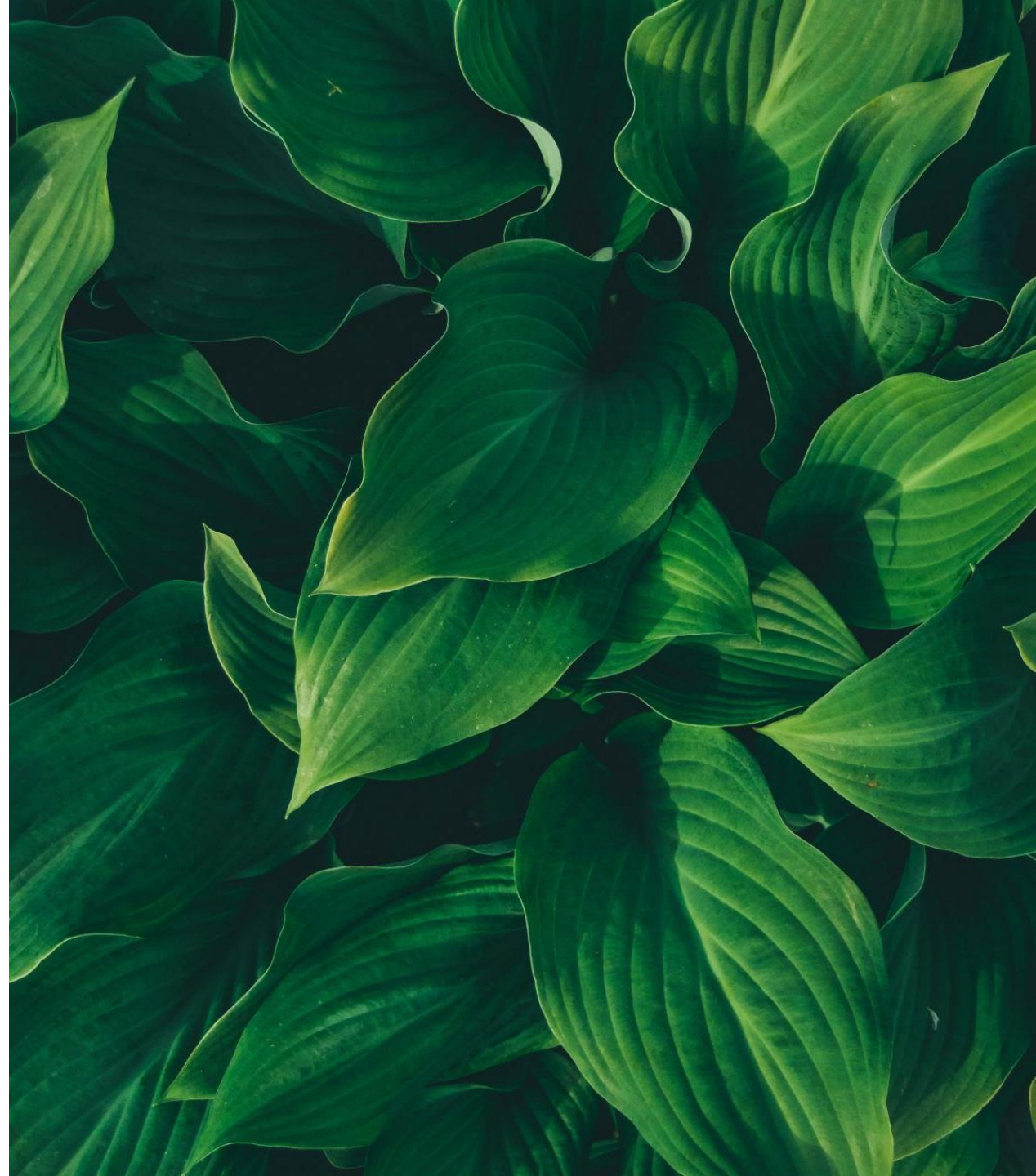


Sustainability at TechM

Scale at Speed with Sustainability



Leading with Purpose

We remain among the top five IT service providers worldwide and maintain our role within India as a leader in sustainability.



Focus on enhancing operational eco-efficiency



Lead Sustainability Transformation through Process Improvements, Innovation and Disruption



To be rated amongst the top brand to work for



Focused responsible business growth

We are committed to pursuing **'Purpose beyond Profits'** by embedding ESG principles into our core strategy and maintaining a balance between Sustainability and overall business profitability, thus creating a long-term positive impact on the planet and society while providing greater value for all our stakeholders.

Introduced Vision FY27,
comprising strategies for
growth, organization and
operations aimed at driving
topline growth and
achieving industry standard
margins with high
predictability.

A promise of
Scale at Speed



₹ 519,955 Mn Revenue



145,450+ Employees



1,172+ Clients

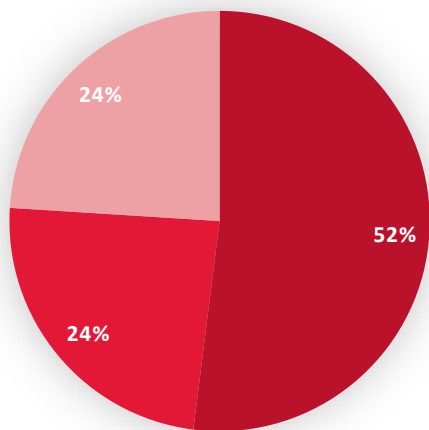


90+ Countries

Our Global Footprint



FY24 Revenue Distribution by Sales Vertical (%)



■ Americas ■ Europe ■ Rest of the World

 Offices  Development Centres  Countries

Recognized Sustainability performance



First Indian company in the world to have been awarded the Sustainable Markets Initiative's **Terra Carta Seal**



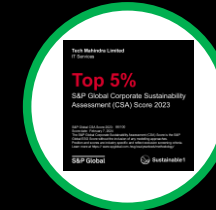
CDP 2023
Only Indian company in the "A" list of CDP Climate, Water Security & Supply Chain



Dow Jones Sustainability Index (DJSI) 2023
Only Indian company in Software & Services on DJSI World Index 2023 and has been ranked **2nd** globally with perfect **100** percentile



EcoVadis 2023
Gold rating with **93** percentile



Only Indian IT company to be included in the **top 5%** of **global** sustainable companies and a member of **S&P Global Yearbook 2024** for the **9th** consecutive year



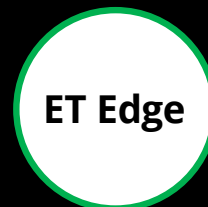
TIME and Statista
Included in **World's Most Sustainable Companies 2024** list. **#1** among all Indian companies.



Dun & Bradstreet India - ESG Champion of India in the Software and IT Services Sector **2024**



Business World Sustainability Conclave 2023
Ranked **#1** amongst the Top 25 IT Sustainable Companies in India. Recognized as **India's Most Sustainable Business of the Year 2023**.



Leading Sustainable Organizations 2024 by **ET Edge** at **Times Now** Global Sustainability Alliance - Sustainable Organizations 2024



Morgan Stanley Capital International 2023
Awarded "**A**" rating badge

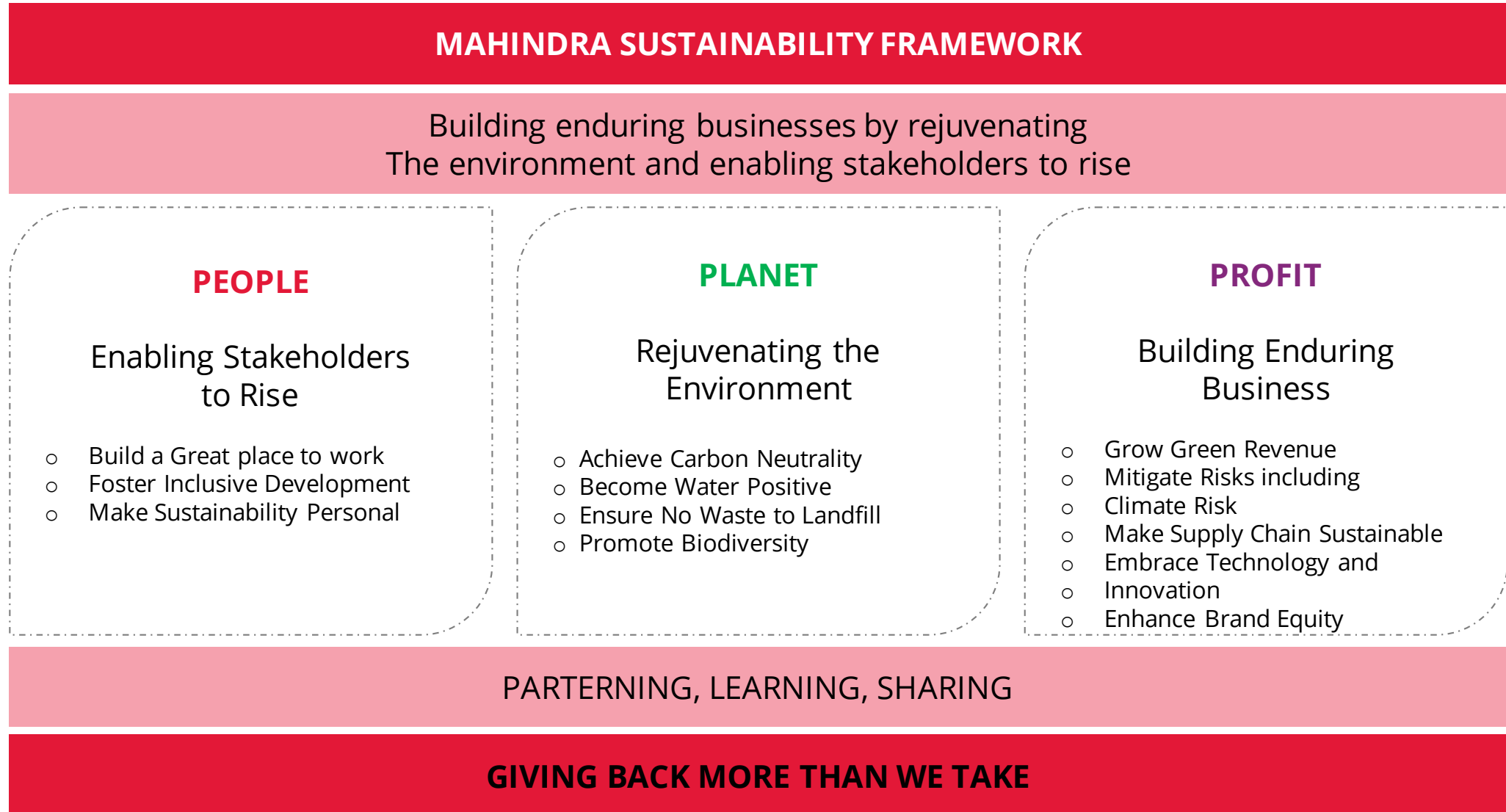


Included in the **Sustainalytics 2023 Top-Rated** ESG Companies list



Constituent of **FTSE4Good Index Series 2023**

Our Sustainability Mandate



Our ESG Roadmap

Environmental



Climate Resilience

Achieve Net Zero **2035** (**31%** reduction of Scope 1+2 emissions against baseline FY16 in FY 24)



Focusing on Renewable

90% Renewable Energy by **FY30** (**31%** for owned and **22.96%** globally till **FY24**)



Solid Waste Management

Zero Waste to Landfill by **FY26** for 13 Owned locations (**8 of 13** locations certified)



Afforestation

Plant **1,50,000** trees by **FY26**
113,240+ trees planted till **FY24**



Water Security

Reduce Water Withdrawal intensity by **20%** by **FY26** (**5.2 kl/person** in **FY24**)



Sustainable Supply Chain

Audit **200** Suppliers on Sustainability by **FY26** (Audited **150+** suppliers till **FY24**)

Social



Women Empowerment

37% Women in organization & **11%** in senior management by **FY26** (Women overall **33.12%** in **FY24**, Women in sr. mgmt. **10.3%** in **FY23**)



Human Rights Assessments

100% Owned locations by **FY26**. (**9** of 13 locations completed)



Volunteering Hours

180,000 per year by **FY26** (Green Marshals: **3,504** hours in **FY23**, CSR & ISR: **90,460+** hours in **FY24**)



Employee Recognition

60% associates to be recognized by **FY26** (**51%** associates recognized **FY24**)



CSR Projects (Employability)

TMF Smart Centers: **120** by **FY26** (**82** in **FY24**)
TMF Smart Academies: **15** by **FY26** (**12** in **FY24**)



CSR Projects (Disability)

TMF Disability Projects: **50** by **FY26** (**44** in **FY24**)



CSR Beneficiaries (Direct & Indirect)

70,000 Direct & **25 Lakh** Indirect by **FY26**
(**1.1 Lakh** Direct & **14.6 Lakh** Indirect in **FY24**)

Governance



Maintain High Corporate Standards

- Effective Board: Diverse and Independent
- Proactive Risk Management System
- Stringent compliance
- Transparent Disclosures
- Strong Customer Relationship
- Robust Cybersecurity
- Effectual Data privacy



Integrated Reporting

- Aligned to **IIRC**, **GRI** standards 2021, and **SASB** framework, **BRSR**
- Scenario Analysis carried out according to **TCFD** recommendations & mapping of UN SDG Goals



Board of Directors*

- **4** women directors, exceeding the mandate of **1**
- Independent directors: **6 (60%)**, exceeding the mandate of **33.3%** (i.e., **1/3rd**)
- Board Diversity policy

ENVIRONMENT

Our Environmental Commitments



Achieve carbon neutrality by 2030



Attain Net Zero by 2035



Increase renewable energy sourcing to 50% by 2026 and 90% by 2030



Become water positive by 2030



Zero Waste to Landfill (ZWL) certification for 100% owned facilities by 2026



Impart eco-design training to all the direct employees by 2030

Our **Environmental** Initiatives



Solar PPAs (Power Purchase Agreements)

- Increasing our renewable energy sourcing from **Solar Panels (4MW)** and through **PPAs** at Pune (**5 MW**) and Noida (**1.5 MW**) locations & with previously purchased PPA's at Bengaluru (**10MW**).



Zero-waste to Landfill (ZWL)

- Obtained **ZWL certifications** for **8** locations **Bangalore, Hyderabad, Pune, Chennai, Noida, Hyderabad TMIC SEZ, Chandigarh** and **Nagpur**



Green and Sustainable campus

- **Gold, Platinum LEED** certified buildings at **Bangalore, Chennai, Pune, Hyderabad TMTC SEZ (FY24)**
- **ISO14001 EMS, ISO 45001** certified facilities.
- **Smart BMS** Control system with **Smart LED Lighting, HVAC** and **VFD cooling, Smart Parking, Occupancy Motion** sensors



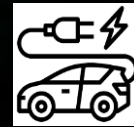
Science Base Targets (SBTi)

- Committed to SBTi Net Zero targets in line with the climate science.



Internal Carbon Price (ICP)

- Implemented Internal Carbon Price of **\$12/MTCO2e** to boost green investments.



Green Commute

- Adopted **EVs** for employee commute Noida saved **97 MTCO2e** in FY24.
- Provided **Electric charging points** at 100% owned locations



Energy, Waste and Water conservation measures

- **STP** for **recycling wastewater** and **RO Plant** for drinking water treatment.
- **Food waste recycling** through **Organic Waste Compositor**
- **Green E-waste** disposal.



Eco Design Training

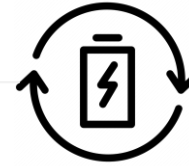
- Eco design training to the employees on weekly basis and part of **Induction program** to create awareness for new hires.

Our Environmental Highlights FY24



Climate Change

- **Scope 1+2** reduced by **31%** against base year FY16.
- Reduction of **21,464** MTCO₂e GHG emissions by **Renewable Energy**.
- Planted **113,240+ trees** till **FY24** helped us save **2,800** MTCO₂e.
- Implemented **Internal Carbon Price of \$12** per ton CO₂e.



Energy Management

- Increased **RE** from **1.77%** (in baseline year FY16) to **31%** for owned locations and **22.96%** globally in **FY24**.
- **29.98 Mn** units of electricity consumption saved through **Renewable Energy**.
- **53,537 GJ** saved through LEDs, sensors and efficient equipment till **FY24**.
- Green building certification helped saved **21%** of energy consumption.



Water & Waste Management

- Recycled and reused **290 Million** liters **wastewater** through **STPs** and
- Recharged **36.07 Million** liters of ground water levels by **rainwater harvesting** plants equivalent to **48%** of total water withdrawal .
- Achieved **WASH** tool score of **1.92**.
- **41 tons (24%)** of food waste is converted to manure through **Organic Waste Converters**
- **97%** of total waste is **recycled/reused/sold**.

Our Energy Efficiency Initiatives

53,537 GJ Energy and **10,648** MTCO₂e emissions saved through installation of LEDs, motion sensors and energy efficient practices and technologies till FY24*

Achieve **20%** reduction in energy consumption by FY30 against FY21

4 Buildings have been received green building certification by the IGBC/LEED

Energy demand for TechM's operations primarily stems from lighting, cooling, and connected loads. With a strong focus on energy efficiency and conservation, TechM actively boosts the contribution of renewable energy sources in its energy mix each year to reduce its environmental impact.

Initiatives:

- ü Adopting Green Building practices
- ü Employing data centre consolidation, server virtualisation, energy efficient equipment, natural and adiabatic cooling methods
- ü Standardisation of cafeteria AC operations
- ü TechM conducts employee engagement programmes, including awareness campaigns, training sessions

Actions:

- ü Investing significantly in renewable energy, including solar LED lights and water heaters
- ü Installation of energy-efficient cooling technology, HVACs, VRVs, and building controls
- ü Conduct water audits

Our Water Positive Promise

62%

Reduction in water withdrawal intensity from the base year (13.73 KL/person in FY16)

5.2 KL/Person

Water withdrawal intensity

100%

Owned facilities are Zero Liquid Discharge

Taking proactive steps to become Water Positive by 2030, conserving and replenishing water resources

TechM has established a [Water Management Policy](#) and meaningful targets to enhance water efficiency and increase the utilisation of wastewater through technology-driven innovations.

Initiatives:

- ✓ Installing Rainwater Harvesting Plants
- ✓ Water conservation workshops to raise awareness among associates about Water Risks and Conservation
- ✓ Monitoring and promoting water stewardship across the value chain

Actions:

- ✓ Conducted water audits and assessments to monitor water usage and identify areas for better water efficiency through data gathering and continuous review.
- ✓ Investment in R&D
 - To date, over 5,930+ water restrictors and sensors have been installed, resulting in a significant reduction in water consumption.
 - For Upgrading Sewage Treatment Plants (STPs) with MBR Technology to enhance efficiency.
- ✓ WASH tool for water sanitation and hygiene

Our **Waste** Management

344.21 MT of waste was diverted from disposal, comprising 97% of total waste generated (356.22 MT)

12.01 MT of waste was directed to disposal, comprising 3% of total waste generated (356.22 MT)

100% 13 owned facilities to be Zero Waste to Landfill certified by 2026

Effective waste management is imperative for TechM's business operations, encompassing a multifaceted approach that integrates environmental responsibility, regulatory compliance, cost reduction, reputation enhancement, fostering innovation.

Initiatives:

- ✓ Implementing comprehensive recycling program these programmes are integrated to reduce the amount of waste sent to landfill
- ✓ Plastic free campus

Actions:

- ✓ Waste audits are conducted regularly to identify opportunities for optimising waste, with focus on obtaining ZWL (Zero Waste to Landfill) certification after each audit
- ✓ Implementing waste reduction policies
- ✓ Waste reduction training is provided to employees to raise awareness and promote responsible waste management practices throughout the organisation
- ✓ Investments in research & development to pioneer innovative solutions for waste reduction and resource efficiency, the company allocates resources to develop new solutions to minimize waste generation from business operations.

Our Sustainable Supply Chain Management

- ✓ Embracing suppliers from diverse backgrounds.
- ✓ Responsible sourcing standards are a part of supplier contracts.
- ✓ Our Sustainable Supply Chain Management (SSCM) Policy establishes stringent sustainability standards for suppliers, vendors, and partners.
- ✓ Regular Supplier Audits and assessments.
- ✓ Empowering suppliers through capacity building workshops, training and engagement to enhance sustainability outcomes.

KEY HIGHLIGHTS

78.79%

Of procurement budget spent on local suppliers in FY24

154 out of top 200 Key suppliers were assessed for environmental and social impacts representing 77% of top suppliers

2

Supplier capacity building workshops conducted

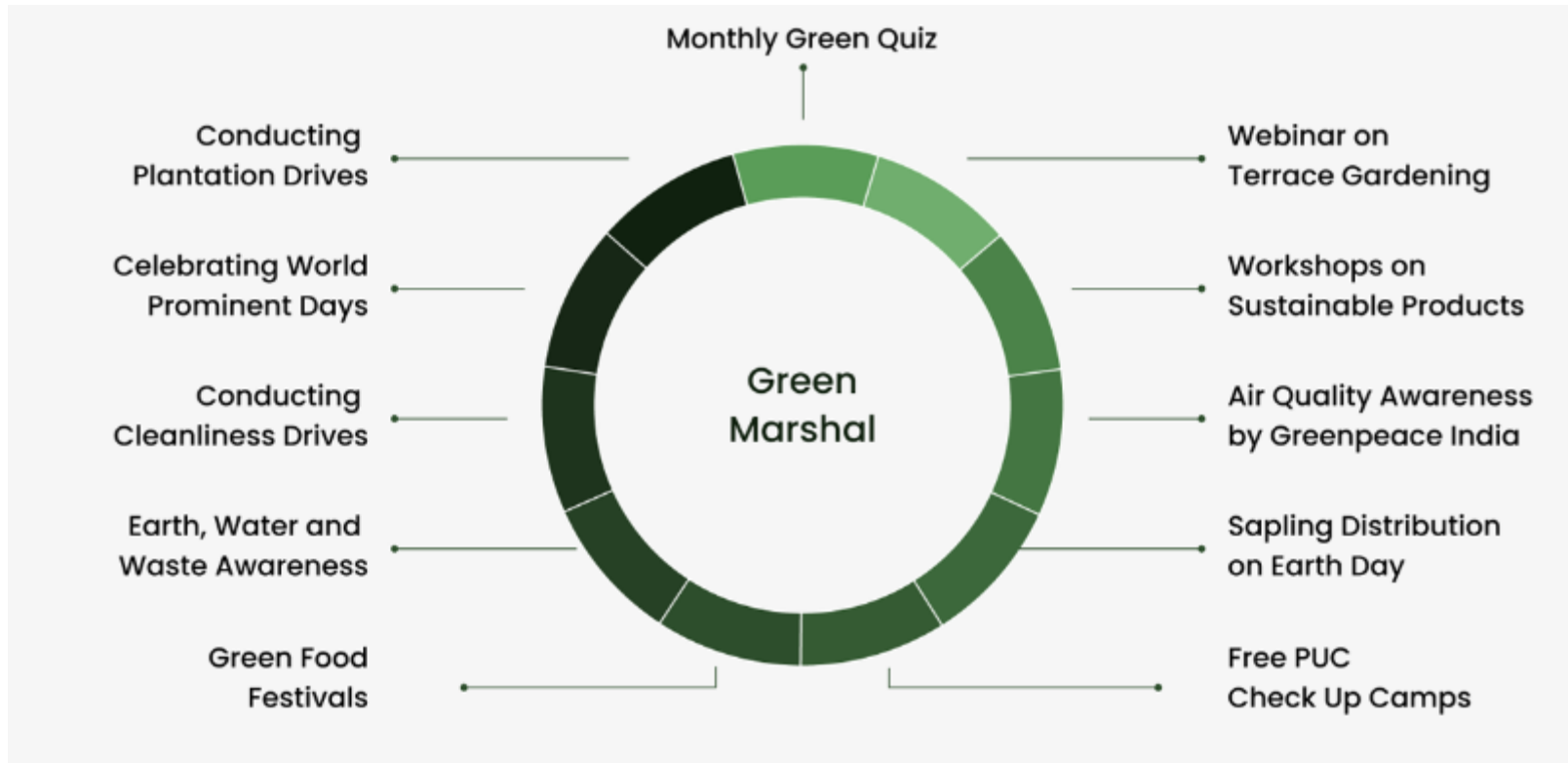
28%

of global spend of TechM's IT suppliers are certified diverse suppliers during FY24



Integrating **Sustainability** in
Supply Chain to strengthen operations and drive
Positive Change.

Making Sustainability Personal



Training on Green Initiatives



Build network of likeminded Green Marshals.
Encourage Carpooling



No plastic in campus.



Newer ways of Conservation

Our Green volunteer's participation was 3,504 hours in FY24

Our Decarbonization pathway

We are committed to SBTi-approved targets to Reduce Scope 1 & 2 emissions by 22% by 2030 and Achieve 90% reduction in Scope 3 emissions by 2035.

We offset remaining emissions through carbon credits and investments in carbon mitigation projects ~~permanent carbon removal solutions~~, like reforestation and carbon capture technologies. Additional initiatives include supplier engagement, low-carbon product development, and renewable energy exploration. Our goal is to minimize our footprint while driving growth and contributing to a sustainable future.



SOCIAL

Our People Philosophy

EMPLOYEE VALUE PROPOSITION

We offer our associates the '**Freedom to Explore**' so they can experiment and embrace new opportunities to Connect, Co-create & Celebrate.



CONNECT
Aspirations to Achievements

Establish and nurture relationships to build a fulfilling career.



CO-CREATE
New approaches & breakthrough Solutions

Encourage doing new things and finding new ways of innovating.



CELEBRATE
Seamless blending of Life & Work

Leverage diverse perspectives to seek excellence while pursuing passion.

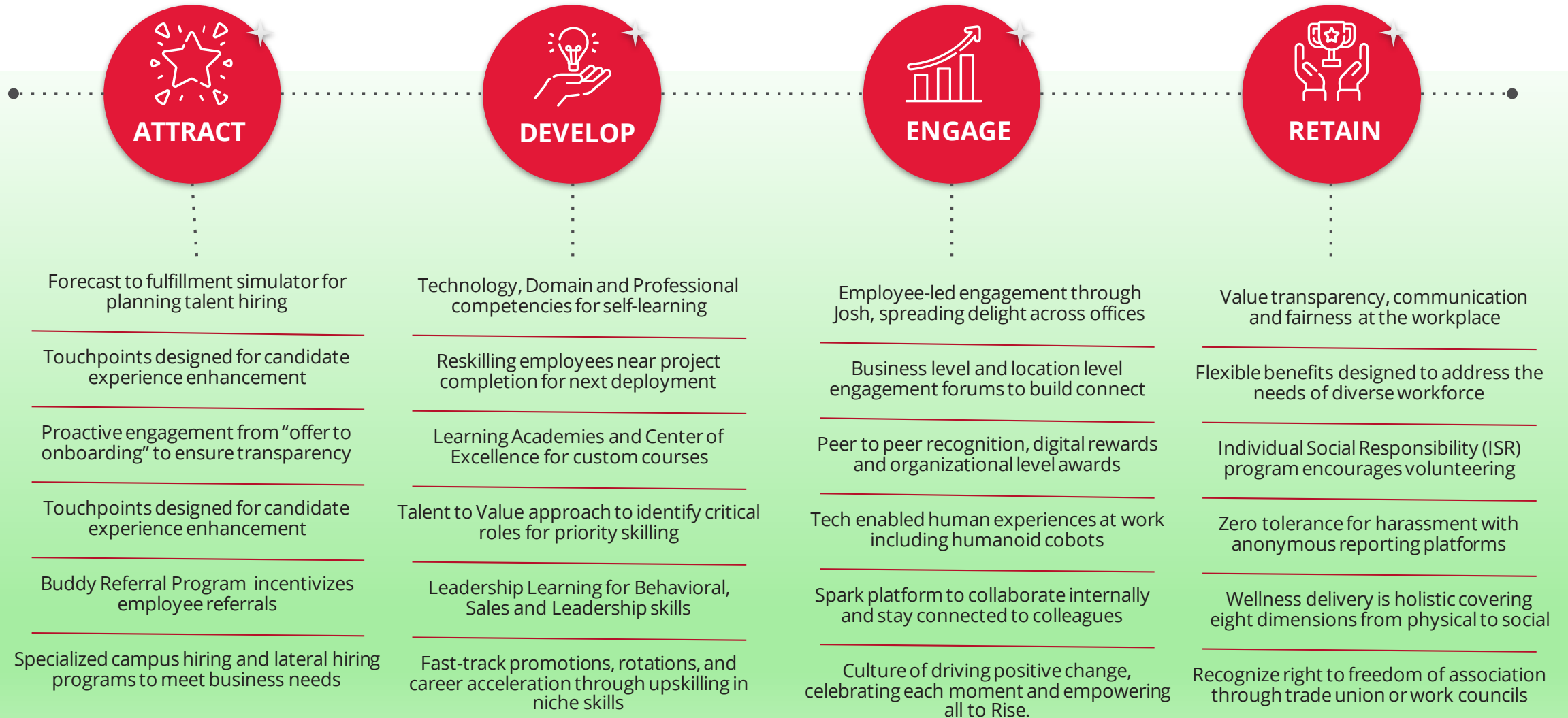


TechM CARES Framework

A formal process for internal Employee engagement with the focus on **Career, Alignment, Recognition, Empowerment** and **Strive**. All people practices, policies & programs are aligned to one of these 5 dimensions. Our people management process include strategies to **attract, develop, engage** and **retain** employees.

Our latest employee satisfaction score as per MCARES Survey is **4.58** and % of employees who responded to the survey is **47%**.

Our People Initiatives



Our Incentive Program

CEO VARIABLE COMPENSATION

The variable component of CEO's remuneration is linked to the Balance Score Card. The variable bonus in form of ESOPs is linked to the long-term performance with longest time vesting period of 4 years.

For short term incentive (STI), the longest performance period is 1 year. Half and more of the target STI award is linked to performance metrics with disclosed targets, including sustainability-related performance. As per the ESOPs vesting period, only 15% of the ESOPs granted can be exercised during the first year and 85% of target STI award is deferred in the form of stock options for 4 years.

LONG-TERM INCENTIVES

Tech Mahindra rewards associates with over 5 years of service through a structured long-term incentives (LTI) framework, including certificates, congratulatory plaques, cash awards, additional leave, and performance-based variable pay. Eligible associates may also receive Stock Options (ESOPs) or Restricted Stock Units (RSUs), with allocation linked to individual performance and role criticality. The company's LTI program integrates sustainability-related performance metrics with disclosed targets, aligning personal rewards with broader organizational ESG goals. These targets are embedded within the Balance Score Cards of functional leaders and cascaded to their teams. Half or more of the target LTI awards are linked to performance metrics measured over a period of 3 years or more, ensuring a focus on long-term value creation. The long-term incentive program applies to 17.51% of TechM's workforce below the senior management level in FY 2023-24.

CLAWBACK

Tech Mahindra is governed by the Companies Act 2013, and clauses such as Section 199 are applicable for the recovery of remuneration from the management in certain cases of clawback. Please refer to Section 199, "Recovery of remuneration in certain cases," on pdf page 125 of the Companies Act 2013 for more details on the clawback policy applicable to the MD & CEO of Tech Mahindra.

In alignment with these provisions, the compensation structure at Tech Mahindra is subject to a clawback clause over a three-year prorated period. However, the clawback will not apply if the employment is terminated by the Company without cause, or if the MD & CEO resign in response to a material breach of agreement by the Company.



DIVERSE AND INCLUSIVE WORKFORCE

33.12% global women representation with target of 37% by FY26

96.10% talent are local hires (from the same nation) with a presence in 90+ countries

Female attrition rate at 9.6% is lower than male attrition at 10.1%

TALENT DEVELOPMENT & RETENTION

48.96 Average hours of training & Skill Development programs

Appraisal based on performance & career development

70.29% Open positions filled by internal candidates

EMPLOYEE ENGAGEMENT & WELL-BEING

Deliver human-centered experience in a hybrid work environment

'Holistic and collective well-being' through wellness-first offerings

Employee recognition programs to help nurture a culture of appreciation

We are developing
Our People
for an
Empowered Future.

Gender Pay Equality Programme

Tech Mahindra's **Gender Pay Equality Programme** is designed to promote fairness, transparency, and inclusivity in our compensation practices across all levels of the organization. As part of this program, we are committed to ensuring that all employees are compensated equitably regardless of gender.

We follow a structured and merit-based approach to hiring and compensation, where decisions are based purely on qualifications, skills, experience, and job role requirements. As an **equal opportunity employer**, we offer equal starting salaries for comparable roles, and our variable pay structure is aligned with clear performance indicators at the individual, business unit, and organizational levels.

To reinforce these principles, we conduct regular compensation reviews and gender pay gap audits, ensuring consistency and fairness in remuneration. These reviews help identify and address any disparities, strengthening our commitment to equitable pay. The program is further supported by continuous monitoring of key DEI metrics such as gender representation, diversity ratios, promotion rates, pay equity analysis, and leadership diversity. These indicators provide us with actionable insights and help us drive long-term progress aligned with our multi-year DEI roadmap.

In this reporting year, the ratio of average basic salary and total remuneration of women to men across all employee levels was **0.9**, reflecting the tangible impact of our ongoing efforts toward gender pay parity.

Our Safe Workplace Initiatives

Health, Safety, and Environment (HSE) Policy ensures compliance with environmental and workplace health and safety regulations.

- TechM's HSE Management systems and practices are certified and complies with **ISO 14001 and 45001** standards.
- HSE Committee at regional level reports to global **HSE Forum** on incidents and preventive actions taken.
- Utilises Hazard Identification and Risk Assessment (**HIRA**) framework to effectively manage workplace related health & safety hazards
- BehaviourBased Safety & Health (**BBS&H**) programme promotes safe practices and environmental stewardship through coaching and reinforcement of safe behaviours.
- Wealth of Wellness (**WoW**) Programme ensures preventive, personalised & holistic wellness.
- Associate Welfare Trust (**AWT**) formed by TechM's associates to assist other members and their dependent family members, during medical emergencies, if covered in the insurance plan.
- Incident management Tool (**IMT**) tracks incidents related to medical urgency, covering injuries, ill-health, environmental accidents, or potential injury, applying to all personnel having workplace access.

Targets set to sustain with
'**Zero**' lost time, injuries and fatality rate

Zero Work-related injuries in
FY24

Zero Fatalities resulting from
work-related ill-health
in FY24

Human Rights Assessment

We honor the rights and freedom of every individual by reinforcing our commitment through our [Human Rights Policy](#)

We conduct external human rights assessments based on GRI Standards 2021 and SA8000 standards.

Why Human rights Assessment?

Reduce Risks

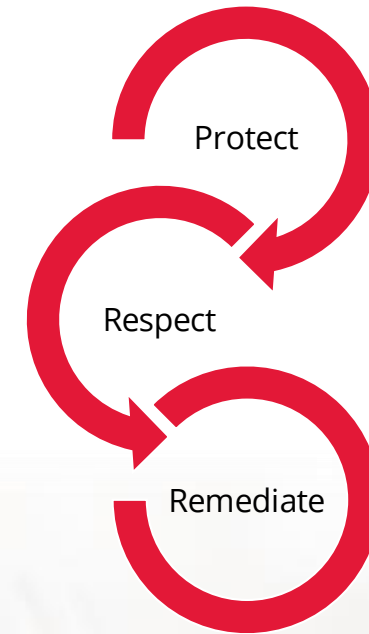
Engage &
Motivate Staff

Safer Work
Environment

Demonstrate
management
standards

Meet
Stakeholder
Expectation

3 pillars of Human Rights Indicators



Freedom of Association




Associate groups representing diverse backgrounds, gender, abilities, affinities, and sexual orientation foster community participation, networking, cultural enrichment, and support.

All employees are free to form or join unions and have the right to engage in collective bargaining, in accordance with local laws and our commitment to upholding fundamental labor rights, including the principles of the ILO core conventions.

Our CSR Vision

Empowerment through Education

TMF has its focus spanned across three key areas of development with Gender and Mental Health being cross-cutting themes across all programmes.

 Education  Employability  Disability

CSR IMPACT

492,757
Direct beneficiaries
cumulatively since FY13


109,504 and **1,349,798**
Lives touched directly and indirectly,
respectively in FY24

8,188
PwD beneficiaries
comprising 18.2% of
core beneficiaries

45,404 direct and **690,405** indirect
Women beneficiaries (comprising
50.4% of total beneficiaries as
mandated by the Board) in FY24

 **144**
Projects

 **66**
Implementation
partners

 **11**
Locations
across India

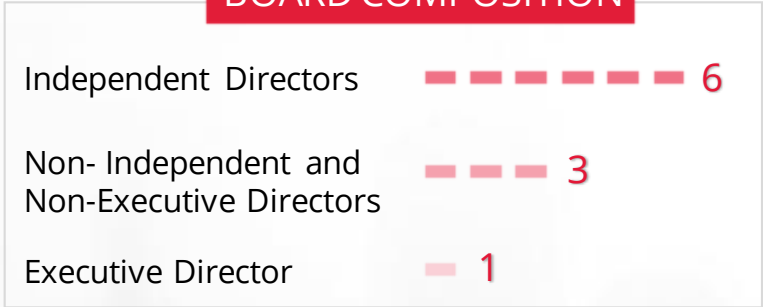


Supporting **Inclusive**
and
Equitable Development
in
Our Communities

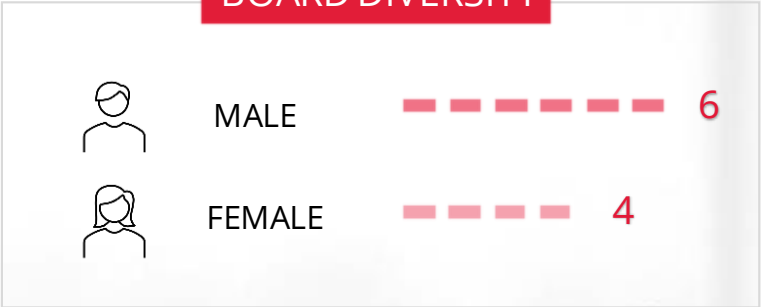
GOVERNANCE

Our Board Composition

BOARD COMPOSITION



BOARD DIVERSITY



TENURE OF DIRECTORS NOS



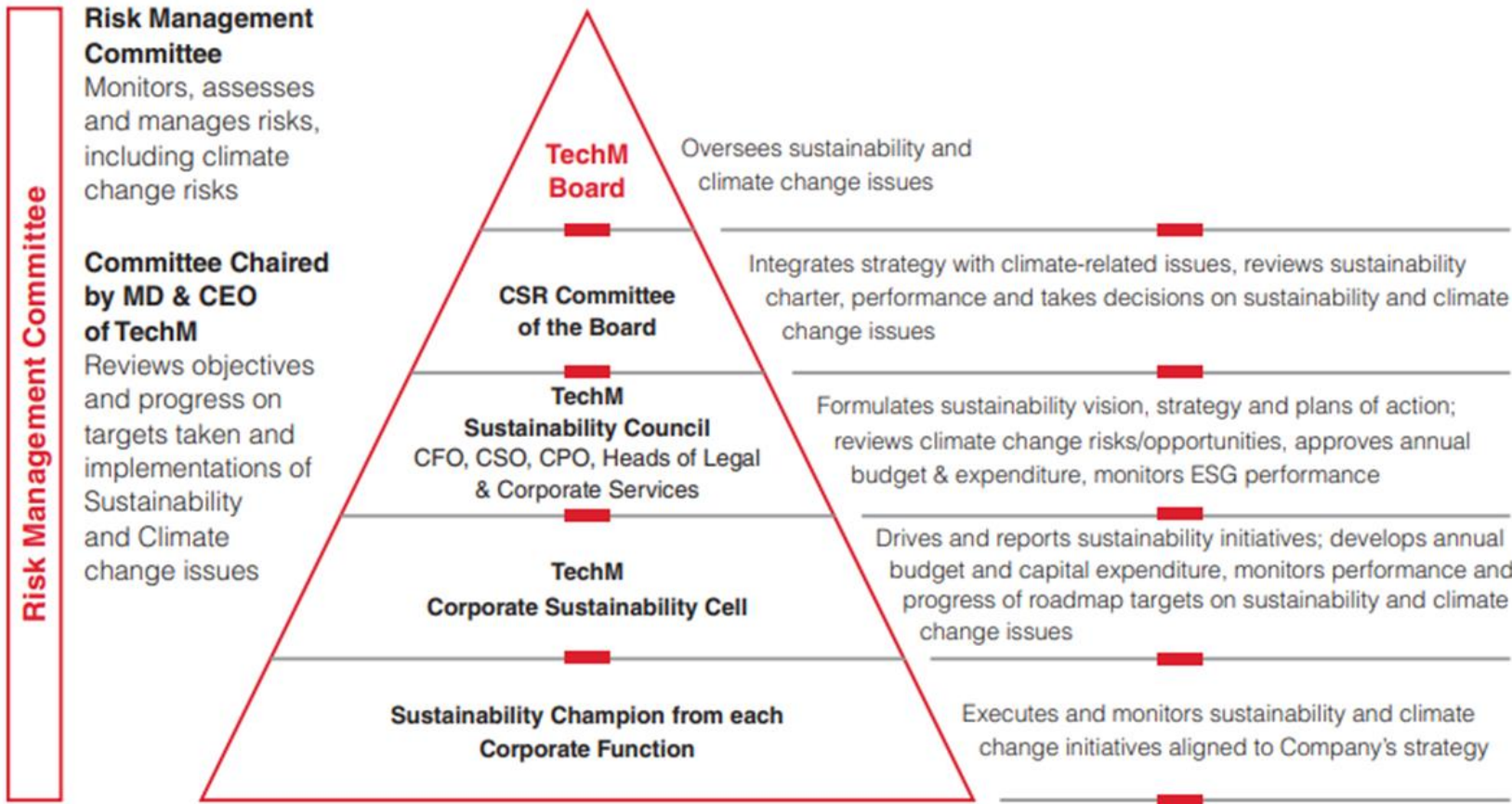
Nationality: Indian - 6, Foreign - 4

Average tenure of the board: 6.7 years

Age: 45 - 55 years - 5

Age: 55- 74 years - 5

Our Governance and Management Policies



- Human Right policy
- POSH policy
- Whistleblower policy
- HSE policy
- Tax policy
- Business Responsibility policy
- Ethical Code of Conduct
- Anti-bribery policy
- Anti-corruption
- D & I policy
- Privacy Protection
- CSR policy

- Security Management
- UNGC Principles
- LEED
- BCP & Disaster Recovery
- SCM Capacity Building
- TCFD Framework alignment
- Risk Management
- EMS ISO 14001
- OHSAS ISO 45001

- Environmental policy
- Green Procurement
- Biodiversity policy
- SSCM Supplier Code of Conduct
- SSCM Policy
- Climate Change policy
- Water policy
- Sustainability Policy
- Carbon Price
- Waste Management Policy

Our Policies

Environment Policy

Our [Environmental Policy](#) demonstrates a strong commitment to sustainability, focusing on resource efficiency, pollution prevention, and compliance with environmental regulations. The policy is approved by the **Board of Directors** and includes a commitment to regularly report on environmental performance, ensuring transparency and accountability. It reflects integration of environmental considerations into core business operations and aligns with global best practices.

Whistle Blower Policy

Our [Whistleblower Policy](#) provides a structured and confidential mechanism for employees, vendors, and stakeholders to report concerns related to unethical behavior, violations of company policy, or any suspected misconduct without fear of retaliation.

To ensure accessibility and trust, we offer a 24x7 reporting hotline, supported by a dedicated email address and contact number. The whistleblower platform is designed to be inclusive and accessible, being available in 11 local languages, thereby enabling individuals across geographies to report issues confidently and effectively.

Our Certifications

Quality Management System

ISO 9001:2015

Third party certification

The company has obtained ISO 9001:2015 certification for its Quality Management System, covering 54 locations globally. This certification ensures a consistent standard of quality practices across key operations. The scope of certification includes all major IT and business process services across all business verticals and in-house functions, reflecting our commitment to maintaining internationally recognized quality standards across our global footprint.



Environmental Management System

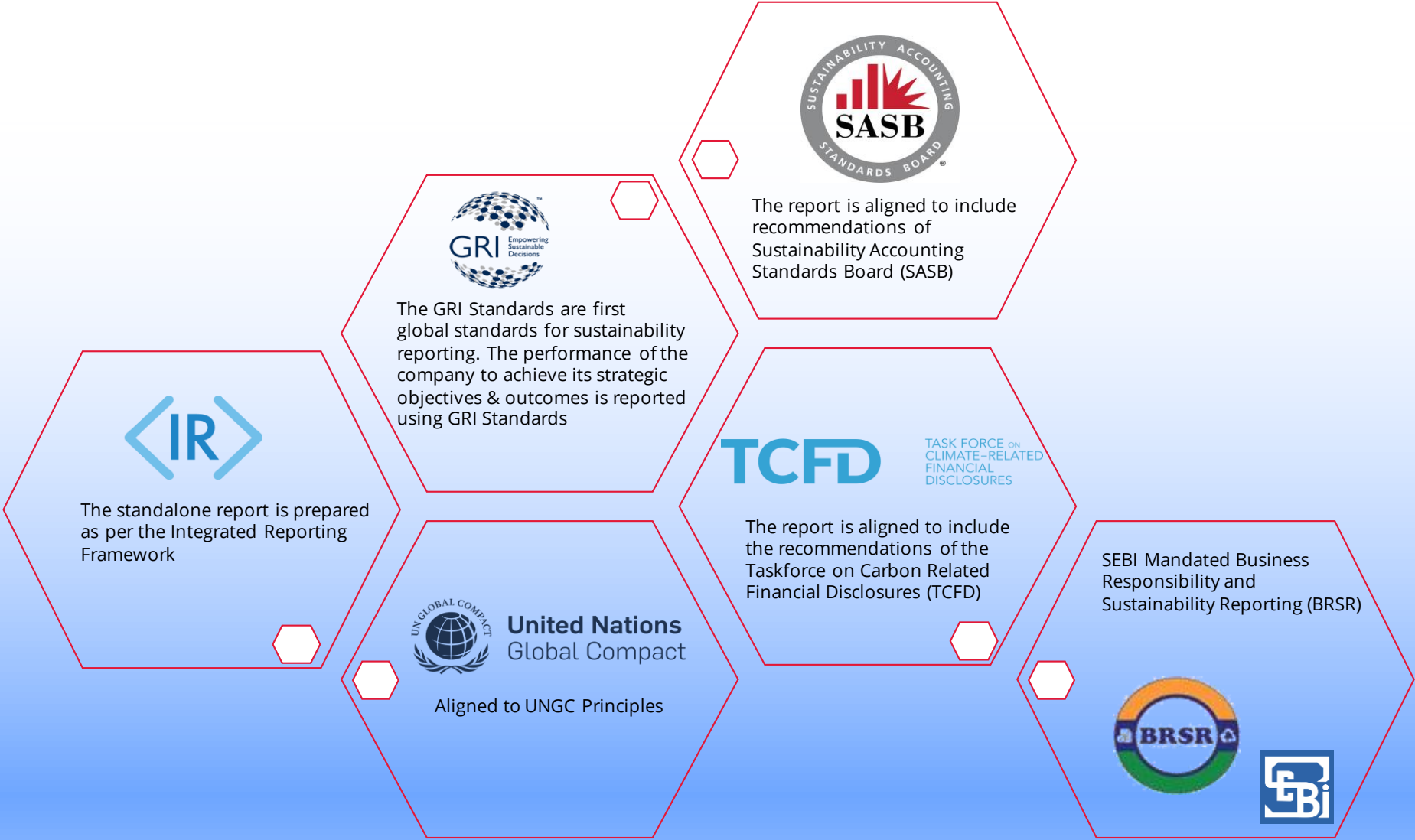
ISO 14001:2015

Third party certification

Two major facilities of Tech Mahindra, at Bangalore and Hyderabad, with 31% of employees, are covered under ISO 14001 (EMS) certification. Additionally, the facility at Pune with 12% of employees covered, has received third-party certification for its environmental management system and the remaining 57% of facilities undergo rigorous internal audits, and verification processes for EMS, conducted by the company's specialists from the Corporate Sustainability Cell, operating from the company's headquarters.



Our Reporting Landscape



Our **Ethics and Compliance** Management

At Tech Mahindra, we are committed to conducting our operations with integrity, transparency, and accountability, guided by our [Code of Ethical Business Conduct](#), which serves as a foundational document for all employees, leadership, and stakeholders. The latest version of our Code of Ethical Business Conduct was formally approved by the Board in 2024. The systems and processes associated with the Code are externally audited on an annual basis, reinforcing our commitment to upholding the highest standards of ethical behavior.

We undertake regular risk assessments, specifically addressing areas such as bribery, corruption, and broader ethical risks. These assessments are conducted through structured and periodic reviews that help us proactively identify, evaluate, and mitigate risks related to unethical practices. Ethical risk considerations are embedded within our enterprise risk management framework, ensuring they are factored into business decisions and operational processes.

Our compliance program includes:

- Periodic internal audits that monitor adherence to ethical standards and regulatory requirements
- A mandatory employee training program covering ethical conduct, anti-bribery, and anti-corruption principles
- A whistleblower mechanism that allows employees and stakeholders to report concerns confidentially and without fear of retaliation

These measures are designed not only to ensure compliance but also to proactively detect and mitigate non-compliance, thereby reducing exposure to unethical behavior across the organization. In line with our commitment to ethical governance, we confirm that Tech Mahindra made zero political contributions during FY25.

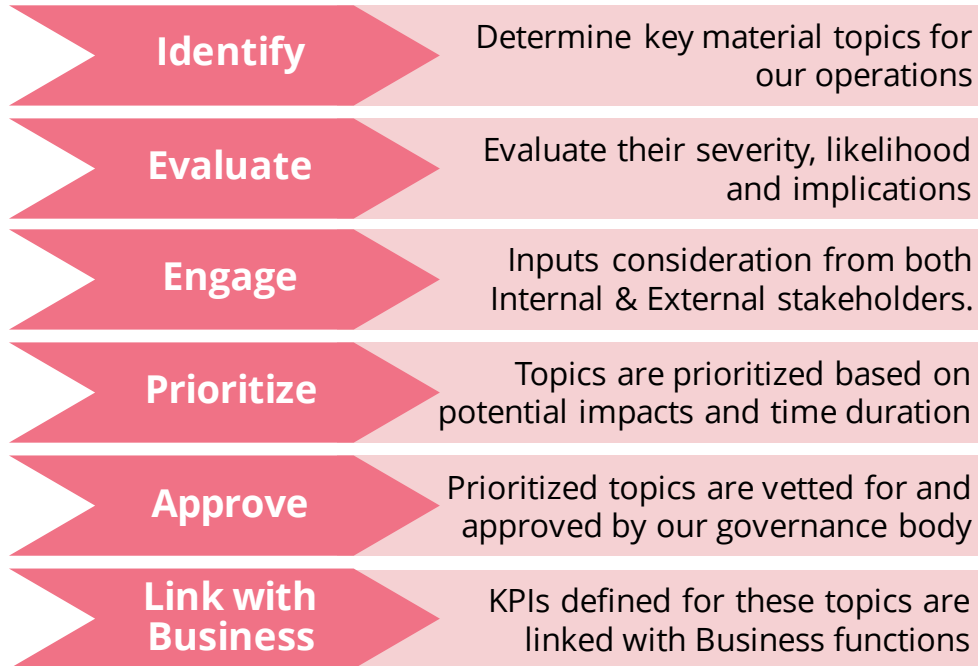
Main KPIs

Parameter	Incidents of FY24
Corruption or Bribery	8
Customer Data privacy	0
Harassment	77
Advertising	0
Conflicts of Interest	6
Money Laundering or Insider trading*(Unfair trade practices)	0

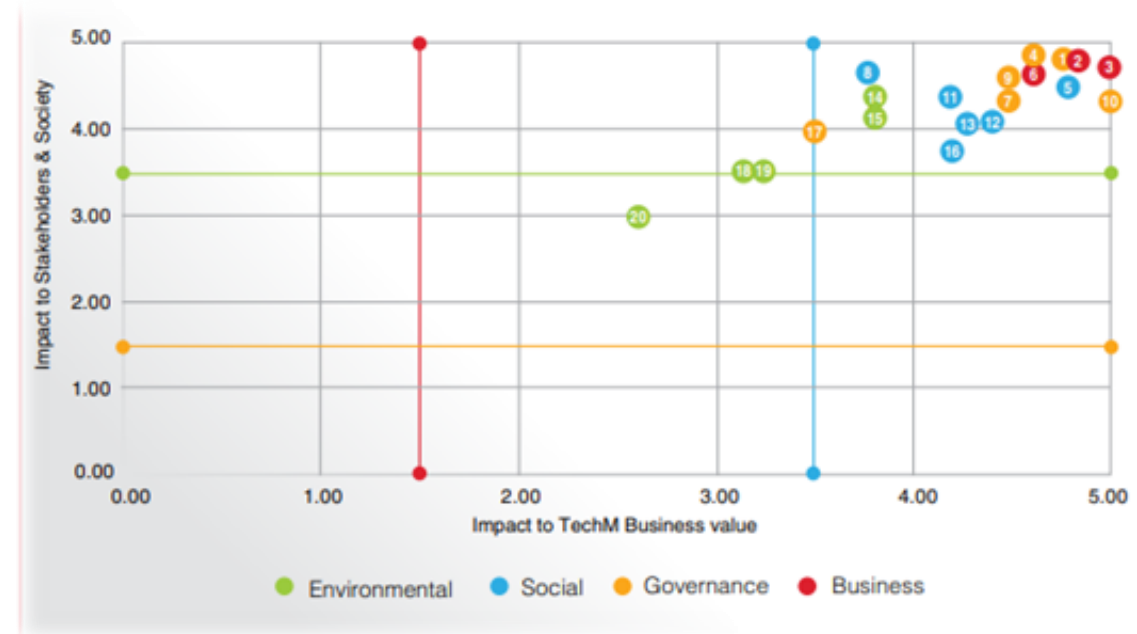
Our Double Materiality Assessment

tech
mahindra

Materiality Assessment Process



Materiality Matrix FY 2023-24



These metrics shape TechM's ESG targets and roadmap, which are reviewed every five years. According to the matrix for FY24, TechM is progressing satisfactorily towards achieving its targets within the timeframe set by the ESG roadmap.

- 1 Ethics & Compliance
- 2 Innovation
- 3 Cybersecurity and Data Privacy
- 4 Corporate Governance
- 5 Talent & Skill Management
- 6 Customer Relationships
- 7 Risk Management

- 8 Good Health, Safety & Well-being
- 9 Economic Performance
- 10 Stakeholder Relationships
- 11 Employee Engagement
- 12 Corporate Citizenship
- 13 Human Rights
- 14 Climate Change
- 15 Energy Management
- 16 Diversity & Inclusion
- 17 Supply Chain Management
- 18 Waste Management
- 19 Water Stewardship
- 20 Biodiversity



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