abled associates. The company has also tried to include physical accessibility in those locations which are on lease to the organization.

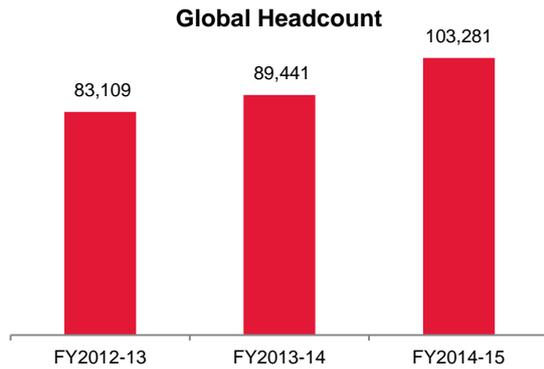
Various initiatives are conducted across Tech Mahindra to create awareness about disability that foster inclusion and lead to a more sensitive and inclusive workplace.

WORKFORCE BREAKUP

Tech Mahindra attracts and retains the best talent in the industry and their specialized skills are greatly valued in the industry globally. The organization tries to offer the best possible benefits to the associates and ensures that the associates' interests are largely protected. But in case there is a bifurcation of services, then the notice period for termination of services stands at 2 months from either sides.

The Employee distribution across various verticals is as follows:

*(*As of 31st March 2015)*



As per the current scope of sustainability report, the scope encompasses India Operations. Hence, the headcount reported below is only for India Operations for calculation of specific emissions of the company. **The total number of employees across India operations as on 31st March 2015 is 60005.**

ROLE-WISE DISTRIBUTION	AS ON MARCH 2015			AS ON MARCH 2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
SENIOR	458	45	503	381	36	417
MIDDLE	9060	1276	10336	8169	1129	9298
JUNIOR	32142	15738	47880	30658	14220	44878
SALES	87	11	98	-	-	-
FIXED TERM CONTRACT	121	73	194	133	67	200
THIRD PARTY CONTRACT	828	139	967	939	214	1153
OTHERS	23	4	27	20	8	28
TOTAL	42719	17286	60005	40300	15674	55974

AGE-WISE DISTRIBUTION	AS ON MARCH 2015			AS ON MARCH 2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
< OR = 30	20190	13242	33432	20351	12199	32550
31-50	22037	3996	26033	19507	3438	22945
>THAN 50	492	48	540	442	37	479
TOTAL	42719	17286	60005	40300	15674	55974

PERFORMANCE & CAREER DEVELOPMENT REVIEWS

BAND	COUNT OF ELIGIBLE ASSOCIATES			% OF ASSOCIATES RECEIVED PERFORMANCE & CAREER DEVELOPMENT REVIEWS – 2013-14		
	WOMEN	MEN	TOTAL	WOMEN	MEN	TOTAL
SENIOR MANAGEMENT	41	491	532	100	100	100
MIDDLE MANAGEMENT	1436	11745	13181	100	100	100
JUNIOR MANAGEMENT	9676	26687	36363	100	100	100
TOTAL	11153	38923	50076	100	100	100

* The numbers are for India operations & as per the eligibility criteria for the appraisal cycle & do not cover BSG.

TALENT ACQUISITION

In order to successfully scale up, acquisition of high quality talent in the required numbers is very much a necessity Tech Mahindra has a well-defined workforce planning strategy and processes set by business units and corporate functions.

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

- Focused drives across campuses
- Online job portals
- Recruitment agencies
- Employee referral schemes

Manpower requirements are also fulfilled by up-skilling the existing resource pool.

During the year, Tech Mahindra saw a net addition of 13,840 professionals through acquisitions, campus recruitment and lateral just-in-time hiring. The global headcount of the company as on 31st March 2015 was 103,281 as compared to 89,441 as on 31st March 2014.

COLLECTIVE BARGAINING

Tech Mahindra recognizes the right to freedom of association & encourages associates to connect, discuss ideas and raise issues through readily available internal tools and platforms. Some of the avenues like Freevoice (a portal where associates can air their issues), IRIS (our Idea bank), All hands Meets, Redressal committee offer an opportunity for associates to interact with the management, raise concerns and resolve issues/ conflicts in a fair and transparent manner.

WORKLIFE BALANCE

Some of the platforms that connect and initiatives that inspire associates are

- **Navratna:** Sharing your expertise with associates and teaching them your skills. .
- **Samanvay:** Enabling families to bond with the organization through learning interventions..
- **Family Day -** 2nd October has families invited to offices for fun-filled interactions

- **Ekatvam** –Tech Mahindra’s Annual Associate extravaganza which connects and celebrates Associates and their family’s talents.
- **Let’s Talk** - The in-house psychological counseling service that promotes the overall mental and emotional wellbeing of Associates and their families.
- **All Hands Meets** - interactions between senior leaders and Associates to communicate priorities, updates & insight into business performance.
- **CXO Blogs** - senior leadership use the medium of blogs to share updates.
- **Child Care Facility** is available at most campuses
- **Tech Mate** - the online internal newsletter



**FREEVOICE:
Sounds cool! What is it?**

- **FreeVoice:** The FreeVoice portal is a platform for all associates to give feedback, express opinions and bring forward issues & best practices. Based on FreeVoice submissions, sustainable process, policy and technology improvement areas are identified for further evaluation and implementation.
- **Location Leadership Councils:** These location councils serve as a top-down and bottom-up connect between senior leadership and associates by driving the various formal and informal associate engagement programs across locations.
- **Knowledge Enhancement Experience (KEE) Portal:** The KEE Portal is the common knowledge repository that captures and stores documented knowledge assets such as Best Practices, Proof-of-Concepts, White Papers, Estimation models, Corporate Decks, & Analyst reports.
- **Mahindra Internal Knowledge (MINK) Platform:** It provides a private and secured virtual workspace with controlled access for teams to collaborate and share ideas, work together on tasks
- **Ask the Expert (ATE) Forum:** It is a knowledge sharing platform where Experts from across business units respond to queries posted by associates.

JOSH- SERIOUS ABOUT FUN

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

- Enhancing employee bonding
- Showcasing talents of Tech Mighties in various extra-curricular activities like sports, art, music, dance.
- Encouraging the families of Tech Mighties to participate and showcase their talents
- Supporting various social welfare organizations and causes to spread awareness on social issues

Helping to conduct organizational events and ensure employee participation



WOMEN'S DAY CELEBRATIONS

March 8th, is recognized globally as the International Women's Day. To commensurate this occasion, Women's week is celebrated across all locations. There are various initiatives held for women like Self-Defense Workshop, Investor Education sessions, Health Check-Up Camp, NGO Stalls by Women





WEALTH OF WELLNESS (WOW)

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

▪ **Wellness Infrastructure**

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

▪ **WoW Portal**

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

▪ **WoW Events**

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

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

EKATVAM – UNLEASHING THE POWER OF ONE



Ekatvam over the years has become a very important event for all associates and their family members. Being our annual day, the event aims at connecting everyone on a single platform. **Ekatvam is organized across 11 locations with the Location councils, Josh, HR, CS, TIM, Finance and CIO teams of every centre contributing to the fullest.** It is this amazing teamwork and enthusiastic participation of the associates, leaders and support staff across TechM that makes it a one-of-its-kind extravaganza!

SPECIAL LEADERSHIP PROGRAMS

GLC

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

AIM

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

1000 LEADERS

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

YOUNG CEO

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

SHADOW BOARD

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

ENVIRONMENT

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

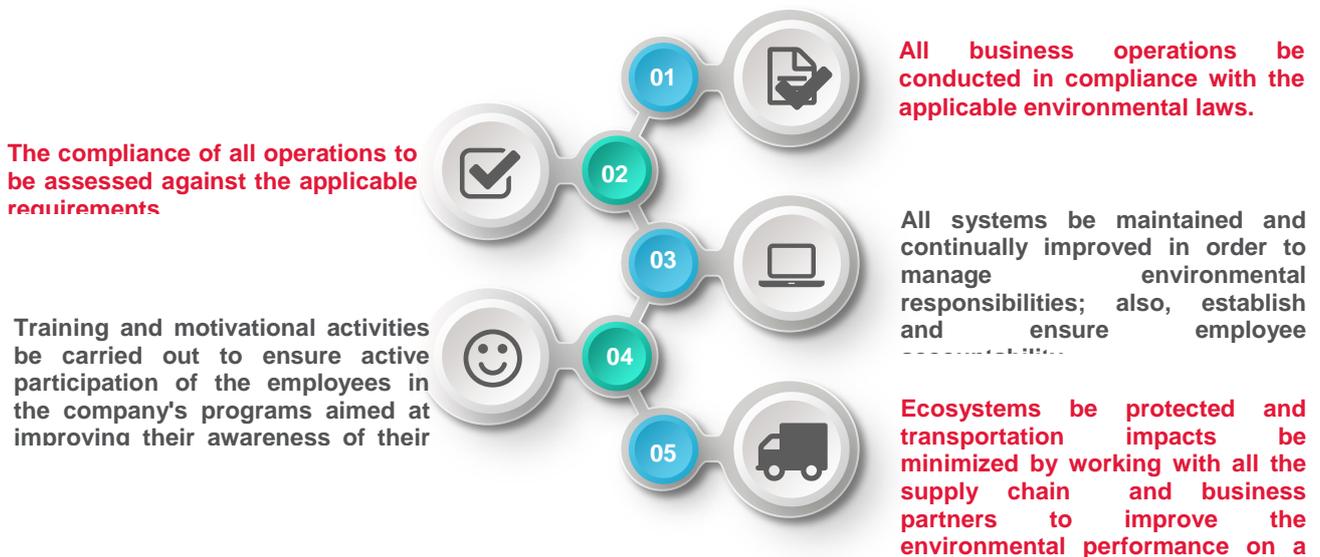
Four key pillars of our environment sustainability strategy have been a **top down commitment approach, operational efficiency, client sustainability & stakeholder engagement.** Besides being a part of the group-

level Mahindra Sustainability Council, the Tech Mahindra Sustainability Council which acts as the executive body, focusing exclusively on the sustainability agenda of the organization.

The Tech Mahindra Sustainability Council comprises of the CFO, Deputy CFO, Chief People's Officer, Chief Sustainability Officer and Heads of Corporate Services and Legal. The Tech Mahindra Sustainability Council periodically identifies key risks, reviews overall performance of sustainability programs and provides vital insights on the climate strategy once every quarter. The Tech Mahindra Sustainability Council members carve the strategy and roadmap for the organization's sustainability.

The Chief Sustainability Officer who is part of both the councils is responsible for driving key sustainability strategies within Tech Mahindra. Our Sustainability Champions and Green Marshals drive the overall sustainability programs and initiatives which align to our company's strategy and to the group-wide strategy of Mahindra.

ENVIRONMENT POLICY



The Environmental policy aims to create a pollution-free and environmentally-friendly IT enterprise and add value to Society, Customers and Employees, Investors, Government and other stakeholders. Tech Mahindra has an environment policy in place which extends to all our offices and reiterates the strategy for environmental protection.

The HSE - Health, Safety and Environmental policy in place complying with international standards like ISO 14001 and OHSAS 18001.

The Sustainable Supply Chain policy and Supplier Code of Conduct applies to all our suppliers & vendors with whom we share our commitment towards reducing the climate change impacts of our actions.

Please visit our website to know more about [Environmental Policy](#)

ENVIRONMENTAL MANAGEMENT

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

At Tech Mahindra, managing our environmental footprint is essentially through a process which addresses issues ranging from emission reduction to water management & from green infrastructure to green IT. Tech Mahindra continuously strives to fine-tune our processes and systems in order to identify, quantify and reduce the environmental impacts of our businesses & operations. Organization-wide year on year we invest towards enhancing our environmental performance by identifying issues material to us.

Tech Mahindra has put together a strategy that enables our customers to achieve their sustainability goals and objectives. Whether it's green IT solutions and service offerings that enable sustainable business practices or green engineering solutions, the company is strategically positioned to enable its customers achieve and exceed their sustainability goals.

A big step towards managing the pillars of environmental footprint i.e. Energy & Emissions, Water & Waste is identifying internal stakeholders & the central sustainability team for constant monitoring & management of robust sustainability data.

For the fiscal year of 2014-15 no grievances on environmental impacts were filed through company's grievance mechanisms. There were no penalties against the company on basis of any environmental non-compliance.

AIR QUALITY

The quality of the air we breathe, directly determines the health and longevity of our life. Good air quality is vital in the environment where we work so that optimum concentration levels are achieved & health of associates is not affected in any way by respiratory disorders.

The Particulate Matter PM10 (size less than 10 µm) & PM2.5 (size less than 2.5 µm), Sulphur Oxides (SO) and Nitrogen Oxides (NO) are monitored in line with the revised National Ambient Air Quality Standards (NAAQS 2009).

AMBIENT AIR QUALITY 2014-15	
PM 10	47.53
PM 2.5	21.42
SO X	5.01
NOX	15.77

ENERGY & EMISSIONS

GHG emissions and energy consumption are inextricably linked. Energy usage in the form of fuel & electricity is the major cause of rise in carbon emissions.

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

ABSOLUTE & SPECIFIC EMISSIONS:

The sources of GHG emissions contributing to Tech Mahindra’s carbon footprint are:

- **Scope 1: Diesel-run Generator sets, Fuel used in Company-owned vehicles**
- **Scope 2: Purchased Electricity**
- **Scope 3: Business Air Travel, Upstream transportation (Inbound Logistics), Employee commute and Waste**

The breakup of GHG emissions for Tech Mahindra in FY 2014-15 is as below:

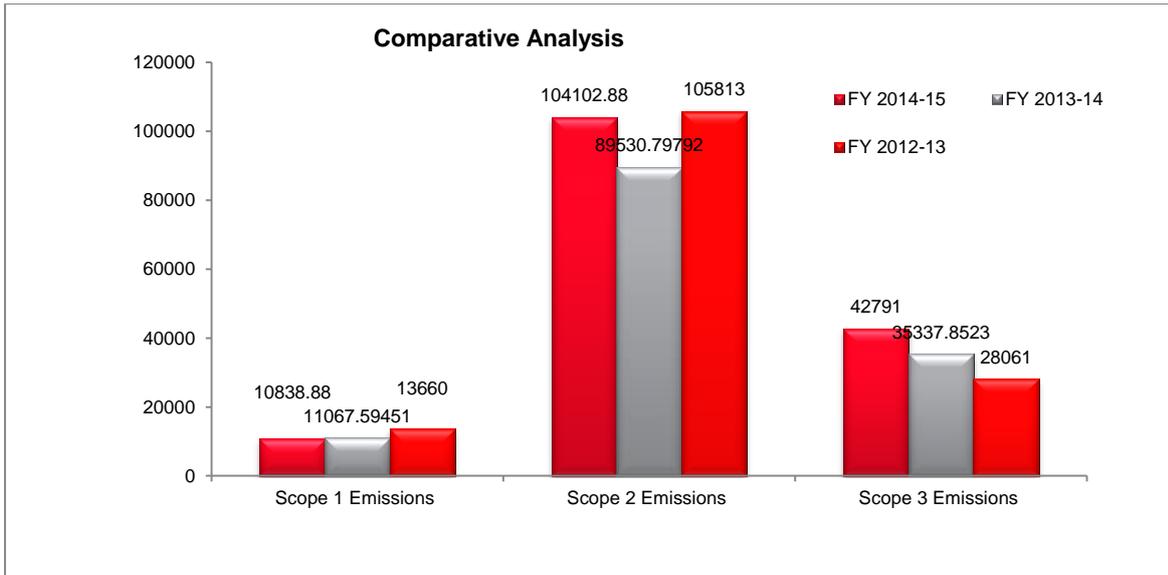


**Reference standard used for emission calculations is GHG Protocol & IPCC Emission Factors have been used for calculating scope wise emissions.*

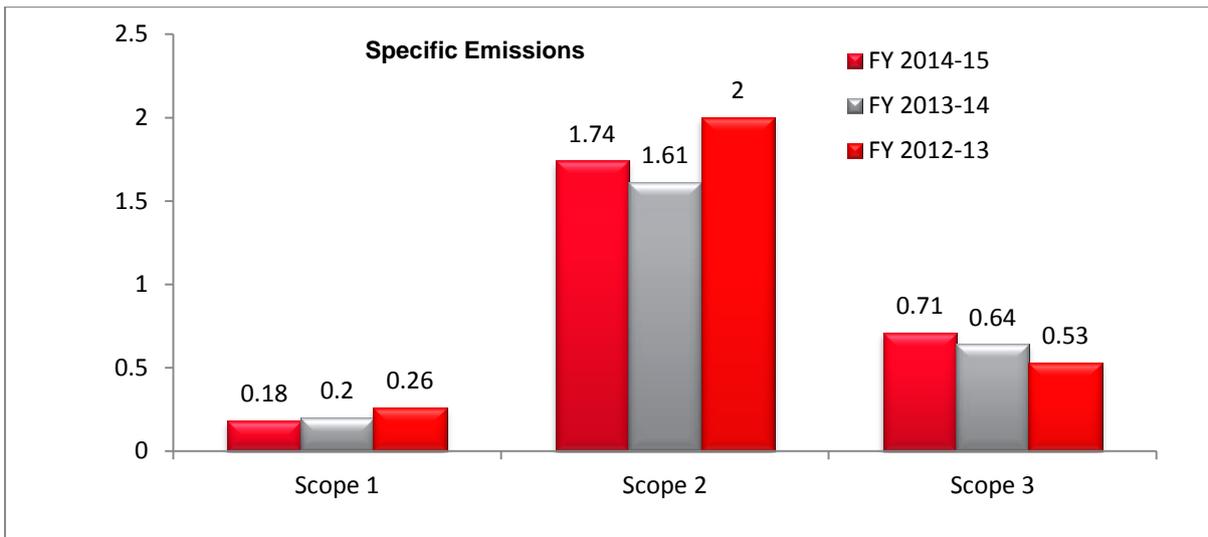
We have taken a target to reduce Scope 1+2 emissions by 2.5% by FY2015-16 from the base year FY 2012-13 values.

Specific Scope 1+2 Emissions (MtCO ₂ e)	Denominators
31.183	Revenue = 3686 USD Mn
1.91	Total Employee Count = 60005

- 3.79% Reduction from base year in Scope 1+2 Emissions
- 3.97% Reduction from last year in Scope 1+2 Emissions per unit revenue
- 1.91 MtCO₂ Specific Scope 1+2 Emissions per associate
- 16% Reduction from base year in in per employee Scope 1+2 Emissions

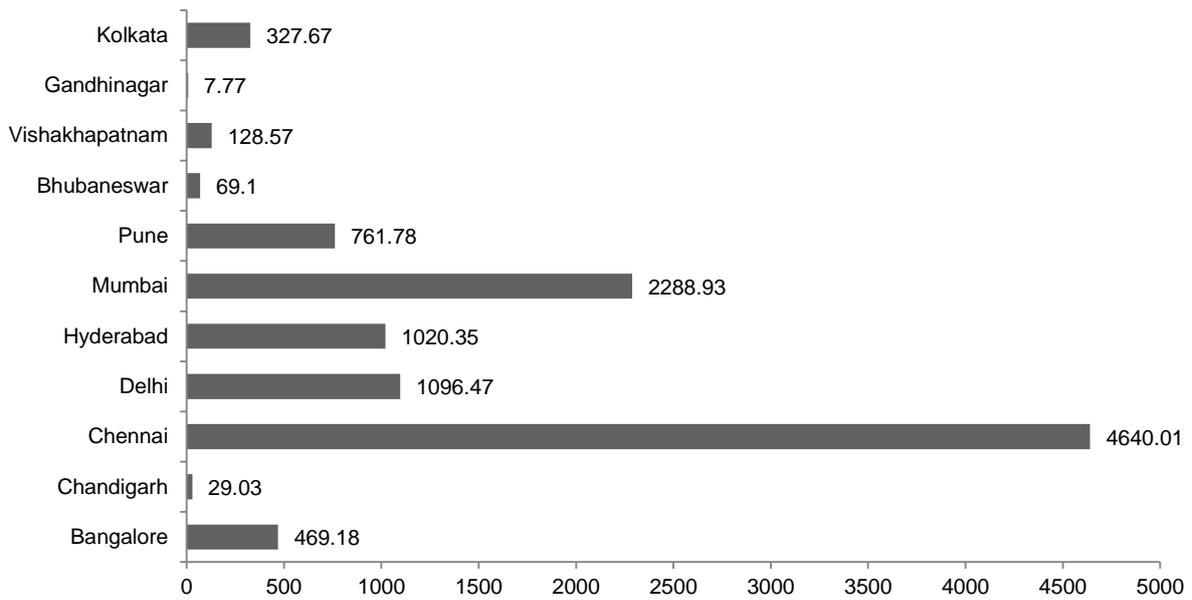


**Tech Mahindra has witnessed robust business growth & there has been an increase in the employee strength & new office buildings. As a shift toward responsible reporting, inclusion of more facility data has led to an increase in the reported numbers*

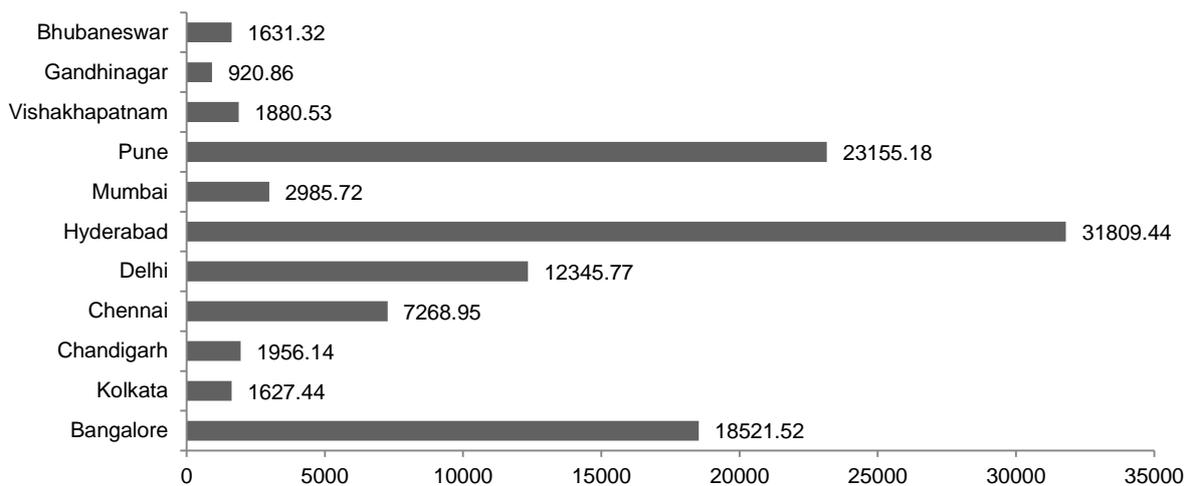


**Tech Mahindra has witnessed robust business growth & there has been an increase in the employee strength & new office buildings. As a shift toward responsible reporting, inclusion of more facility data has led to an increase in the reported numbers*

FACILITY-WISE SCOPE 1 EMISSIONS (MTCO₂)



FACILITY-WISE SCOPE 2 EMISSIONS (MTCO₂E)



Scope 3 carbon footprint: Scope 3 emissions are other indirect carbon emissions, which are a consequence of company's activities but occur from sources not owned or controlled by the company.

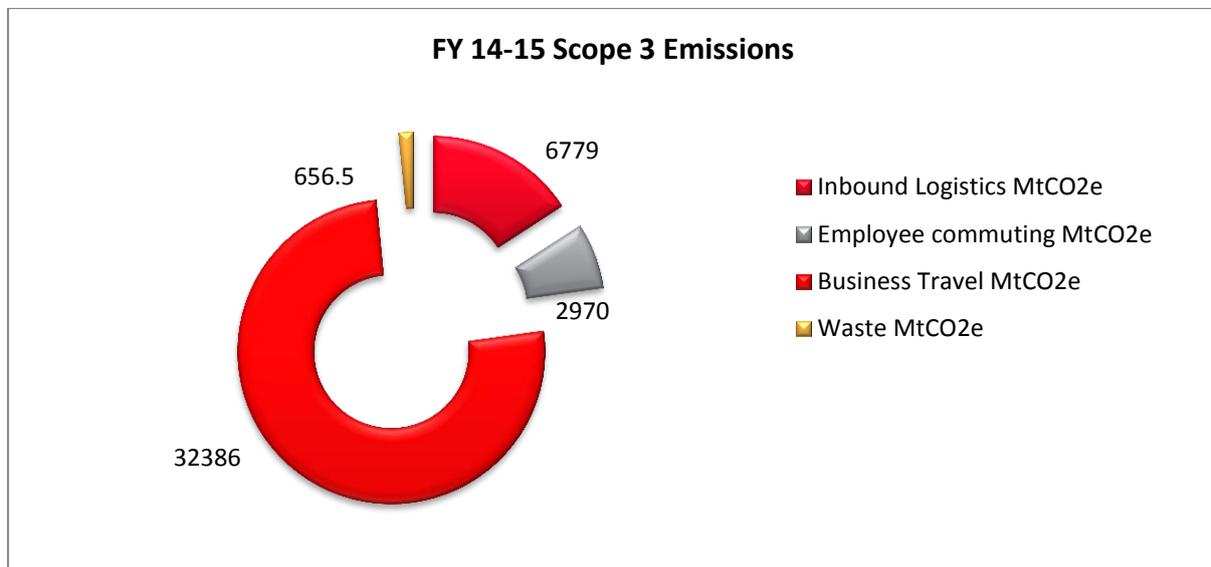
At Tech Mahindra these indirect emissions are quantified as per the GHG Protocol Scope 3 accounting standard. This classifies emission sources into pre-defined categories and the accounting has to be done as per these categories. The categories of Scope 3 emission sources applicable to Tech Mahindra are described below:

- **Upstream transportation and distribution:** For the goods transported the tonnage was calculated based on the distance of travel & the weight of the goods. This value was then multiplied with the respective emission factor to get the emissions in MTCO₂.
- **Waste generated in operations:** At Tech Mahindra, we calculate the emissions arising from the manufacture of paper that we consume at all our facilities. All locations report their monthly paper purchase to our central team who calculates the total weight of paper purchased at our locations and

multiply by an emission factor of 0.00714 tCO₂e/kg (Source -IPCC) to calculate the total tCO₂e generated from the manufacture of paper

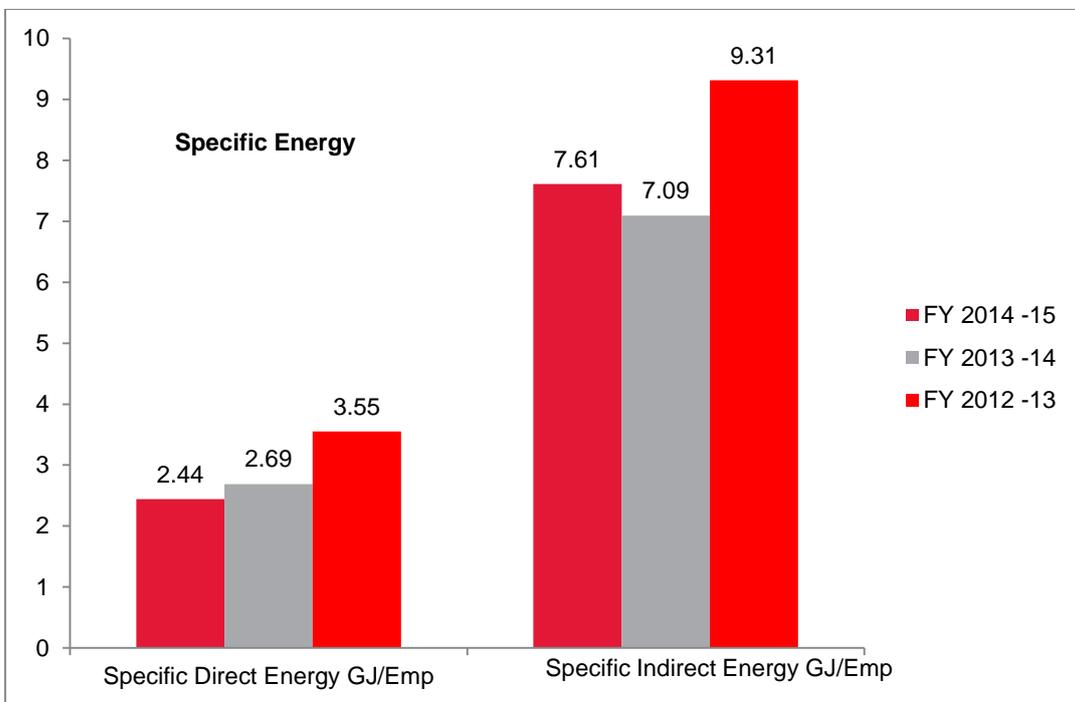
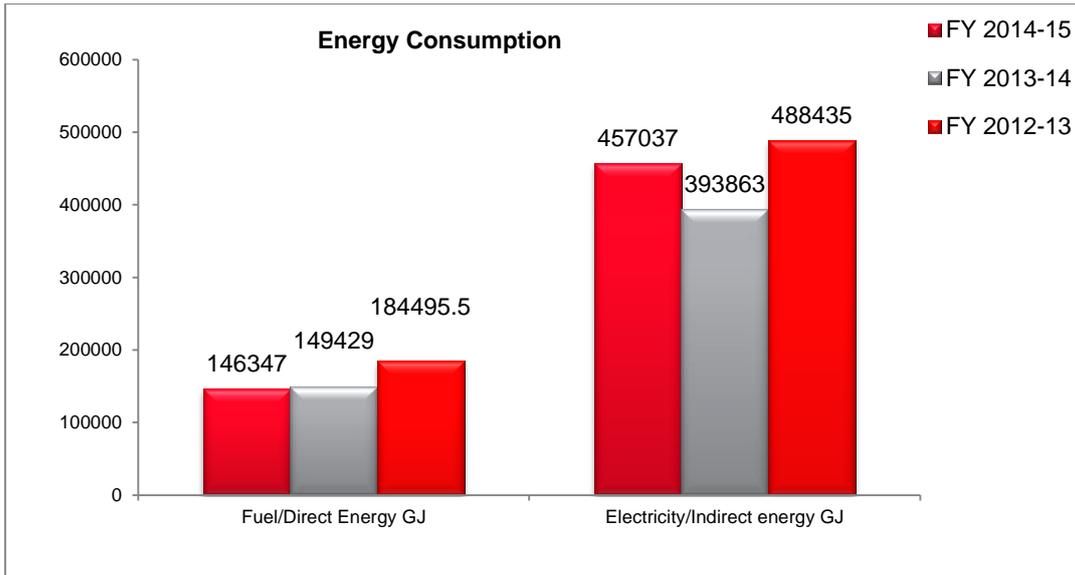
- Business travel: Distance data for air travel is calculated using the source and destination of the travels undertaken. The travel data is primary data. The final emission value is calculated by multiplying the distance in Kms with number of passengers on that route and the relevant emission factor.
- Employee commuting: The emissions from vehicles transporting associates are calculated.

SCOPE 3 - EMISSIONS (MTCO₂E) FY14-15	42791.25
Inbound Logistics	6779
Employee Commutation	2970
Business Travel	32385.73
Waste Generation	656.52



Below table provides the Energy & Fuel Breakup for the reporting year

ENERGY BREAKUP		MWH
Fuel		40651.86
Electricity		126954.73
FUEL BREAKUP		MWH
Diesel		20709.09
CNG		41.06
HSD		19742.07
Petrol		159.62



**Tech Mahindra has witnessed robust business growth & there has been an increase in the employee strength & new office buildings. As a shift toward responsible reporting, inclusion of more facility data has led to an increase in the reported numbers*

Energy Saving Initiatives: Bringing in energy efficiency & reducing GHG emissions requires both bottom-up innovation & identification of better processes as well as top-down leadership.

Renewable Energy: In order to leverage the opportunities presented, Tech Mahindra continues to engage in renewable grid mix which not only helps reduce our carbon footprint but also generates cost savings.

- Installation of 2 solar plants at our campuses at Pune & Chennai has led to estimated annual carbon emission savings of 551.38 MtCO₂e.

- At the same time the company has made strategic investments for solar power projects at Chennai of 735 KWp & Hyderabad of 1219 KWp.
- The windmill installed at Pune campus has led to estimated annual carbon emission savings of 57.47 MtCO₂e.
- Solar Water Heaters installed at guest house at Pune and Hyderabad campus helped in saving of 53560 KWh & 42500 KWh of power respectively. They have led to estimated annual carbon emission savings of 80.04 MtCO₂e.

Occupancy sensors: They automatically switch of the lights once occupancy in the area reduces & have been installed at Pune, Hyderabad, Noida & Chennai campuses. They have generated total electricity savings of 890496 KWh, estimated annual carbon emission savings of 730.21

Travel: Tech Mahindra has provided infrastructure for remote communications to host virtual meetings by imbibing an entire gamut of new technologies such as Lync, Live meeting, Tele-presence and Video conferencing. Such a voluntary initiative has helped us reduce our direct Scope 3 emissions by reducing Business Travel for meetings. The emissions savings are based on reduction in number of business travel trips. Number of employee teleconferencing minutes logged in FY 2014-15 is 280,020. Tele-presence has led to estimated annual carbon emission savings of 30553.21 MtCO₂e. Video conferencing has led to estimated annual carbon emission savings of 1335.30 MtCO₂e.

Commuting: Promoting green commutation through our carpool portal provides employees with alternative, more efficient modes of transportation. Employee Commute Survey provides the company an insight on how our workforce commutes. So far the organization wide survey has resulted in over 3000 responses and we plan to cover around 6000 employees in next few months. This survey would provide us deeper understanding on how we can reduce Scope 3 emissions.

Energy Efficient Lighting: Installation of LED lights in major campuses instead of regular lights.

Green Procurement of laptops: Tech Mahindra ensures that all laptops, desktops and other electrical appliances procured have the highest energy star rating. The energy rated laptops & desktops ensure that there is a clear cost saving ranging from 30%-65% against usage of standard non-rated laptops and desktops. This clearly links to the business and overall supply chain strategy where the company prefers suppliers with sustainable practices and ability to deliver on key strategic growth initiatives. The energy rated devices have created awareness amongst procurement team to adapt newer technologies across infrastructure. Our regular awareness mailers ensure that employees are also aware of energy saving mechanism within the company. This has led to estimated annual carbon emission savings of 1402.70 MtCO₂e.

Server virtualization: The Infrastructure Management Services team has virtualized 4658+ servers. This has led to an estimated annual carbon emission savings of 22111.45 MtCO₂e*. Cloud computing, which enables customers to take advantage of the efficiencies of large-scale, centralized data center operations, has had one of the most significant impacts on our long-term business strategy. Data center consolidation offers customers achieve their emission reduction targets. We continuously work to improve the efficiency of our data centers by efficient cooling techniques.

ENERGY SAVING INITIATIVES ANNUAL CARBON EMISSION SAVINGS (MTCO₂E)

Solar Power Plants	551.38
Windmill	57.47
Solar Water Heaters	80.04
Occupancy Sensors	730.21
Tele-presence	30553.21
Video Conferencing	1335.3
Green Procurement	1402.7
Server virtualization	22111.45

* The method of calculation for server virtualization adopted was via publically available [virtualization calculator](#).

WATER PERFORMANCE

Ground water, municipal water and purchased bottled water contribute to 99% of the total fresh water consumption of Tech Mahindra. Hence, Tech Mahindra has an intensive water management policy that addresses areas like water conservation, efficient water usage and reducing our demand for fresh water through wastewater treatment and water recycling.

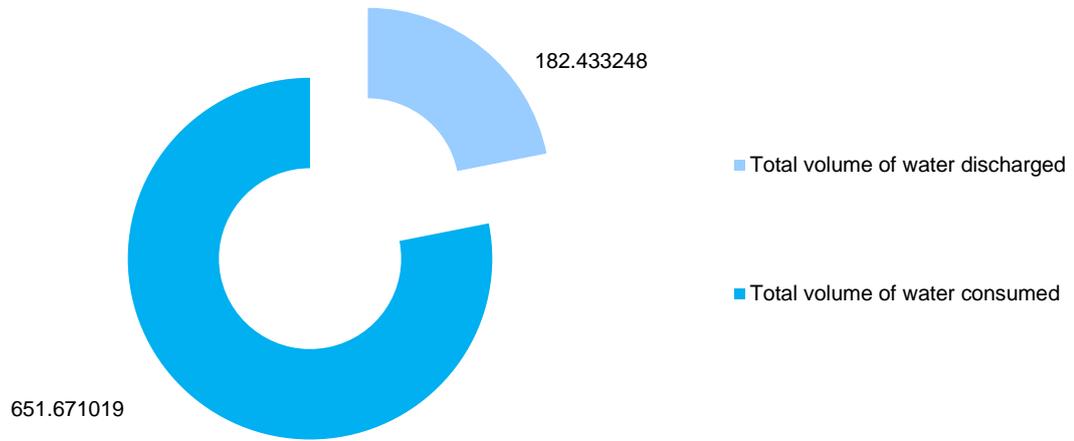
Water management has become an integral part of our sustainability initiatives. Tech Mahindra recognizes the need to report quantifiable water metrics and targets as they relate to our environmental impact. Although, for our business most of our water is for domestic usage (cafeterias, washrooms, landscaping), we have taken specific targets in our sustainability roadmap to reduce per capita water consumption by 5% & to recycle 95% of our waste water through STP.

Tech Mahindra continues to develop our water strategy as we realize the advantages of water recycling. The company also understands the importance of water for our overall business continuity. Interruption to the fresh water supply can be supplemented with on-site water recycling systems which treat waste water thus reducing fresh water withdrawals. The treated water is used for landscaping. This will not only reduce waste water discharge but also reduce the fresh water withdrawal helping in water conservation.

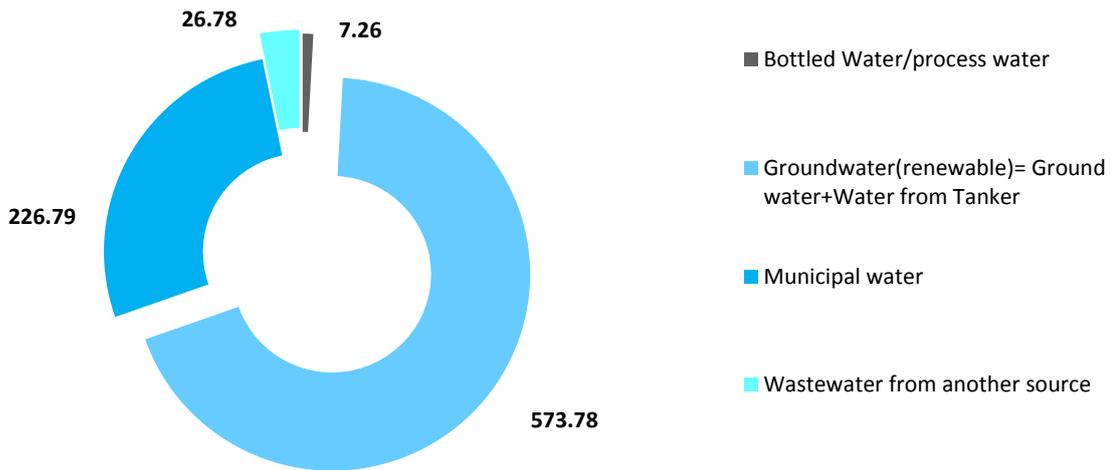
Tech Mahindra continues to better understand areas in which we collect and analyze data well and areas in which we continue to be challenged. The company understands that ensuring appropriate access to safe water, sanitation and hygiene for all employees in our premises is vital for our operations.

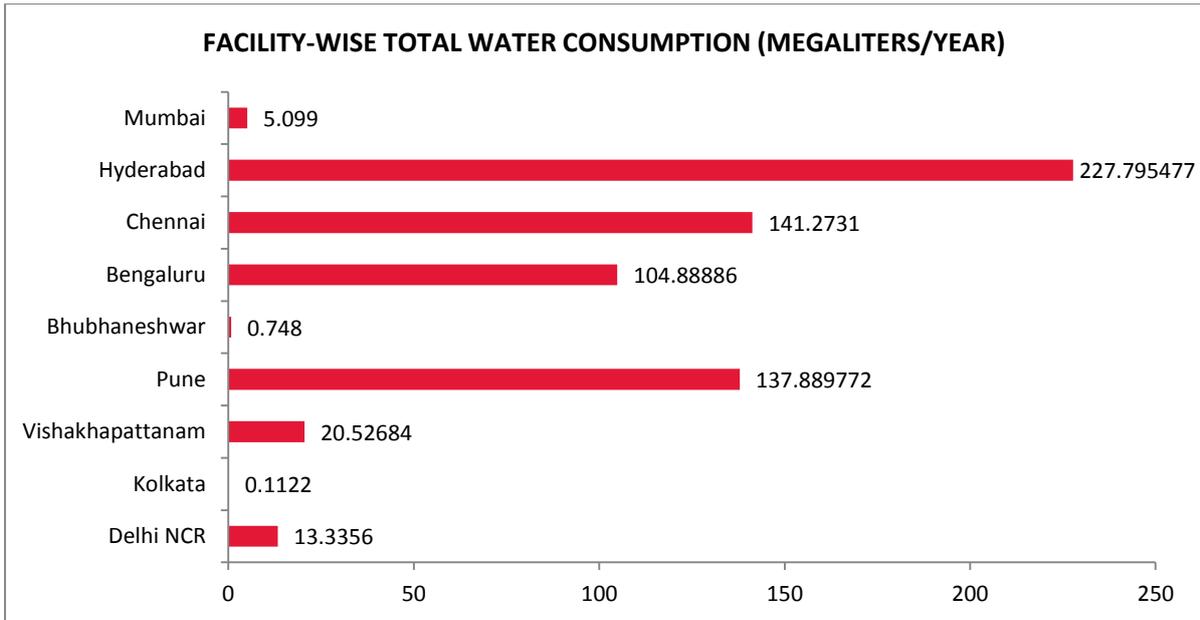
WATER USE FY14-15	QUANTITY KL
Total volume of water withdrawn	834104.26
Total volume of water discharged	182433.24
Total volume of water consumed	651671.01
Total volume of recycled water used	346054.91

BREAK UP OF WATER WITHDRAWN UTILIZED (MEGALITERS)



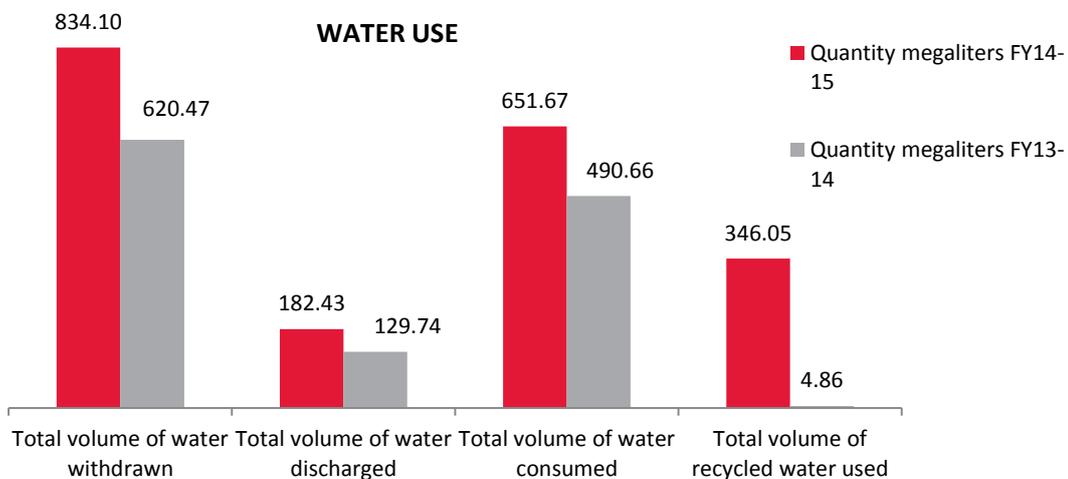
WATER WITHDRAWAL FROM SOURCE



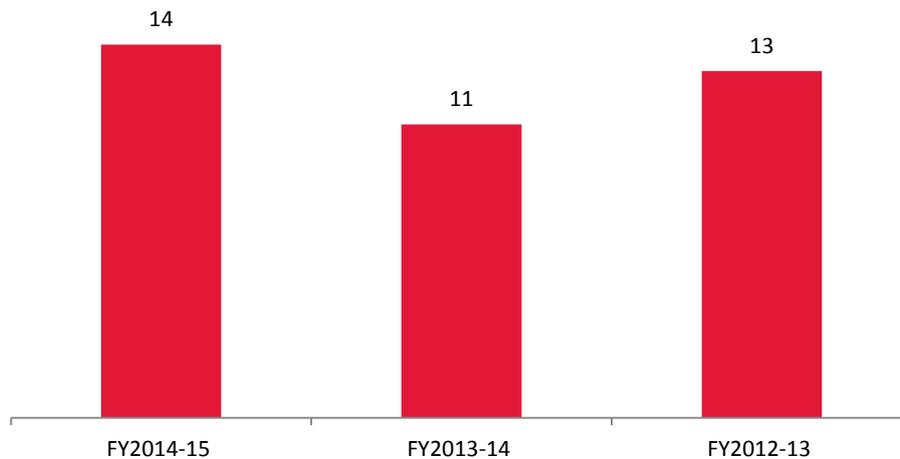


Water strategy: Tech Mahindra has a companywide Environmental Policy integrated with our business strategy & Water Policy forms a part of it. The policy details Tech Mahindra’s commitment to:

- Improve water efficiency in operations
- Reduce water footprint through water efficiency measures by adopting the “3-R” (reduce, reuse and recycle) philosophy.
- Ensure appropriate access to safe water, sanitation and hygiene for all employees in our premises.
- Set, monitor and review targets on an on-going basis toward achieving continuous improvement.
- Comply with all the applicable regulatory and legal requirements relating to water.
- Report our water performance by being transparent to all stakeholders through appropriate communication channels.
- Proactively support governmental and other national water conservation initiatives.



SPECIFIC WATER CONSUMPTION IN KILOLITERS PER YEAR



**Tech Mahindra has witnessed robust business growth & there has been an increase in the employee strength & new office buildings. As a shift toward responsible reporting, inclusion of more facility data has led to an increase in the reported numbers*

WATER CONSERVATION INITIATIVES

Water Recycling & Sewage Treatment: Tech Mahindra has set up STPs at 9 major facilities with a total capacity of 1455 KLD to treat waste water. Campuses that have STP installed are ‘Zero Discharge Facilities’ & recycle sewage generated completely. It is reused for non-operational purposes like landscaping. Total volume of water recycled is 346054.91 Kl. (The quantity of water recycled is based on assumptions).

Rain Water Harvesting Systems: Rain Water Harvesting Systems are set up at 2 major facilities.

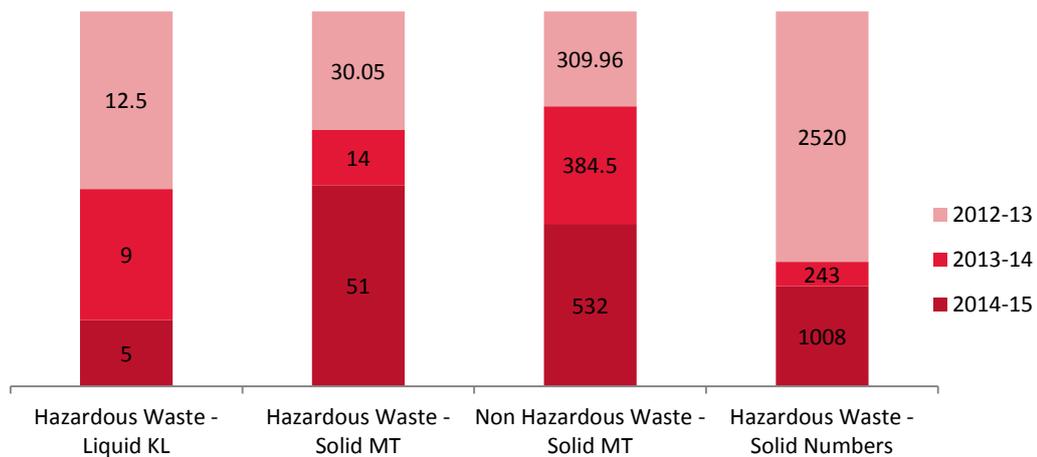
In case of unavailability of water, we are resilient to adverse effect due to these measures. Tech Mahindra sees an opportunity to reduce costs incurred in purchasing water & also dependency on fresh water sources that is threatened by over utilization and climate change. With proactive measures in water management processes, the company sees an increase in overall brand value. This certainly has a potential for business gains due changes in consumer behavior.

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

WASTE MANAGEMENT

In order to reduce the environmental impact of waste streams generated due to our operations, our waste management practices seek to reduce waste generation. Effective waste management aligned to the 3R principle is the goal across all Tech Mahindra facilities.

WASTE



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

Hazardous Waste - Liquid	Non Hazardous Waste - Liquid
Compressor Oil	Sewage/waste water
Fuel from DG sets	Non Hazardous Waste - Solid
Hazardous Waste - Solid	Paper
Computers and peripherals	Food waste
UPS Batteries	Plastic
E-waste	Office use & Packaging

YEAR	PRINTER CARTRIDGE & TONNER CONSUMPTION (NUMBERS)
2012-13	2,089
2013-14	1,372
2014-15	1,552

Hazardous Waste – Solid & Liquid: For India operations hazardous waste is disposed of as per the Ministry of Environment and Forests’ (MoEF) Hazardous Waste Handling and Management Rules, only through government authorized vendors. The E-waste generated includes defunct computers, monitors, servers, electronic and electrical items. Management of E-waste is as per E-waste Management policy which complies with the Government of India’s E-waste (Management and Handling) Rules, 2011. It is disposed through government authorized certified vendors for recycling.

Waste water: Waste water/ Sewage is recycled at campuses where STP is installed & reused for landscaping. Other campuses discharge it to the municipal pipeline.

Newspaper waste: Newspaper waste is donated to NGOs.

Scrap waste: Scrap waste comprising of plastic, office waste, packaging & paper is given to vendors for recycling.

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

WASTE MANAGEMENT INITIATIVES

- Waste water/ Sewage is recycled at campuses where STP is installed. The recycled water is reused for landscaping.
- **Recycling of wet waste** through vermicomposting has **yielded 20.06 tons** of manure, used for landscaping.
- Paper management: Associate awareness campaigns are done regularly through mailers & banners for limited print paper usage, double-sided printing & paperless communication.
- **Management of E-waste is as per E-waste Management policy** which complies with the Government of India's E-waste (Management and Handling) Rules, 2011. It is disposed off through government authorized certified vendors for recycling. Tech Mahindra has taken a target of 100% compliance with the E-waste mgmt. policy.
- Food waste generated in cafeterias is given to vendor for fertilizers & animal feed generation.
- Scrap waste: Scrap waste comprising of plastic, office waste, packaging & paper is given to vendors for recycling.

BIODIVERSITY

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

We are committed to conserve & enhance biodiversity. One such step towards biodiversity is a swan pond maintained and managed within heart of our Tech Mahindra Hinjewadi campus, at Pune, India

The aim to develop and maintain a natural surrounding was a prime driver in instigating this initiative.

The campus also has many species of plants, shrubs & trees which not only helps maintain a green area but at the same time enables in local climate control for our office and surrounding areas.

Our initiative for incorporating biodiversity in our day to day operations has helped us reduce our carbon emission footprint, building a greener campus landscape and helping us manage waste via nutrients recycling.

The swan pond is one such initiative within Tech Mahindra towards biodiversity. We plan to launch more initiatives within Sustainability framework in aspects of Energy emissions, water conservation and corporate social responsibility.

PUBLIC POLICY PARTICIPATION ON SUSTAINABILITY AND CLIMATE CHANGE

Tech Mahindra is part of various forums that advocate the cause of sustainability and climate change actions like TERI and CII. Our Chief Sustainability Officer has been a panelist on forums like CII and WRI where he has voiced his concerns and opinions on various aspects of mitigating climate change. As one of the first few organizations to achieve a carbon disclosure score of 100 this year, he has shared the key actions undertaken by Tech Mahindra to achieve this. This could perhaps empower other individual businesses to drive sustainability in their own companies. Tech Mahindra also like to keep abreast of the latest developments in this field and plans to explore more opportunities and work in cohesion with industry bodies and consortium on sustainability aspects.

Confederation of Indian Industry (CII)

Through the Mahindra Group we hold position in the Western Region Maharashtra Environment committee of CII, which constantly interacts and engages with other stakeholders to spread awareness and share recommendations for various new or updates to existing policies. The CII sustainability Wing Centre seeks to bring transformation through a complete program of policy advocacy, knowledge creation, knowledge dissemination and 'on-ground' model projects. The Centre works with businesses and the government to bring about this



transformation and address the various issues of sustainability, environmental degradation, climate change, inclusion etc. The training and consulting services we provide facilitate companies in their sustainability efforts. Tech Mahindra being part of the Mahindra group supports the initiatives.

National Association of Software and Services Companies (NASSCOM)

NASSCOM's report on 'Sustainable Tomorrow – Harnessing ICT Potential' stating that ICT can play a big role in bringing together the entire ecosystem of users and providers of IT applications and services that can help meet the goals of climate change and environment sustainability. The report is an attempt to bring together the entire ecosystem of users and providers of IT applications and services that can help meet the goals of climate change and environment sustainability. Tech Mahindra aligns itself with the report where our solutions are positioned as

key enablers to help customers achieve sustainability goals. The same positioning has been articulated at the NASSCOM events on climate change.

GREEN INVESTMENTS

Investing for a green future & sustainable growth has always been on the forefront at Tech Mahindra. The company has put together a strategy that not only enables us as an organization to achieve our sustainability goals and objectives but also our customers' goals. Tech Mahindra has made significant investments in 3 major buckets viz. Renewables, Energy Savers & Water. These investments have directly helped the company in achieving operational eco-efficiency and reducing our Scope 1 & 2 carbon footprint.

Water-related CAPEX Investment	(INR)
STP	39876158
Rain water harvesting plant	7620232
Renewables CAPEX Investment	(INR)
Solar Water Heaters	550000
Solar Power Plants	33000000
Windmill	10033674
Energy Savers CAPEX Investment	(INR)
Occupancy Sensors	19056500

The strategic investments made have been in areas of

- Sewage Treatment Plant
- Rain water harvesting plant
- Solar Water Heaters
- Solar Power Plants
- Windmill
- Occupancy Sensors
- Tele-presence
- Video Conferencing
- Green Procurement

SUSTAINABILITY SOLUTIONS

Our services and solutions helped our clients directly reduce both Scope 1 & 2 emissions. These are avoided by implementation of our Cloud based offerings, Digital platforms solutions and data center management.

Energy and Utilities Unit: Tech Mahindra helps customers increase efficiency of service delivery, manage assets, introduce smart solutions, digitize and automate operations, create collaborative work environments addressing the need for sustainable practices. The key domains we work in this space are Smart grids, Energy Trading & Risk Management, Oil & Gas(O&G), Utilities, Power Generation & Renewable, Transmission & Distribution, Refining and Marketing, Enterprise Mobility, Incident Management, Water Lifecycle Management

These solutions have a direct impact on reduction of energy consumption of the company, which directly impacts Scope 1 & 2 emissions.

Our Energy, Natural Resources and Utilities domain experience coupled with our assets of Connected World Connected Solution has led several transformational projects across globe. This has resulted in our connected platform – RAPIDU for Energy, Utilities & Carbon Management, Power utilities, Telecom operators, and Building / Facility owners, in reducing their energy consumption and costs, plus reducing carbon footprint through a continuous management program. End-to-end solution for Telecom Energy Management, will often result in 10-20 % energy cost reduction with an equal improvement in operational efficiency. Building Energy Analytics solution has an annualized potential savings in the range of 5-30%. - Intelligent electric Vehicle solution complements any large scale electric vehicle adoption program by utilities / enterprise. **Our Infrastructure Management Services team has virtualized 4658 servers for FY2014-15 reducing carbon emissions by 22,111.45 MtCO2 annually for its customers.**

Data Centers Management: By outsourcing IT services to the Tech Mahindra cloud instead of running those same services in their own data center, customers can reduce their Scope 2 emissions. With the large scale and multi-tenancy of our data centers, we can run these services at much greater efficiencies, so the emissions are not merely transferred to another source but reduced as well. The Innovation management cell monitors the progress of the projects against the milestones till the launch of the project. Also various business verticals have a dedicated budget to prepared solutions on climate change which augur well with overall business goals of organization and vertical.

Smart Grids: While the purview of Smart Grid is beyond Sustainability, we believe that smart grid will play a crucial role as we move towards a sustainable tomorrow. To this end, we have established ourselves as a leader by working with clients to perform a variety of services from planning to build individual components to wholesale deployments in the emerging area of Smart Grid.

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

SUPPLY CHAIN SUSTAINABILITY

Supply chain can contribute significantly to the organization's complete value chain impacts. In today's times, companies are held to high expectations for their supply chain stewardship by their many stakeholders. Merely outsourcing business activities will not change the impacts caused by the business in any way. Thus at Tech Mahindra we continue to develop our supply chain management strategy.

SUPPLIER CATEGORIES

HUMAN RESOURCES	Company employees
	Contract employees
SERVICE PROVIDERS	Transport providers

	Housekeeping
	Training
	Security
EQUIPMENT PROVIDERS	Software / hardware
	Electronics
	Builders

The company takes utmost care to ensure there are minimal actual and potential negative environmental impacts in the supply chain. In case of any such significant cases reported, the company has equipped itself to ensure actions are taken to mitigate the potential risks to the environment. For the fiscal year of 2014-15 no such cases were reported on potential negative environmental impacts in the supply chain.

SUPPLIER ENGAGEMENT

Tech Mahindra has in place a Supplier Code of Conduct applicable to all suppliers and vendors of the company that supplies any product of service. The code of conduct states the expectation from suppliers with respect to ethical business practices, management practices, minimizing impact on the environment and providing a safe and healthy working environment. All suppliers are assessed at regular intervals and the company actively engages with high spend and high risk suppliers to improve their processes.

One such engagement is the capacity building workshop with key suppliers. This is followed up with sustainable supply chain questionnaire to assess our critical suppliers. **The questionnaire assessed the suppliers on various topics like ethics, labor practices, human rights, environment & society.**

SPEND ANALYSIS OF THE SUPPLY CHAIN

Spend analysis is the tracking of spends on suppliers & using the spend data to improve procurement. It involves summarizing spends by suppliers & commodity groups to track key high spend suppliers.

Tech Mahindra conducts spends analysis for our suppliers which include both IT consumables and non-IT consumables. The IT consumables primarily lists down supplies of laptops, desktops, printers and any other electronic hardware used for business operations of the company. Non- IT consists of builders and construction supplies, landscaping of campuses, vendors for various blue collared jobs etc. The suppliers are classified based on business impact, ability to fulfill the order and market risk analysis.

Market risk analysis consists of how a same vendor if chosen again would be able to fulfill the order in the stipulated time frame and dependency on one supplier. The analysis also takes into account the sourcing strategy of the supplier and proximity of the supplier to the location where the order request has been raised. The entire spend analysis process & takeaways are embedded in the procurement system of the company.

RISK ASSESSMENT

Risk Assessment for suppliers consists of two parts:

- Tech Mahindra's procedures & processes of identifying, managing & mitigating potential risks from supply chain

- Checking suppliers' own risk management framework

Some key risks identified:

- Non-dependency on any suppliers - Maintaining a balance of market spend amongst the top suppliers while procurement
- Purchasing Power Risk - While placing orders ensure that purchasing power of the company is not compromised in making any strategic deals
- Ethical Business Practices Violation Risk: Where the company expects its suppliers/vendors to adhere to fair business practices
- Ability to deliver quality products consistently – Is monitored while short listing suppliers. A backup plan is prepared in case the supplier fails to deliver on the promises
- Capacity building of suppliers on social, ethical and environmental aspects to help suppliers understand the importance of sustainable development.

Key risks identified in suppliers' risk management framework:

- Risk management framework must incorporate social, ethical and environmental risk
- Supplier must have a written business continuity plan (BCP), to minimize business impacts in the event of major disruption, which is integrated across business units
- Supplier must have a written emergency response plan (ERP), to minimize harm to employees, the local community and local environment in the event of a site disaster, which is integrated across business units

Tech Mahindra in its road map document has identified supply chain as a key material issue and taken a target to ensure a green supply chain.

- **Capacity Building Workshop for the top 20 suppliers based on annual market spends**
- **Auditing of our top 2 suppliers based on annual market spend**

CAPACITY BUILDING OF SUPPLIERS

As a proactive measure Tech Mahindra has reached out to top 20 suppliers based on annual market-spend of our organization & shared with each of them a sustainable supply-chain questionnaire. The questionnaire requires having their inputs on sustainability aspects and specifically investigates whether the suppliers are managing their impacts on the environment by complying with regulations regarding land and water management, waste and recycling, the handling and disposal of toxic substances etc. This helps us identify suppliers that create or could potentially create significant harmful effects with respect to climate change.

Based on the inputs we have received, the company prioritized aspects and conducted a Capacity Building Workshop for our top 20 suppliers. The workshop mainly focused on the importance of a sustainable supply chain, human rights and labor laws, impacts around the world, the global trend in green supply chain & what Tech Mahindra is doing to improve supply chain sustainability. Through this workshop the organization aims to help suppliers understand the importance of sustainable development as well as create a platform for all stakeholders to discuss their concerns and challenges. Tech Mahindra measures the success based on:

- Compliance of the suppliers with our supply chain code of conduct
- Response to our SCM questionnaire

- Attendance for the workshop

GREEN PROCUREMENT

Green Procurement means purchasing products and services that cause minimal adverse environmental impacts.

In Tech Mahindra, procurement of IT consumables primarily lists down supplies of laptops, desktops, printers and any other electronic hardware used for business operations of the company & Non-IT primarily consists of builders and construction supplies, landscaping of campuses, vendors for various blue collared jobs etc.

The procurement team ensures that all laptops, desktops and other electrical appliances procured have the highest energy rating. The energy rated laptops & desktops ensure that there is a clear cost saving ranging from 30%-65% against usage of standard non-rated laptops and desktops. This clearly links to the business and overall supply chain strategy where the company prefers suppliers with sustainable practices and ability to deliver on key strategic growth initiatives.

Tech Mahindra has also started reporting on the scope 3 emissions from our supply chain (transportation and distribution of products purchased) on Carbon Disclosure Project questionnaire.

At Tech Mahindra, social, ethical and environmental responsibility extends to the supplier relationships. Our Sustainable Supply Chain Management processes are transparent to our shareholders, suppliers, and stakeholders.

SPEND ANALYSIS – TOP SUPPLIERS BREAKUP

	PERCENTAGE OF TOTAL MARKET SPEND
TOP 10 SUPPLIERS	64.81%
TOP 20 SUPPLIERS	70.2%

All suppliers within India are considered as local suppliers and all suppliers outside India are onsite suppliers. The significant locations are India-based operations (Please refer to list of all locations on section - About the Report.) The percentage of the procurement budget used for significant locations of operation spent on suppliers local to those operations.

GREEN MARSHALS

Green Marshals is a unique platform to co-create innovative ways to spread awareness on environment conservation & climate change. The Corporate Sustainability- Green Marshals team at Tech Mahindra works towards spreading awareness on how day-to-day activities can be done in an environmentally friendly way & the importance of recycling & reducing pollution.



SOCIETY



Tech Mahindra is committed to empower people the Mahindra way of RISE.

“EMPOWERMENT THROUGH EDUCATION”

The Company has been investing 2% of its average Net Profit in philanthropic work, through the Tech Mahindra Foundation (TMF), the Corporate Social Responsibility arm of Tech Mahindra. The Foundation works with children and youth from urban, disadvantaged communities through large scale, impactful programmes in 10 centres across India. It has a 50-strong team of educated, experienced and enthusiastic professionals from diverse backgrounds, tied together with a common thread – enabling people to Rise for Good.

Average net profit of the Company for the last three financial years.

Following is the net profit* before tax (PBT) for the last three financial years:

FY 2011-12 : INR 578 Crores

FY 2012-13 : INR 817 Crores

FY 2013-14 : INR 3,237 Crores

The average net profit before tax comes to : INR 1,544 Crores

*** The net profit includes profits earned by overseas branches.**

Prescribed CSR Expenditure (two per cent of the amount as in item 3 above).

INR 30.88 Crores (that is, 2% of INR 1,544 Crores)

(Two per cent of the average profit before tax of the immediately preceding three years)

Details of CSR spend during the financial year

(a) Total amount spent for the financial year 2014-15: INR 53.21 Crores

(b) Amount unspent, if any: Nil

Please refer to [Annual Report \(ANNEXURE IX, Page 51\)](#) to know more about the

Tech Mahindra Foundation focuses its work on three areas of development – school education, employability and technical education. In FY2014-15, TMF is running 135+ projects with 90+ partners across India. With these, the Foundation, which has established itself as one of the leading CSRs in the country, will reach out to more than 125,000+ youth across India.

The core values of corporate social responsibility at Tech Mahindra Foundation include –

- Empowerment of girls/women
- Empowerment of people with disabilities
- Corporate volunteering

These values are reflected in the following ways –

- 50% beneficiaries on Tech Mahindra Foundation’s programmes are girls/young women
- 10% beneficiaries on the programmes are people with disabilities
- the Foundation encourages volunteering by Tech Mighties (Tech Mahindra associates) and aims to have at least 10% of the total workforce at Tech Mahindra as volunteers on its programmes

EDUCATION

With a stated motto of empowering through education, Tech Mahindra Foundation believes that the national efforts for ensuring universal elementary education through the Right to Education (RTE) Act 2009 need to be reinforced by the civil society. Since inception, the Foundation has worked towards strengthening the public school education system, through multi-faceted programmes that have significantly contributed to further dreams of many children, families and communities. The Foundation’s school education initiatives focus on three core areas – whole school turn-around, capacity building of teachers and learning enrichment.



Tech Mahindra Foundation’s work in School Education is carried out under the ambit of following programmes –

- All Round Improvement in School Education, or ARISE
- ARISE+, or ARISE for people with disabilities
- Shikshaantar
- Shiksha Samwardhan

ARISE

The largest intervention under Tech Mahindra Foundation’s school education programme is All Round Improvement in School Education or ARISE. Under this programme, the Foundation has adopted 55 government and non-government schools across India, to completely turn them around with respect to four specific domains of improvement in quality of school education namely – academic, infrastructural, social and organizational.

Academic Domain- focuses on educational achievements and measures to improve them. The programme works on



three Cs – curriculum, children and coaches.

Social Domain - attempts to build upon values of friendship and collaboration between schools and families/communities of children through connecting, networking, and building up a positive, strengthening relationship between the stakeholders

Infrastructural Domain – makes schools safe and interesting places of learning making the place of learning attractive, welcoming and encouraging creative expressions of the children.

Organizational Domain- With an objective of developing schools into corporate-like institutions with well-defined systems and process, and a drive that would motivate people at various levels in the education system, the ARISE programme attempts to add an effective management component to the schools.

The ARISE programme draws strength from adaptability / contextualization, replicability and scalability. Complemented positively by the other two programmes – Shikshaantar and Shiksha Samwardhan – the Foundation's work in the area of school education has helped students, schools and systems Rise for Good

ARISE+ FOR CHILDREN WITH DISABILITIES

To make sure that children with special needs (CWSN) and disabilities are also included into the mainstream of its school education program, the Foundation extends the ARISE program to schools for children with disabilities, too. Through the ARISE+ program (plus symbolizing programs for people with disabilities), the Foundation reaches out to some of the most disadvantaged children in India, for whom simple, otherwise-granted things like going to school, making friends, gathering knowledge, and returning back are everyday hardships. With organizations like the Spastics Society of Tamil Nadu (SPASTN) in Chennai and Vaani in Kolkata, the Foundation is working with thousands of children with disabilities of different kinds.

SHIKSHAANTAR

The second initiative under the Foundation's school education programme, Shikshaantar, works with the belief that the quality of teaching is one of the major determining factors that ensure retention of children in schools. This places the teacher at the centre stage of education. Recognizing the teacher's crucial role in facilitating learning, and in the overall development of children, a robust, need-based system of in-service teacher education is essential.

The Foundation has collaborated with the Municipal Corporations of Bengaluru, Chennai, Delhi (East), Hyderabad and Pune, as well as NGOs across the country, to provide need-based academic enrichment programmes to teachers and other stakeholders for building their knowledge base, thus ensuring a paradigm shift in their attitudes and an improvement in their pedagogical skills.

Shikshaantar is an initiative for using in-service training of government teachers as leverage for bringing about systemic reform in the quality of teaching in schools. It works with a vision to achieve quality enrichment in education by developing an effective in-service teacher education system and capacity building programme to prepare compassionate and competent education professionals, dedicated to serving the diverse cultural, linguistic and exceptional learning needs of the most marginalized children.

Shikshaantar also encompasses the **Shiksha Samman Award scheme**, a six-year old programme that recognizes and acknowledges academic excellence in teachers working in schools run by the three Municipal

Corporations of Delhi. The Foundation believes that it is the municipal corporation schools that bear the major responsibility of delivering primary education to hundreds of thousands of disadvantaged children. With a conviction that the teachers therein deserve encouragement, recognition and re-ward by the civil society, the Foundation instituted the Shikshak Samman Award in 2008.

The Award not only recognizes and rewards outstanding municipal corporation teachers, but also organizes capacity building sessions for their academic upgradation, so that they can also evolve into change agents in the system. Over 150 teachers have been identified and engaged with till date under the Award scheme by the Foundation, which believes that this cohort of bright teachers within the government system will not only understand the socio-economic context better, but will also empathize with dis-advantaged children.

In-Service Teacher Education Institutes and Toll-free Helpline for Teachers



The Foundation runs an In-service Teacher Education Institute (ITEI) in a public-private-partnership (PPP) mode with the East Delhi Municipal Corporation (EDMC), where it is training over 5600 teachers from the 1800 municipal corporation primary schools in New Delhi.

The teachers benefit from over 75 experts in pedagogy and training, who conduct regular trainings at the Institute, which are neatly coordinated by the Foundation's team of subject matter experts. At Chennai, too, the Foundation conducts English language train-ing for teachers from the Corporation of Chennai (COC).

Tech Mahindra Foundation runs the only corporate social responsibility initiatives in the country, which conduct such large scale trainings of teachers, in close partnership with the government systems of teacher training.

The Foundation also runs a toll-free helpline for teachers in New Delhi, which answers all incoming queries on teaching and learning.

SHIKSHA SAMWARDHAN

Under Shiksha Samwardhan, the Foundation carries out thematic interventions towards making learning interesting, child-centric and activity-based. This helps in reducing the cumulative burden of non-learning and promotes grade-appropriate competencies. The programme has a special focus on children who remain or have fallen out of the safety net of the education system.

Some of the most popular interventions under Shiksha Samwardhan include learning centres for education, remediation and bridge programmes, life skills programmes, sport for development, ICT-enabled education services, early childhood care and education, and after-school support programmes.

With the three initiatives put together, the school education programme is the largest corporate social responsibility programmes run by the Foundation. In the current year, the initiatives will reach out to over 80,000 direct and 400,000 indirect beneficiaries.

VOCATIONAL TRAINING AND EMPLOYMENT

The Foundation's initiatives in Employability fall under its flagship programme called Skills for Market Training, or SMART. The initiatives include –

- **SMART**
- **SMART+, or SMART for people with disabilities**
- **SMART-T, or SMART for technical training**



The Tech Mahindra Foundation Skills for Market Training (SMART) program is one of the largest skilling initiatives run under corporate social responsibility in India.

Aligned with the Government of India's vision on skilling, the SMART program is one of the most powerful programs in the country today, which will train more than 15,000 graduates this year and place them in well-paying jobs with some of the most coveted companies in the country.

Some of the unique features that make SMART stand apart from the regular vocational training courses in India include –

- SMART focuses on training youth from urban, disadvantaged families and communities, many of whom are first generation learners and earners. It also places a significant weightage to train youth who are in immediate need of jobs
- The SMART program is designed with a vision in mind – it focuses **on training today for jobs of tomorrow**. With the future in view, it prepares youth to take on the challenges of newer-age careers by equipping them with skills in trades like Customer Relationship and Skills, Tally
- All the trades in the **SMART program start with a Foundation Course**, which trains students in three areas – **spoken English, basic IT/computers and workplace-readiness**. Together, these courses equip the youth with the quintessential people and soft skills that help them navigate through their everyday work with confidence and comfort at a very early stage
- The program lays great emphasis on practical training, in addition to the concepts and theories of the trades. Students are regularly taken out for industry visits, and guest lectures are organised to bring industry expertise right inside the classroom
- Full placement support is offered to the graduates, who **get placed at a country-level average placement rate of 75-80%, with average salaries ranging from INR 8000-12000**.
- The Foundation maintains regular connect with the graduates and has real time monitoring of the program through a robust management information system (MIS)

This year, the Foundation is also escalating its efforts to set up the SMART Academies, which will be larger institutions training more than 1000 youth every year. The first Academies will come up in New Delhi and Visakhapatnam in two areas –

- Para and Allied Health Service Professionals
- Beauty and Wellness Professionals

SMART+

The Tech Mahindra Foundation Skills for Market Training (SMART) program is one of the largest skilling initiatives run under corporate social responsibility in India. SMART+ or SMART for people with disabilities came up in 2013-14 – a program which enabled people with disabilities of different kinds to train under the same roof.

Tech Mahindra Foundation's SMART program, with 10 locations, 16 trades, 65 centres and over 15,000 youth, is one of the biggest skilling initiatives in the country today.

VOLUNTEERING

Volunteering is one of the core values that are part of the culture of all Mahindra and Mahindra Group companies. Tech Mahindra too encourages volunteering by associates and aims having at least 10% of its associates to spend 10% of their free time in CSR activities. The foundation works in engaging Tech Mahindra associates with the disadvantaged communities to foster empathy and understanding of social inequalities on one hand, and creating a positive response of the community for its beneficiaries on the other.

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

During 2014-15, 9,500+ volunteers contributed close to 44,000 hours to the Foundation's social initiatives through 430+ activities across India

MAHINDRA EDUCATIONAL INSTITUTIONS: TECHNICAL EDUCATION

The Company's initiatives in technical education are carried out through Mahindra Educational Institutions (MEI), under which the Foundation has extended infrastructural and operational support to Mahindra Ecole Centrale, a state-of-the-art technical institution in Hyderabad. The institution offers a four year B Tech Program in association with Ecole Centrale, Paris under an industry-academia memorandum of understanding with Jawaharlal Nehru Technological University, Hyderabad.

The institution's vision is to train engineers, to be entrepreneurial and innovative as well as technically trained, so that they are capable of meeting the greatest challenges of the era. It is aligned to MEI's work for the cause of promoting quality higher education by establishing institutions of higher learning, encourage education and research work in different disciplines and to promote innovation and technology development.

GRI INDEX

The sustainability report is aligned with Global Reporting Initiative G4 reporting guidelines. The below table delineates mapping of disclosures against **G4 core framework requirements**.

ORGANIZATIONAL PROFILE

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	MESSAGE FROM VICE CHAIRMAN & CEO - PAGE 7 & 9 ABOUT THE REPORT - PAGE 5 DISCLOSURE OF MANAGEMENT APPROACH – PAGE 52 - 54		
G4-2	Provide a description of key impacts, risks, and opportunities. The organization should provide two concise narrative sections on key impacts, risks, and opportunities.	SUSTAINABILITY OF BUSINESS – OPPORTUNITIES & RISK - PAGE 22 - 28		
G4-3	Report the name of the organization.	TECH MAHINDRA – COMPANY PROFILE - PAGE 17		
G4-4	Report the primary brands, products, and services.	TECH MAHINDRA – COMPANY PROFILE - PAGE 17		
G4-5	Report the location of the organization's headquarters.	CONTACT US - PAGE 120		
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	ANNUAL REPORT - PAGE 250 -252 TECH MAHINDRA – COMPANY PROFILE - PAGE 17		
G4-7	Report the nature of ownership and legal form.	ANNUAL REPORT - PAGE 20 SECTION A- GENERAL INFORMATION ABOUT THE COMPANY- PAGE 109		
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	TECH MAHINDRA – COMPANY PROFILE - PAGE 17-21; 28-33; 39,40,46		
G4-9	Report the scale of the organization	TECH MAHINDRA – COMPANY PROFILE - PAGE 17-21; 28-33; 39,40,46		
DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-10	a. Report the total number of employees by employment	TECH MAHINDRA – WORKFORCE		

- contract and gender.
- b. Report the total number of permanent employees by employment type and gender.
- c. Report the total workforce by employees and supervised workers and by gender.
- d. Report the total workforce by region and gender.
- e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.
- f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).

BREAKUP- PAGE 60, 61

G4-11	Report the percentage of total employees covered by collective bargaining agreements	COLLECTIVE BARGAINING - PAGE 62
G4-12	Describe the organization's supply chain.	SUPPLY CHAIN SUSTAINABILITY - PAGE 84
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	MERGERS/ACQUISITIONS – PAGE 17-18
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	COMMITMENT TOWARDS SUSTAINABILITY - PAGE 38 DISCLOSURE OF MANAGEMENT APPROACH – PAGE 44
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	ANNUAL REPORT - PAGE 74 GRI INDEX - PAGE 95
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations.	POLICY ADVOCACY - PAGE 82

IDENTIFIED MATERIAL ASPECT AND BOUNDARIES

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
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G4-17	<p>a. List all entities included in the organization’s consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization’s consolidated financial statements or equivalent documents is not covered by the report.</p>	<p>ANNUAL REPORT - CONSOLIDATED FINANCIAL STATEMENTS - PAGE 172 TO 186 SR: CONSOLIDATED FINANCIAL PERFORMANCE FOR LAST THREE YEARS – PAGE 19</p>
G4-18	<p>a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.</p>	<p>ABOUT THE REPORT - PAGE 5 MATERIALITY STAKEHOLDER ENGAGEMENT & REPORTING - PAGE 39</p>
G4-19	<p>a. List all the material Aspects identified in the process for defining report content.</p>	<p>ABOUT THE REPORT - PAGE 5 MATERIALITY STAKEHOLDER ENGAGEMENT & REPORTING - PAGE 39</p>
G4-20	<p>For each material Aspect, report the Aspect Boundary within the organization • Report whether the Aspect is material within the organization • If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either: –The list of entities or groups of entities included in G4-17 for which the Aspect is not material or –The list of entities or groups of entities included in G4-17 for which the Aspects is material • Report any specific limitation regarding the Aspect Boundary within the organization</p>	<p>ABOUT THE REPORT - PAGE 5 MATERIALITY STAKEHOLDER ENGAGEMENT & REPORTING - PAGE 39 CONSOLIDATED FINANCIAL PERFORMANCE FOR LAST THREE YEARS – PAGE 19</p>

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
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G4-21	<p>For each material Aspect, report the Aspect Boundary outside the organization</p> <ul style="list-style-type: none"> • Report whether the Aspect is material outside of the organization • If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified • Report any specific limitation regarding the Aspect Boundary outside the organization 	ABOUT THE REPORT - PAGE 5
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	RESTATEMENTS - PAGE 41 MERGERS & ACQUISITIONS – PAGE 17-18
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	RESTATEMENTS - PAGE 41 MERGERS & ACQUISITIONS – PAGE 17-18

STAKEHOLDER ENGAGEMENT

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-24	Provide a list of stakeholder groups engaged by the organization.	MATERIALITY STAKEHOLDER ENGAGEMENT & REPORTING - PAGE 39		
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	MATERIALITY STAKEHOLDER ENGAGEMENT & REPORTING - PAGE 39		
G4-26	Report the organization’s approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	MATERIALITY STAKEHOLDER ENGAGEMENT & REPORTING - PAGE 39		
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	MATERIALITY STAKEHOLDER ENGAGEMENT & REPORTING - PAGE 39 CORE FOCUS AREAS - PAGE 43		

REPORTING PROFILE

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
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G4-28	Reporting period (such as fiscal or calendar year) for information provided.	ABOUT THE REPORT - PAGE 5
G4-29	Date of most recent previous report (if any).	ABOUT THE REPORT - PAGE 5
G4-30	Reporting cycle (such as annual, biennial).	ABOUT THE REPORT - PAGE 5
G4-31	Provide the contact point for questions regarding the report or its contents.	SECTION A- GENERAL INFORMATION ABOUT THE COMPANY - PAGE 110

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-32	<p>a. Report the 'in accordance' option the organization has chosen.</p> <p>b. Report the GRI Content Index for the chosen option</p> <p>c. Report the reference to the External Assurance Report, if the report has been externally assured.</p>	<p>GRI INDEX - PAGE 95</p> <p>INDEPENDENT ASSURANCE STATEMENT - PAGE 10</p>		
G4-33	<p>a. Report the organization's policy and current practice with regard to seeking external assurance for the report.</p> <p>b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.</p> <p>c. Report the relationship between the organization and the assurance providers.</p> <p>d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.</p>	SUSTAINABILITY STRUCTURE – PAGE 41		

GOVERNANCE

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making	CORPORATE GOVERNANCE - PAGE 33		

on economic, environmental and social impacts.

Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.

Report the composition of the highest governance body and its committees.

Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).

CORPORATE GOVERNANCE - PAGE 33

CORPORATE GOVERNANCE - PAGE 33

CORPORATE GOVERNANCE - PAGE 33

G4-36

G4-38

G4-39

DISCLOSURE

DESCRIPTION

LOCATION IN THE DOCUMENT (PAGE NUMBER)

OMISSIONS IF ANY

REASON FOR OMISSION

G4-40

Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.

CORPORATE GOVERNANCE - PAGE 33
ANNUAL REPORT – PAGE 54

G4-48

Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.

ABOUT THE REPORT - PAGE 5

G4-50

Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.

WHISTLE BLOWER/CEBC/ASH POLICIES - PAGE 36

G4-51

a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:

- Fixed pay and variable pay:
- Performance-based pay
- Equity-based pay
- Bonuses
- Deferred or vested shares

ANNUAL Report – PAGE 40 - 43

- Sign-on bonuses or recruitment incentive payments
 - Termination payments
 - Clawbacks
 - Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees
- b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	ANNUAL REPORT – PAGE 19		
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	ANNUAL REPORT – PAGE 19		
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	ANNUAL REPORT, ANNEXURE V - PAGE 40-41		
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same	ANNUAL REPORT, ANNEXURE V - PAGE 40-41		

country.

G4-56 Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics. CODE OF ETHICAL BUSINESS CONDUCT - PAGE 36

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	WHISTLE BLOWER/CEBC/ASH POLICIES - PAGE 36		
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	WHISTLE BLOWER/CEBC/ASH POLICIES - PAGE 36		

ECONOMIC

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-DMA	<p>a. Report why the Aspect is material. Report the impacts that make this Aspect material.</p> <p>b. Report how the organization manages the material Aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> - The mechanisms for evaluating the effectiveness of the management approach - The results of the evaluation of the management approach - Any related adjustments to the management 	<p>MESSAGE FROM VICE CHAIRMAN & CEO - PAGE 7 & 9 ABOUT THE REPORT - PAGE 5</p> <p>DISCLOSURE OF MANAGEMENT APPROACH – PAGE 44</p>		

approach

G4-EC1 Direct Economic Value generated and distributed CONSOLIDATED FINANCIAL PERFORMANCE FOR LAST THREE YEARS – PAGE 19

G4-EC2 Financial implications and other risks and opportunities for the organization’s activities due to climate change CLIMATE CHANGE RISK - PAGE 27

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-EC3	Coverage of the organization’s defined benefit plan obligations	WORKPLACE BENEFITS – PAGE 57		
G4-EC4	Financial assistance received from government		Yes	No financial assistance received from the government
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation		Yes	At present hiring of our senior management is on the basis of merit. Tech Mahindra ensures there is no discrimination on basis of gender, caste, creed or demographics

ENVIRONMENT

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-EN1	Materials used by weight or volume	WASTE MANAGEMENT - PAGE 79		
G4-EN2	Percentage of materials used that are recycled input materials		yes	NOT APPLICABLE
G4-EN3	Energy consumption within the organization	ENERGY & FUEL BREAKUP - PAGE 73-74		
G4-EN4	Energy consumption outside of the organization	ENERGY & FUEL BREAKUP - PAGE 73-74		
G4-EN5	Energy intensity	ENERGY & FUEL BREAKUP - PAGE 73-74		

G4-EN6 Reduction of energy consumption ENERGY & FUEL BREAKUP - PAGE 73-75

G4-EN7 Reductions in energy requirements of products and services GREEN PROCUREMENT - PAGE 75
SUSTAINABILITY SOLUTIONS – PAGE 83

G4-EN8 Total water withdrawal by source WATER PERFORMANCE – PAGE 76

G4-EN10 Percentage and total volume of water recycled and reused WATER PERFORMANCE - PAGE 76

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-EN15	Direct greenhouse gas (GHG) emissions (scope 1)	ENVIRONMENTAL MANAGEMENT- PAGE 69- 76		
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (scope 2)	ENVIRONMENTAL MANAGEMENT- PAGE 69- 76		
G4-EN17	Other indirect greenhouse gas (GHG) emissions (scope 3)	ENVIRONMENTAL MANAGEMENT- PAGE 69- 76		
G4-EN18	Greenhouse gas (GHG) emissions intensity	ENVIRONMENTAL MANAGEMENT- PAGE 69- 76		
G4-EN19	Reduction of greenhouse gas (GHG) emissions	ENVIRONMENTAL MANAGEMENT- PAGE 69- 76		
G4-EN21	NOx, SOx, and other significant air emissions	ENVIRONMENTAL MANAGEMENT- PAGE 69- 76		
G4-EN23	Total weight of waste by type and disposal method	WASTE MANAGEMENT - PAGE 79-81		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	SUSTAINABILITY SOLUTIONS – PAGE 83		
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		yes	Tech Mahindra is an IT services provider & we do not manufacture any products, hence this is not applicable
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	ENVIRONMENTAL MANAGEMENT- PAGE 69- 76		

G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	ENERGY & EMISSIONS - PAGE 69
G4-EN31	Total environmental protection expenditures and investments by type	GREEN INVESTMENTS - PAGE 83

SOCIAL – LABOR PRACTICES & DECENT WORK

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	WORKFORCE BREAKUP - PAGE 60		
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	WORKPLACE BENEFITS - PAGE 60- 65		
G4-LA3	Return to work and retention rates after parental leave, by gender	WORKPLACE BENEFITS - PAGE 60- 65		
DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	COLLECTIVE BARGAINING - PAGE 62		
G4-LA9	Average hours of training per year per employee by gender, and by employee category	LEARNING & DEVELOPMENT - PAGE 53		
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	EMPLOYEE DEVELOPMENT PROGRAM - PAGE 56		
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	WORKFORCE BREAKUP - PAGE 60-61		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	WORKFORCE BREAKUP - PAGE 60-61		

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	COMPENSATION MODEL - PAGE 57		
G4-DMA	Generic Disclosure of management approach	DISCLOSURE OF MANAGEMENT APPROACH – PAGE 44		
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	COMMITMENT TO HUMAN RIGHTS - PAGE 35		

SOCIAL – HUMAN RIGHTS

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	LEARNING & DEVELOPMENT - PAGE 53		
G4-HR3	Total number of incidents of discrimination and corrective actions taken	WHISTLE BLOWER/CEBC/ASH POLICIES - PAGE 36		

SOCIAL - SOCIETY

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT	OMISSIONS IF ANY	REASON FOR OMISSION
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	SOCIETY – 89-94		
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	RISKS - PAGE 23		
G4-SO4	Communication and training on anti-corruption policies and procedures	CODE OF ETHICAL BUSINESS CONDUCT - PAGE 36		

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
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G4-SO5	Confirmed incidents of corruption and actions taken	CODE OF ETHICAL BUSINESS CONDUCT - PAGE 36
G4-SO6	Total value of political contributions by country and recipient/beneficiary	NON ALLIANCE WITH POLITICAL PARTIES - PAGE 38
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	CODE OF ETHICAL BUSINESS CONDUCT - PAGE 36
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	CORPORATE GOVERNANCE - PAGE 33

PRODUCT RESPONSIBILITY

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		yes	NOT APPLICABLE. Tech Mahindra is an IT service provider and hence does not manufacture any products.
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		yes	NOT APPLICABLE. Tech Mahindra is an IT service provider and hence does not deal with products or their labeling.
G4-PR5	Results of surveys measuring customer satisfaction	CUSTOMER ENGAGEMENT – PAGE 46-48		
G4-PR6	Sale of banned or disputed products		yes	NOT APPLICABLE. Tech Mahindra is an IT service provider and hence does not manufacture any products.

DISCLOSURE	DESCRIPTION	LOCATION IN THE DOCUMENT (PAGE NUMBER)	OMISSIONS IF ANY	REASON FOR OMISSION
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	QUALITY - INFORMATION SECURITY & CUSTOMER PRIVACY – PAGE 37-38		

NON VOLUNTARY GUIDELINES MAPPING

PRINCIPLE	DESCRIPTION	PAGE NUMBER
PRINCIPLE 1	Businesses should conduct and govern themselves with Ethics, Transparency and Accountability	36, 37, 69
PRINCIPLE 2	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	62, 74-76, 79-81, 83-85,
PRINCIPLE 3	Businesses should promote the wellbeing of all employees	57- 65
PRINCIPLE 4	Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized	89
PRINCIPLE 5	Businesses should respect and promote human rights	35
PRINCIPLE 6	Business should respect, protect, and make efforts to restore the environment	38, 67
PRINCIPLE 7	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner	82
PRINCIPLE 8	Businesses should support inclusive growth and equitable development	48,50,89
PRINCIPLE 9	Businesses should engage with and provide value to their customers and consumers in a responsible manner	36-40

* About National Voluntary Guidelines

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

SECTION A- GENERAL INFORMATION ABOUT THE COMPANY

CORPORATE IDENTITY NUMBER (CIN) OF THE COMPANY	L64200MH1986PLC041370
NAME OF THE COMPANY	Tech Mahindra Limited
REGISTERED ADDRESS	Gateway Building, Apollo Bunder, Mumbai – 400 001. Tel: +91 22-2289-5500
WEBSITE	www.techmahindra.com
E-MAIL ID	investor.relations@Tech Mahindra.com CorporateSustainability@Tech Mahindra.com
FINANCIAL YEAR REPORTED	2014-15
SECTOR(S) THAT THE COMPANY IS ENGAGED IN (INDUSTRIAL ACTIVITY CODE-WISE)	Computer Programming, Consultancy and Related services
LIST THREE KEY PRODUCTS/SERVICES THAT THE COMPANY MANUFACTURES/PROVIDES (AS IN BALANCE SHEET)	Sustainability Report - Page 30
TOTAL NUMBER OF LOCATIONS WHERE BUSINESS ACTIVITY IS UNDERTAKEN BY THE COMPANY	Tech Mahindra Company Profile – Page 17
NUMBER OF INTERNATIONAL LOCATIONS (PROVIDE DETAILS OF MAJOR 5)	Annual Report – PAGE 250-252 Tech Mahindra – Company Profile – Page 17
NUMBER OF NATIONAL LOCATIONS	Annual Report – PAGE 250-252 Tech Mahindra – Company Profile – Page 17
MARKETS SERVED BY THE COMPANY – LOCAL/STATE/NATIONAL/INTERNATIONAL/	Annual Report – PAGE 250-252 Tech Mahindra – Company Profile – Page 17

SECTION B - FINANCIAL DETAILS OF THE COMPANY

Paid up Capital (INR)	4,804 INR MILLION
Total Turnover (INR)	226,213 INR MILLION
Total profit after taxes (INR)	26,277 INR MILLION
Total Spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	3.27%
List of activities in which expenditure in 4 above has been incurred:-	Refer to Page SOCIETY SECTION – PAGE 89 OF SUSTAINABILITY REPORT REFER TO PAGE 49 of Annual report of F2014-15

SECTION C – OTHER DETAILS

Does the Company have any Subsidiary Company/ Companies?	Yes, Please refer to annual report, PAGE 20
Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s).	Yes, Please refer to annual report, CONSOLIDATED BALANCE SHEET AND PROFIT LOSS STATEMENT, PAGE 172 & 173
Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities? [Less than 30%, 30-60%, More than 60%]	Less than 30%

SECTION D – BUSINESS RESPONSIBILITY INFORMATION

DETAILS OF DIRECTOR/DIRECTORS RESPONSIBLE FOR BR	
Details of the Director/Director responsible for implementation of the BR policy/policies	The board is responsible for the implementation of BR policies
Details of the BR head	Sandeep Chandna Chief Sustainability Officer sandeepch@Tech Mahindra.com

PRINCIPLE-WISE (AS PER NVGS) BR POLICY/POLICIES (REPLY IN Y/N)

	P1	P2	P3	P4	P5	P6	P7	P8	P9
Do you have a policy /policies for	YES								
Has the policy being formulated in consultation with the relevant stakeholders?	YES								
Does the policy conform to any national /international standards? If yes, specify?	YES								
Has the policy being approved by the Board? If yes, has it been signed by MD/owner/CEO/appropriate Board Director?	YES								
Does the company have a specified committee of the Board/ Director/Official to oversee the implementation of the policy?	YES								
Indicate the link for the policy to be viewed online?	YES								
Has the policy been formally communicated to all relevant internal and external stakeholders?	YES								

Does the company have in-house structure to implement the policy/policies?	YES								
Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/policies?	YES								
Has the company carried out independent audit/evaluation of the working of this policy by an internal or external agency	YES								

GOVERNANCE RELATED TO BR

- Indicate the frequency with which the Board of Directors, Committee of the Board or CEO to assess the BR performance of the Company. Within 3 months, 3-6 months, Annually, More than 1 year.
- **Quarterly**
- Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently it is published?
- **Tech Mahindra publishes a Sustainability Report with a dedicated section on Business Responsibility. The company also publishes Sustainability Report in accordance with Global Reporting Initiative. All these reports are released annually.**
The reports can be downloaded from
- [Annual Report](#)
- [Sustainability Report](#)

SECTION E: PRINCIPLE-WISE PERFORMANCE

PRINCIPLE	DESCRIPTION	PAGE NUMBER
Principle 1.1	Does the policy relating to ethics, bribery and corruption cover only the company? Yes/ No. Does it extend to the Group/Joint Ventures/ Suppliers/Contractors/NGOs /Others?	36
Principle 1.2	How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management? If so, provide details thereof, in about 50 words or so.	36, 37,69
Principle 2.1	List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/or opportunities.	83,84, 85
Principle 2.2	For each such product, provide the following details in respect of resource use (energy, water, raw material etc.) per unit of product(optional): (a) Reduction during sourcing/production/ distribution achieved since the previous year throughout the value chain? (b) Reduction during usage by consumers (energy, water) has been achieved since the previous year?
Principle 2.3	Does the company have procedures in place for sustainable sourcing (including transportation)? (a) If yes, what percentage of your inputs was sourced sustainably? Also, provide details thereof, in about 50 words or so.	62, 74, 75,76
Principle 2.4	Has the company taken any steps to procure goods and services from local & small producers, including communities surrounding their place of work? (a) If yes, what steps have been taken to improve their capacity and capability of local and small vendors?	74, 75,76
Principle 2.5	Does the company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.	76, 79, 80, 81
Principle 3.1	Please indicate the Total number of employees.	20, 52
Principle 3.2	Please indicate the Total number of employees hired on temporary/contractual/casual basis.	
Principle 3.3	Please indicate the Number of permanent women employees.	61
Principle 3.4	Please indicate the Number of permanent employees with disabilities
Principle 3.5	Do you have an employee association that is recognized by management.	63,64, 65, 88
Principle 3.6	What percentage of your permanent employees is members of this recognized employee association?
Principle 3.7	Please indicate the Number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment in the last financial year and pending, as on the end of the financial year.	35, 37, 47, 69

Principle 3.8	What percentage of your under mentioned employees were given safety & skill up-gradation training in the last year? (a) Permanent Employees (b) Permanent Women Employees (c) Casual/Temporary/Contractual Employees (d) Employees with Disabilities	54
Principle 4.1	Has the company mapped its internal and external stakeholders? Yes/No	39, 40
Principle 4.2	Out of the above, has the company identified the disadvantaged, vulnerable & marginalized stakeholders.	39, 40
Principle 4.3	Are there any special initiatives taken by the company to engage with the disadvantaged, vulnerable and marginalized stakeholders. If so, provide details thereof, in about 50 words or so.	39, 40
Principle 5.1	Does the policy of the company on human rights cover only the company or extend to the Group/Joint Ventures/Suppliers/Contractors/NGOs/Others?	37
Principle 5.2	How many stakeholder complaints have been received in the past financial year and what percent was satisfactorily resolved by the management?	35, 37, 47, 69
Principle 6.1	Does the policy related to Principle 6 cover only the company or extends to the Group/Joint Ventures/Suppliers/Contractors/NGOs/others.	71
Principle 6.2	Does the company have strategies/ initiatives to address global environmental issues such as climate change, global warming, etc? Y/N. If yes, please give hyperlink for webpage etc.
Principle 6.3	Does the company identify and assess potential environmental risks? Y/N	27, 28
Principle 6.4	Does the company have any project related to Clean Development Mechanism? If so, provide details thereof, in about 50 words or so. Also, if Yes, whether any environmental compliance report is filed?
Principle 6.5	Has the company undertaken any other initiatives on – clean technology, energy efficiency, renewable energy, etc. Y/N. If yes, please give hyperlink for web page etc.	74, 75, 76
Principle 6.6	Are the Emissions/Waste generated by the company within the permissible limits given by CPCB/SPCB for the financial year being reported?
Principle 6.7	Number of show cause/ legal notices received from CPCB/SPCB which are pending (i.e. not resolved to satisfaction) as on end of Financial Year.
Principle 7.1	Is your company a member of any trade and chamber or association? If Yes, Name only those major ones that your business deals with
Principle 7.2	Have you advocated/lobbied through above associations for the advancement or improvement of public good? Yes/No; if yes specify the broad areas (drop box: Governance and Administration, Economic Reforms, Inclusive Development Policies, Energy security, Water, Food Security, Sustainable Business Principles, Others)	82

Principle 8.1	Does the company have specified programs/initiatives/projects in pursuit of the policy related to Principle 8? If yes details thereof.	48, 50
Principle 8.2	Are the programs/projects undertaken through in-house team/own foundation/external NGO/government structures/any other organization?	89- 94
Principle 8.3	Have you done any impact assessment of your initiative?	89- 94
Principle 8.4	What is your company's direct contribution to community development projects- Amount in INR and the details of the projects undertaken.	89
Principle 8.5	Have you taken steps to ensure that this community development initiative is successfully adopted by the community? Please explain in 50 words, or so.	89- 94
Principle 9.1	What percentage of customer complaints/consumer cases are pending as on the end of financial year.	35, 37, 47, 69
Principle 9.2	Does the company display product information on the product label, over and above what is mandated as per local laws? Yes/No/N.A. /Remarks(additional information)
Principle 9.3	Is there any case filed by any stakeholder against the company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behaviour during the last five years and pending as on end of financial year. If so, provide details thereof, in about 50 words or so.	35, 37, 47
Principle 9.4	Did your company carry out any consumer survey/ consumer satisfaction trends?	48, 51

APPENDIX
ACRONYMS

INDICATOR NAME	INDICATOR DESCRIPTION
CEO	Chief Executive Officer
ASSOCHAM	Associated Chambers of Commerce and Industry of India
CFO	Chief Financial Officer
BCP	Business Continuity Plan
CII	Confederation of Indian Industry
SCM	Supply Chain Management
CAPEX	Capital Expenditure
FY	Financial Year
LED	Light Emitting Diode
MWh	Mega Watt Hour
NCR	National Capital Region
SEZ	Special Economic Zone
EBIDTA	Earnings Before Interest, Taxes, Depreciation and Amortization
PBIT	Profit Before Interest And Tax
PBT	Profit Before Tax
PAT	Profit After Tax
CWIP	Capital Work in Progress
ROCE	Return on Capital Employed
EPS	Earnings Per Share
NAPCC	National Action Plan on Climate Change
BSG	Business Services Group
CEBC	Code of Ethical Business Conduct
CSR	Corporate Social Responsibility

GLOSSARY

INDICATOR NAME	INDICATOR DESCRIPTION
CARBON DISCLOSURE PROJECT (CDP)	It is an organization that works with shareholders and corporations to disclose the greenhouse gas emissions of major corporations. M&M Limited is a signatory for CDP.
G4 GUIDELINES	They are an upgrade over the third generation of GRI's process guidance on how to define the content of a sustainability report.
THE KILOWATT-HOUR (KWH)	It is a unit of energy equivalent to one kilowatt of power expended for one hour of time. The kilowatt-hour is not a standard unit in any formal system, but it is commonly used in electrical applications.
OHSAS 18001	It is an Occupation Health and Safety Assessment Series for health and safety management systems that promotes a safe and healthy working environment by providing a framework that helps organizations to identify and control health and safety risks, reduce the potential for accidents, aid legal compliance and improve overall performance.
SCOPE I EMISSIONS	Scope 1 greenhouse gas emissions occur from sources that are owned or controlled by a company, such as combustion facilities (e.g.: boilers, furnaces, burners, turbines, heaters, incinerators, engines, flares etc.), combustion of fuels in transportation (e.g.: cars, buses, planes, ships, barges, trains etc.) and physical or chemical processes (e.g.: in cement manufacturing, catalytic cracking in petrochemical processing, aluminum smelting etc.).
SCOPE II EMISSIONS	Scope 2 GHG emissions are from the generation by another party of electricity that is purchased and consumed by the company. This is described as 'purchased electricity' for the purposes of the GHG Protocol.
SCOPE III EMISSIONS	Other indirect greenhouse gas emissions, including those associated with employee travel, supply chain, leased assets, and outsourced activities, use of products and waste disposal.
SPECIAL ECONOMIC ZONE (SEZ)	SEZ is a geographical region that has economic laws that are more liberal than a country's typical economic laws.
LEED CERTIFICATION	LEED Professional Accreditation distinguishes building professionals with the knowledge and skills to successfully steward the LEED certification process.
UNITED NATIONS GLOBAL COMPACT	It is a framework for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anticorruption. M&M Limited is a signatory to UNGC.
ISO 14001	It sets out the criteria for an Environmental Management System (EMS). It specifies requirements for establishing an environmental policy, determining environmental aspects and impacts of products/activities/services, planning environmental objectives and measurable targets, implementation and operation of programs to meet objectives and targets, checking and corrective action, and management review. It maps out a framework that an organization can follow to

	improve environmental performance, resource efficiency, reduce waste and drive down costs.
MTCO2E	Metric Tonne Carbon Dioxide Equivalent; equates to 2204.62 pounds of CO2. This is a standard measure of amount of CO2 emissions reduced or sequestered. Carbon is not the same as Carbon Dioxide. Sequestering 3.67 tons of CO2 is equivalent to sequester one ton of carbon.
GHG	Green House Gases cause the "greenhouse effect" which refers to the temperature regulation effect that certain atmospheric gases have on the earth. GHGs form a blanket around the earth that traps heat from the sun within the earth's atmosphere, keeping the planet warm and habitable. "Global warming," or climate change, can occur when the blanket of GHGs gets thicker. This causes the heat to be trapped in the lower layers of the atmosphere and may cause global average temperatures to rise.
STP	Structure which receives the discharge of a sanitary drainage system and brings about a reduction in the organic and bacterial content of the waste so as to render it reusable.
DJSI	The Dow Jones Sustainability Indexes track the performance of companies leading in the field of sustainability. The indexes are reviewed annually.
ENVIRONMENTAL AUDIT	Review by independent auditor of compliance with directives and internal procedures.
GRI	The Global Reporting Initiative (GRI) was launched at the end of 1997 by the Coalition for Environmentally Responsible Economies (CERES) and is supported by the United Nations Environment Program (UNEP). Its aim is to develop guidelines and quality standards for the voluntary production of sustainability reports.
SA 8000	SA 8000 is a standard for social accountability in the workplace. In essence, social accountability means managing business activities in a manner that respects and promotes the basic human rights of all workers.
STAKEHOLDERS	Stakeholders are groups or individuals who formulate their interests in the company and can exert a significant influence over the definition and realization of corporate objectives, as well as the activities and conduct of the company.
SUSTAINABILITY RATINGS	The rating of the social, ecological and economic performance of a company.
SUSTAINABILITY	Something is sustainable if it maintains or increases the added value created by a business without generating any long-term threat to economic, environmental or social systems. Sustainability is a forward looking concept which pays due regard to consumers' demands for a better quality of life combined with careful husbandry of resources.
FTSE4GOOD	FTSE4Good is an index for socially responsible investment designed by FTSE, one of the world's leading global index providers. The FTSE4Good selection criteria cover three areas: working towards environmental sustainability, developing positive relationships with stakeholders, and upholding and supporting universal human rights.

The word 'world' has been defined as 'the earth together with all of its countries, people and natural features'. But today this definition has morphed to include not only life, but also opportunities, technology, solutions and markets. Everything we interact with, touch, feel, or use is now an intrinsic part of this modern world!

Connectivity is dramatically changing the world around us and the way business is done. Technology has evolved from an overhead to an enabler to a full-fledged business driver. Enterprises are now unleashing the super power of technology to prepare themselves for future and to align with changing needs of new age customers. Consumers now have different expectations: Idea-to-Action at the speed of thought, Changing Needs at Shorter cycle time, with a High level comfort & convenience which can be accessed from anywhere, any time.

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

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