ESG Con-Call
Mahindra & Mahindra Limited

Ulhas N. Yargop
Group President (IT Sector) & Group CTO

V.S. Parthasarathy
Group CFO, Group CIO

Dr. Prince Augustin
Executive Vice President – Group Human Capital & Leadership Development
Growth, Governance & Social Focus

The Mahindra Way

Governance & Compliance

ESG Framework

People & Diversity

Sustainable Growth

Board of Directors & Committees

Governance Philosophy

Compliance

Stakeholder Interest
Corporate Governance & Compliance

The Mahindra Way

- Governance Philosophy
- Board of Directors & Committees
- Compliance
- Stakeholder Interest
Governance is in the Mahindra DNA
To institutionalize Governance as a process, every point of decision making needs to be tested for the following 3 “C”s:

- **Competence** – Competency is the cornerstone of every managerial action and the process of Governance is no different. Training is a useful tool in this regard.
- **Compliance** – Without the attitude to follow the law, the process of Governance will fail.
- **Conflict of Interest Eradication** – Conflict removal is the “soul” of Governance and is at the very core of Governance process.
Conflict of Interest Eradication

The “5 Who” Analysis

- Conflicts need to be excavated and eradicated, using a rigorous querying process, much like the “Five Why Analysis” of the Toyota lean manufacturing system. Similarly, for a robust Governance process we need a “5 Who” analysis to be done at every critical decision making point in the organization, asking:

| i. | Who all benefit or may benefit? |
| ii. | Who all lose or may lose? |
| iii. | Who all decide? and |
| iv. | Who all influence or may influence? |
| v. | Who executes the decision? |
CONSCIOUS CAPITALISM
Profit with Purpose - The Mahindra Rise Way

Adding the 4th “P” to People, Planet, Profit + Process

Current

People
Profit
Planet
Process

Purpose
Governance

The Mahindra Rise Way

People
Profit
Planet
Governance

Purpose
Process
Mahindra Governance e-Cockpit

Portals
- Board Portal
- CEO/CFO Certification Portal
- Compliance Portal
- Directors Information Portal
- Business Related
- Disclosure Portal
  - Annual Reports
  - Stock Exchange Disclosures
- Data Archives

Policies
- Code of Conduct
- Employee Governance
- Investor Related

Investment through PMS Scheme is also treated as trade. For more information, connect on 022-24917029 or email at INSIDER@mahindra.com

NSE |
Mahindra Lifespace Developers Ltd - 487 (▼ 4.45) | Tech Mahindra Ltd - 680.9 (▲ 12.25) | Mahindra Logistics Ltd - 559 (▼ 1.75) | Mahindra Holidays & Resorts India

BSE |
Mahindra Lifespace Developers Ltd - 486.5 (▼ 5.35) | Tech Mahindra Ltd - 680.3 (▲ 13.20) | Mahindra Logistics Ltd - 555.55 (▼ 6.60) | Mahindra Holidays & Resorts India
Corporate Governance & Compliance

The Mahindra Way

Board of Directors & Committees

Governance Philosophy

Compliance

Stakeholder Interest
<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>FY2011</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Keshub Mahindra</td>
<td>Chairman Emeritus</td>
<td>Y</td>
<td>Chairman</td>
</tr>
<tr>
<td>Mr. Anand G. Mahindra</td>
<td>Exec. Chairman</td>
<td>Y</td>
<td>VC &amp; MD</td>
</tr>
<tr>
<td>Mr. Nadir B. Godrej</td>
<td>Independent</td>
<td>Y</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr. M. M. Murugappan</td>
<td>Independent</td>
<td>Y</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr. R. K. Kulkarni</td>
<td>Independent</td>
<td>Y</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr. Anupam Puri</td>
<td>Independent</td>
<td>Y</td>
<td>Independent</td>
</tr>
<tr>
<td>Dr. Vishakha N. Desai</td>
<td>Independent</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Mr. Vikram Singh Mehta</td>
<td>Independent</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Mr. T. N. Manoharan</td>
<td>Independent</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Mr. Vijay Kumar Sharma (LIC)</td>
<td>Non-Executive</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Dr. Pawan Goenka</td>
<td>MD</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Mr. Bharat Doshi</td>
<td>-</td>
<td>Y</td>
<td>ED</td>
</tr>
<tr>
<td>Mr. Deepak Parekh</td>
<td>-</td>
<td>Y</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr. A.K. Nanda</td>
<td>-</td>
<td>Y</td>
<td>Non-Independent</td>
</tr>
<tr>
<td>Mr. Narayanan Vaghul</td>
<td>-</td>
<td>Y</td>
<td>Independent</td>
</tr>
<tr>
<td>Dr. A.S. Ganguly</td>
<td>-</td>
<td>Y</td>
<td>Independent</td>
</tr>
<tr>
<td>Mr. Arun Kanti Dasgupta (LIC)</td>
<td>-</td>
<td>Y</td>
<td>Non-Executive</td>
</tr>
</tbody>
</table>

**No of Independent Directors** 7/10 7/12

*19th March, 2019

- Out of the 12 Directors on Board in FY11, only 5 directors remain on Board in FY18.
- Mr. M. M. Murugappan and Mr. Nadir B. Godrej re-appointed for a period of 2 year only.
CSI and L&I Committee – Voluntary initiative of the company

**Strategic Investments Committee**
- Evaluate and scrutinise investments/ funding in/of business acquisitions beyond the threshold limit of Rs.100 crores and make necessary recommendations to the Board from time to time
- Monitor/review such of the above investments where there is a continuous shortfall vis-à-vis budget and review action taken by management in this regard
- Evaluate, scrutinise and approve disinvestments (other than investments that are considered to be non-core) in respect of subsidiaries/businesses above such threshold limit as may be determined by the Board from time to time
- Overseeing and reviewing performance of various subsidiaries.

**Loans and Investment Committee**
- L&I Committee be authorized for making loans and investments, giving guarantees, borrowing monies and such other related aspects of fund management as may be delegated to the Committee by the Board.
- The committee be additionally authorized to evaluate and scrutinize all proposed strategic investments/funding upto a limit of Rs.100 crores, including but not limited to investments, business acquisitions, reviewing existing investments in subsidiary companies, Joint Ventures, other Group companies, etc.
Succession Planning

- The successors for the **Independent Directors** shall be identified by the GNRC (Governance, Nomination and Remuneration Committee) **at least one quarter before expiry of the scheduled term.** In case of separation of Independent Directors due to resignation or otherwise, successor will be appointed at the earliest but not later than the immediate next Board meeting or three months from the date of such vacancy, whichever is later.

- The successors for the **Executive Director(s)** shall be identified by the GNRC from among the Senior Management or through external source as the Board may deem fit.

**Policy Statement**

The Talent Management framework of the Mahindra Group has been created to address three basic issues:

1. Given the strategic business plans, do we have the skills & competencies required to implement them? If not, how do we create them – by developing them internally or externally?
2. For critical positions, what is the succession pipeline?
3. What are the individual development plans for individuals both in the succession pipeline as well as others?

The framework lays down an architecture to address these questions using the 3E approach:

a) **Experience** - 70% weightage.
b) **Exposure** - 20% weightage.
c) **Education** - 10% weightage.
Corporate Governance & Compliance

The Mahindra Way

- Board of Directors & Committees
- Governance Philosophy
- Compliance
- Stakeholder Interest
Governance policies for employees

Bribery & Corruption
- Zero Tolerance

Whistleblower
- Proactively communicated through posters, emailers, short film (in English & Hindi); Policy regularly reviewed by Board
- Independent hotline manned by KPMG
- Structures for administration of investigation and other administrative structures set up as per recommendation of KPMG

Annual Compliance Module
- Affirmation each year by ALL Employees and on joining for new employees

Computer Based Training Module
- Introduced - Bi-Annual training on the Code of Conduct

Ethics & Governance Portal for
- Code of Conduct Violations
- Gift declarations; Lecture declaration
- 24 Governance Policies covering all aspects of the Code of Conduct

POSH
- Internal Complaints Committee (ICC) has been set up to redress complaints received regarding sexual harassment.
- All employees (permanent, contractual, temporary, trainees) are covered under this Policy
Corporate Governance & Compliance

The Mahindra Way

Board of Directors & Committees
Governance Philosophy
Compliance
Stakeholder Interest

Investors
Society
The Banyan Tree Approach
“We have an internal guideline: we will fund our investment businesses largely from income generated from our investment portfolio. This allows us to create new sources of value, without a shadow of doubt in anyone's mind that those investments affect our competitive readiness.”
- Anand Mahindra

- In general circumstances, the company does not have to resort to cash flow generated by operating businesses to fund investment portfolio. The underlying principle as regards investment is to create valuable enterprises.
- In case of control vs growth trade-offs in these businesses, the company has always exercised option of growth. Except for strategic reasons, the focus would be to maximize value rather than prioritize control
Focus on Value Creation over Control

- MCIE
- Mahindra Retail
- Sanyo Steel
- Mahindra China
- Two Wheelers
Corporate Governance & Compliance

The Mahindra Way

Governance Philosophy

Board of Directors & Committees

Compliance

Stakeholder Interest

Investors

Society
A move towards cleaner and greener future…

**BSVI Preparedness**

**Diesel Engine Platforms**

- Exhaustive range of diesel engines
- Company well poised to meet BSVI deadline

**Gasoline Engine Platforms**

- M&M currently has 2 gasoline engines. Intends to add 4 more options.
- Engine capacities fungible between diesel & gasoline engines
Electric Vehicles

Vision 2030
Tomorrow’s Movement, Today
Electric Vehicles – Business Highlights

- EV technology manufacturing hub inaugurated
- e-3wheeler ‘TREO’ launched
- MoU signed with Three wheels united (TWU) and SmartE for supply of e3w
- Acquired paying customers for both platform and APIs of NEMO
- Integrated sustainable mobility ecosystem pilot at Auroville
- Centre stage at India’s first global electric mobility summit ‘MOVE’
Integrated Sustainable Mobility Solutions

**Vehicle deployment**
Offer our portfolio of EVs as suitable for the application

**Enable mobility models**
Aims at enabling mobility models such as ride sharing, ride hailing and self-drive through

**Enable eco-system**
Work closely with partners in creating eco-system (parking, charging infra) and integrate on mobility platform

**Energy storage**
Support in End to End clean and green solutions – Mobility to Complete sustainable living

Partners: Indian Institute of Science, Bangalore, Puducherry Smart City Development Ltd. (PSCDL)
Mahindra Electric Impact

Every 100 million e-kms translates to

- Saving 11,000 metric tons of CO2 emissions in India
- The need to plant over 5 lakh trees to absorb the equivalent levels of emissions.
Mahindra Agri Solutions

Vision to Deliver FarmTech Prosperity

We plan to impact the lives of 5 million farmers in next 4 years
Corporate Governance Awards

Overall Best Company in India for Corporate Governance’ by ‘Asia Money’ based in Hong Kong: 2016-17

The National Award for Excellence in Corporate Governance by the Institute of Company Secretaries of India 2015-16

Golden Peacock Award for Excellence in Corporate Governance by the Institute of Directors (IOD) : 2015-16
ESG Framework

Governance & Compliance

People & Diversity

Sustainable Growth
Sustainability Performance 2018-19

- Mahindra Sustainability Framework
- Leadership in Sustainability
- Building Enduring Business
- Rejuvenate the Environment
- Enabling Stakeholders to Rise
- Awards and Accolades
Mahindra Sustainability Framework

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

**People**
- Enable Stakeholders to Rise
  - Build a great place to work
  - Foster inclusive development
  - Make sustainability personal

**Planet**
- Rejuvenating the Environment
  - Achieve carbon neutrality
  - Become water positive
  - Ensure no waste to landfill
  - Promote biodiversity

**Profit**
- Building Enduring Business
  - Grow green revenue
  - Mitigate risk including climate risk
  - Make supply chain sustainable
  - Embrace technology and innovation
  - Enhance brand equity


Giving back more than we take.
Leadership in Sustainability

Set science based targets - a global challenge from Anand Mahindra, Chairman, Mahindra Group

20 Mahindra Group Companies committed to Science Based Target (SBT)
Mahindra Sanyo Special Steel Pvt Ltd (MSSSPL) and Tech Mahindra targets approved.
Leadership in Sustainability

Anand Mahindra co-chaired ‘The Global Climate Action Summit’ hosted in September’18 by Governor Brown of California.

Mahindra Group Committed to Carbon Neutrality by 2040.
Leadership in Sustainability

5 Group Companies committed
M&M Limited
Mahindra Holidays & Resorts India Limited (MHRIL)
Mahindra Vehicle Manufacturers Limited (MVML)
Mahindra Heavy Engines Limited (MHEL)
Swaraj Engines Limited

Founder member at World bank’s CPLC and declared Carbon Price of $10 per ton of CO₂ emitted

Tech Mahindra topper in CDP and Dow Jones disclosures; M&M and MMFSNL do well
Leadership in Sustainability

Mahindra Holidays & Resorts India Limited (MHRIL) committed to RE 100, a program by global organization ‘The Climate Group’. The commitment is to procure / generate 100% renewable electricity by 2060.

Mahindra Electric Mobility Limited (MEML) committed to EV 100, a program by global organization ‘The Climate Group’. The commitment is to use EV in service contracts, provide charging infrastructure for staff and customers, awareness and engagement program for EV usage.
Governance Structure for Sustainability

Group CSR and Group Sustainability Councils are high powered councils comprising of CEO/CXOs and members of the Group Executive Board.

**Board Committee For Corporate Social Responsibility**
Set direction for promoting the CSR agenda for M&M Ltd. and all Group Companies

**Group CSR Council**
Approves & monitors spends of CSR activities/projects as per the mandates from the Board Committee

**Management of large & long term projects through the various foundations across the Group**

**Group CSR Council**
Approves & monitors spends of CSR activities/projects as per the mandates from the Board Committee

**Group Sustainability Council**
Approves new initiatives and monitors progress of integration of the ESG parameters in Business & Operations

**Group Sustainability Cell**
- Drives sustainability through awareness & knowledge building across the Group
- Supports individual businesses in integrating Sustainability in strategic business processes and operations
- Makes all external disclosures

**Sector Sustainability Champions**
Located at all plants/offices to locally drive & monitor various initiatives, collects data for reporting
Sustainability Reporting – 2008 to 2017

2007-08
Alternative Thinking

2009-10
Where Alternative is Native

2011-12
Alternative Accelerates Results

2013-14
BUSINESSWISE

2015-16
We love +ve Disruption

2008-09
Alternative Thinking in action

2010-11
Alternative is Transformative

2012-13
H₂O to H₂∞

2014-15
BUSINESSWISE Multiplying outcomes

2016-17
Rise for Good
2017-18: Integrated Annual Report

- First Integrated Report merged with Annual Report of Mahindra and Mahindra Limited
- Based on International Integrated Reporting Council (IIRC)
- Explains how an organization creates value over time.
- Reports performance on 6 forms of capitals viz.
  - Financial Capital
  - Manufactured Capital
  - Intellectual Capital
  - Human Capital
  - Natural Capital and
  - Social & Relationship Capital
Building Enduring Business
Grow Green Revenue: USD 400mn+ Green Portfolio

- Micro Irrigation
- Smart IT Solutions
- Solar Power
  - 1.15 GWp installed, 1.71 GWp WIP
- Green Buildings

Electric Vehicles

- GenZe
- e2O+
- e-Verito

Partnering with Ola for EVs
Automotive Recycling
Rejuvenating the Environment
Achieving Carbon Neutrality

- EP 100: Auto, Farm & Holidays businesses
- Committed to go 100% LED
- RE 100: 10% Achieved!
- $10 Carbon Price

Brought to you by The Climate Group

UJALA
Unnat Jyoti by Affordable LEDs for All
The New Face of Delp
Domestic Efficient Lighting Programme

Carbon Pricing Leadership Coalition
Engagement with EESL- LED lighting

- LED lights installed: 1.6 Lacs Nos
- Project Cost: Rs 16 Crs
- Est. Energy saving: 200 lacs kwh/annum
- Est. CO₂ emission reduction: 16400 Tons/annum

Mahindra Joins Hands with EESL for LED program
Engagement with EESL - Energy Efficient Motors

- Improved Energy efficiency
- Payback 18-24 Months

Total requirement of motors – 1000 No’s

Motors replaced – 200 Nos
(1.1 kw - 22 kw)

Improved Energy efficiency by 6-10%

Total Investment – Rs 5.6 Crs

Total Est annual saving -2.5 Crs
Becoming Water Positive

Integrated Watershed Management:  
2.35X increase in income for 20,000;  
12X of water consumption harnessed by Mahindra

Saving 30-40% Water for Irrigation
Ensure no waste to landfill

- 6 plants of M&M received the Zero Waste to Landfill Certifications from M/s- Intertek, USA.
  - AS – Igatpuri
  - AS – Zaheerabad
  - AS – Haridwar
  - FES – Swaraj Plant 1
  - FES – Zaheerabad
  - FES – Rudrapur
Waste Management
Bio gas Project – Mahindra World City

Input:
Segregated Food-waste 10 tons/day – Provided by MWC

400 kg of CNG grade fuel is produced daily and it can propel our ‘Tourister buses’ 2800 km/day

4 tons of organic manure is produced daily

2 Commercial Projects under implementation

Organic Manure

Bio gas Project – Mahindra World City
Scrap Metal to Transformer Core
Foundry Waste Sand to River Sand
Kitchen Waste to Fertilizers
Waste to Energy
Paint Sludge as Fuel to Cement Plant
Promote Biodiversity

Membership and Advocacy

Reduction in Dust levels by 50%
Enabling Stakeholders to Rise

http://www.mahindra.com/riseforgood
Supported over 370,000 girls till date

- Girls Supported in FY19: 1,51,097
- 6,132 ASC’s in 3,844 government schools across 11 States
- 66,695 girls received tablet based learning
MAHINDRA PRIDE SCHOOL

Trained over 1,35,000 youth till date.
FY19 – 1 project in Arrah, Bihar

Beneficiaries in FY19 – 11,119

1,10,175 individuals treated through 20 Lifeline Express projects
Mahindra Haryali: 16.27 million trees planted till date

No of trees planted (Cumulative)

FY19 – 1.32 million trees planted
Awards & accolades

- M&M received IGCC (Indo German Chamber of Commerce) award for best sustainable business practices in 2017-18

- AD Igatpuri plant wins 18th Annual Greentech Environment Award – Platinum rating in 2018 by Greentech Foundation

- AD Igatpuri Plant wins “Sustainable Factory of The Year” at The India Sustainability Leadership Summit 2018 by TERI and Frost & Sullivan
Awards & accolades

- AD Kandivli wins award for Energy Management by MEDA (Maharashtra Energy Development Agency) in 2018

- AD Zaheerabad bags 2nd Prize at National Energy Conservation Award by Ministry of Power, Govt of India 2018

- AD Nashik Plant wins 18th CII National Excellence Energy Efficient Unit & Best Useful Presentation Award 2017
Awards & accolades

- Sustainability Report – Awards won
  - Indian Chamber of Commerce “India Corporate Governance & Sustainability Vision” Awards
  - Public Relations Council of India Award in Corporate Brochure category
  - Green Organization of the Year – Automotive sector (ET now in partnership with World CSR day)
  - Asia Sustainability Reporting Award 2018 (Best Supply Chain Reporting & Best Carbon Disclosure)
ESG Framework

Governance & Compliance

People & Diversity

Sustainable Growth
Enabling Stakeholders to RISE...
How Group HR enables soaring towards the Group Aspiration

Become one of the Top 50 most admired Global Brands by 2021
Talent Management
Building Leaders at Every Level

Entry Level
- GMC
- GLC
- Laterals
- Other programs

Exit at L7M

Entry Level to Mid Level
- Sales
- Marketing
- Technology
- Delivery
- Common Functions

Mid Level to Mid to Senior Level
- CEO of small Business
- Functional Heads of small business

Mid to Senior Level to Senior Level
- CEO of Large Business
- Functional Head of Large Business

Exit to normal stream

Entry Level to CEO of small Business
- ELP1/1000 Leaders program
- ELPLP/WLP

Entry Level to CEO of Large Business
- GPMD

Exit to normal stream

Laterals to Functional Heads of small business
- Sector

Exit to normal stream

Entry at L7M to Normal stream

Exit to normal stream

Entry Level to Normal stream

Exit to normal stream
Talent Review

Apex Talent Council

Talent Integration Meet

Sector Talent Council

Functional Talent Council

Talent Development

EXPERIENCE (70%)
- Job Rotation
- Participation in Cross-Functional teams (CFTs)
- Concurrent Assignments or Projects

EXPOSURE (20%)
- Coaching of Hi-Pots
- Study tours and visits for Hi-Pots

EDUCATION (10%)
- Classroom training
- Executive education
- Learning resources
The Mahindra Leadership University

Governing Council

Academy of Leadership Development

Innovation Academy

Domain Academies

Manufacturing Businesses
• Technical Academy
• Manufacturing & Quality Academy
• Sourcing Academy

Service Excellence Mindset
• Service Excellence Academy

IT Businesses
• Healthcare and Life Sciences Academy

Common Functions
• Finance Academy
• HR Academy
• IT Academy
• Sales & Marketing

Rise Leadership Competencies Core Purpose & Values The Mahindra Way
Cutting Edge Programs with World Class Knowledge Partners
The 3E approach to Talent Development

**Education**
- Campus Learning in multiple modules
- Discovery Visits
- Coaching & Mentoring

**Exposure**
- Leadership Stretch Challenge

**Experience**
- Leadership Stretches
- Business Projects

Future Leaders Program

HR Leaders Program
- Classroom Learning
- Coaching & Mentoring
- Business Projects

Women Leaders Program
- Classroom Learning
- E-Learning
- Webinars
- Coaching & Mentoring
- Leadership Projects

Emerging Leaders Program
- Classroom Learning
- Digital Learning
- Immersion with Group Companies
- Coaching & Mentoring
- Cross Functional Rotations
- Cross Functional Projects
- International Assignments

Top Leadership

Senior HR Leaders along with Business Leaders

Women in Mid-Management

ELP 1: Managerial Level

ELP 2: Department Heads
Diversity and Inclusion
Diversity Framework

D&I Vision

Center of Excellence
- Thought Leadership
- Best Practices Sharing
- Communication
- Sensitization

Leveraging Gender
- Build a robust leadership pipeline of women
- Establishing & Sustaining Women Networks

Fostering Inclusivity
- Building an Inclusive Culture

Leadership Commitment
- Leaders as Ambassadors

Metrics & Evaluation
- Goals
- Scorecards
- TMW

Diversity Framework

Leadership Commitment
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Women Representation @ M&M

The headcount of women has almost tripled over the years.

Women representation has increased in all the grades.

Overall Women Population

<table>
<thead>
<tr>
<th>Year</th>
<th>Women Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>5.8% (374)</td>
</tr>
<tr>
<td>2019</td>
<td>6.8% (1071)</td>
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</table>

Grade-Wise Women Population

<table>
<thead>
<tr>
<th>Grade</th>
<th>Women Population 2010</th>
<th>Women Population 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>7.10%</td>
<td>7.40%</td>
</tr>
<tr>
<td>Managerial Level</td>
<td>4.10%</td>
<td>5.50%</td>
</tr>
<tr>
<td>Senior and Mid Level</td>
<td>3.30%</td>
<td>4.40%</td>
</tr>
</tbody>
</table>
Employee Engagement
Employee Engagement at Mahindra focuses on creating an engaged workforce by measuring and managing employee engagement, thereby contributing to employee and business outperformance which enables employees and stakeholders to RISE.

**McARES**
Employee Engagement Survey

**Engagement Drivers**
- Career – Alignment – Recognition
- Empowerment – Strive

**Engaged Employees**
- Satisfaction – Loyalty – Advocacy

**Discretionary Effort**

**Business Outperformance**
- Financial Results – Customer Satisfaction
- Internal Processes

---

**Stimulus**

**Response**
- Pride – Sense of Achievement – Team Spirit – Work Life Balance – Commitment to Work Process & Quality

**Workmen Engagement**

**Business Outperformance**
- Productivity – Quality – Cost – Delivery
- Safety - Morale
Transformational Work Culture Council (TWCC)

Creating Transformation in the Shop Floor

- Managing Gen Y Aspirations
- Productivity Linked Settlements
- Build an Ecosystem for Skills
- Contract Labour Management
Enabling RISE through Digital Connect

Catalysts of cultural change that injects the spirit of Rise through digital disruption.

Rise@Work Portal

Rise@Work Portal is the Mahindra Group Intranet portal that helps employees to connect, collaborate and co-create using cultural elements like stories & features like gamification, digital offerings as mentioned below.

MeCentral
A cloud based solution from SuccessFactors for all HR employee lifecycle transactions

Digital Learning World
A new cutting-edge Learning Management System (LMS) that offers diverse learning experiences via online micro learning, Live virtual trainings and Classroom training

ChatBots
Chatbot is a tool backed by artificial intelligence that conducts a conversation with employees and presents ready solutions to their queries

Workplace
An Enterprise Social Networking tool powered by Facebook that brings the mantra - A connected workplace is a more productive workplace - to life.

Internal Job Postings
A tool to promote internal talent mobility and help us build a strong talent pool that synchronizes with the 3E (Education, Experience and Exposure) philosophy of capability building
Recognizing the accomplishments of Mahindra Employees

The RISE Awards

- Diversity
- The Mahindra Way
- ESOPS
- Innovation
- Front End Transformers
- Safety
- Sustainability
- Synergy
- Veerta
Mahindra AFS was ranked 10th in “INDIA’S BEST COMPANIES TO WORK FOR 2018” study conducted by the Great Places to Work Institute.

Mahindra Finance was ranked 14th in “INDIA’S BEST COMPANIES TO WORK FOR 2018” study conducted by the Great Places to Work Institute.

Aon Hewitt’s Top Companies for Leaders 2014, we were ranked No. 10 worldwide and No. 3 in India.

1st runners up United Nations GCNI “Best Innovative practices for Women at Workplace” 2018

Thank You

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