

# Mahindra

## Rise.

19<sup>th</sup> Mar, 2019

## ESG Con-Call

### Mahindra & Mahindra Limited

**Ulhas N. Yargop**

Group President (IT Sector)  
& Group CTO

**V.S. Parthasarathy**

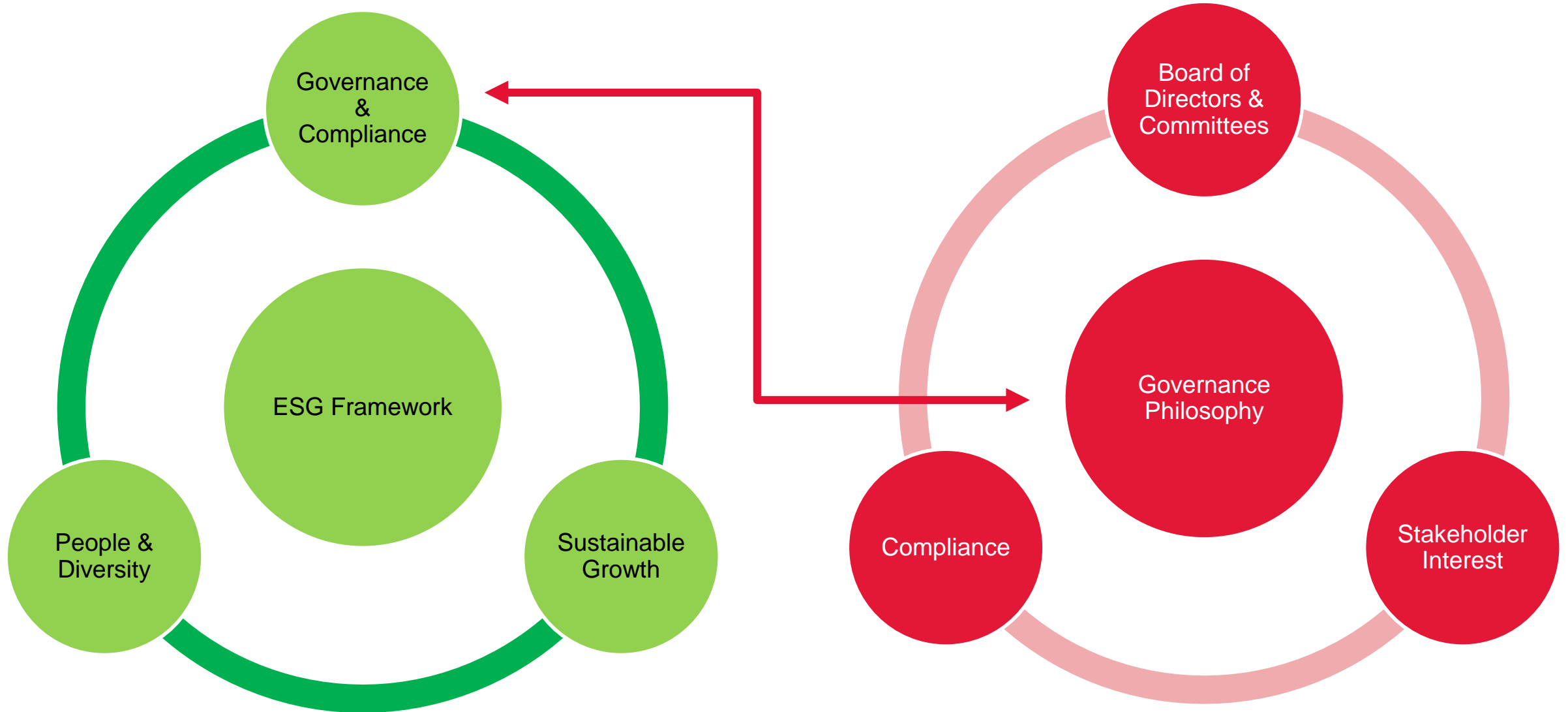
Group CFO, Group CIO

**Dr. Prince Augustin**

Executive Vice President –  
Group Human Capital &  
Leadership Development

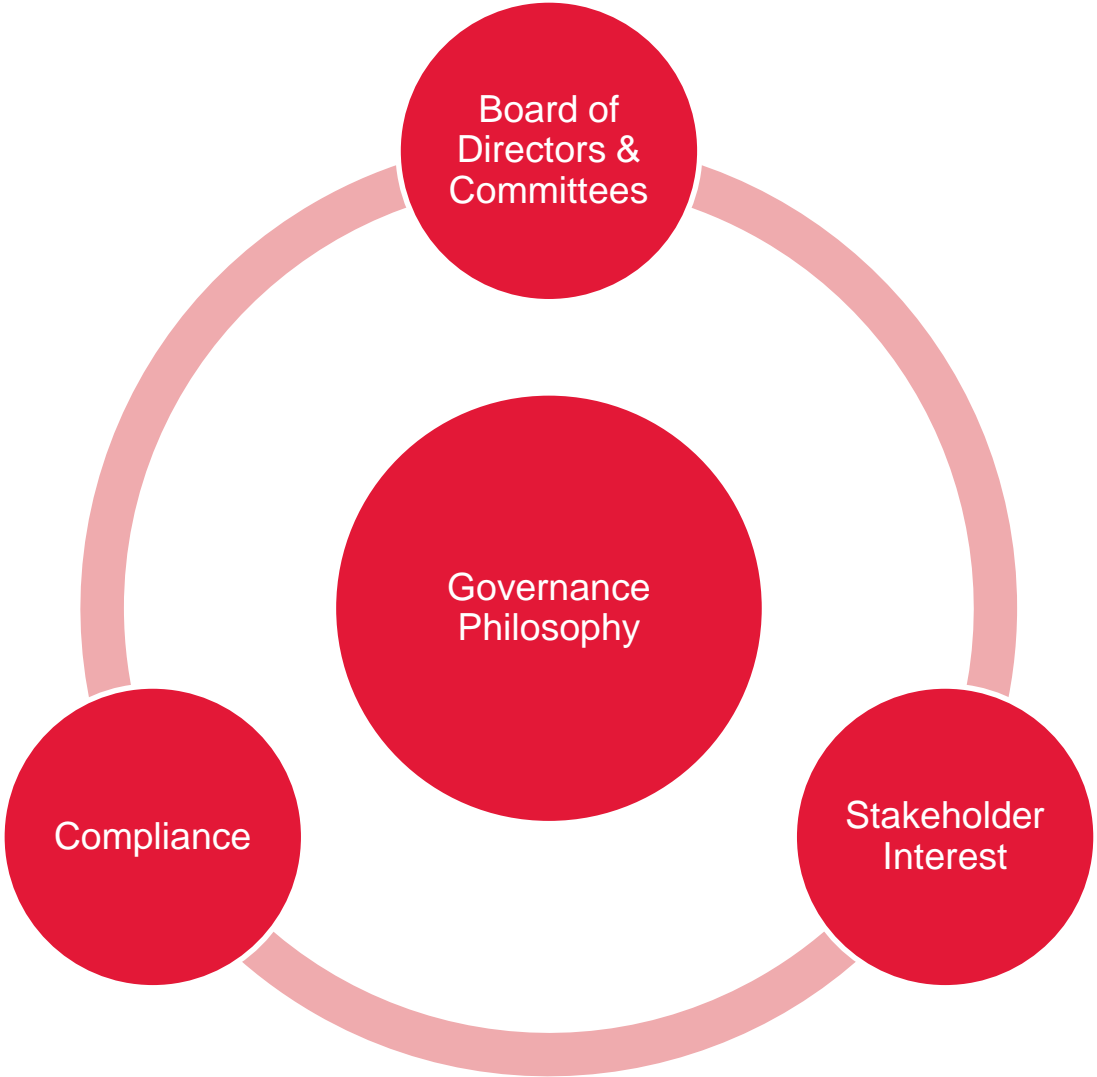
# Growth, Governance & Social Focus

*The Mahindra Way*



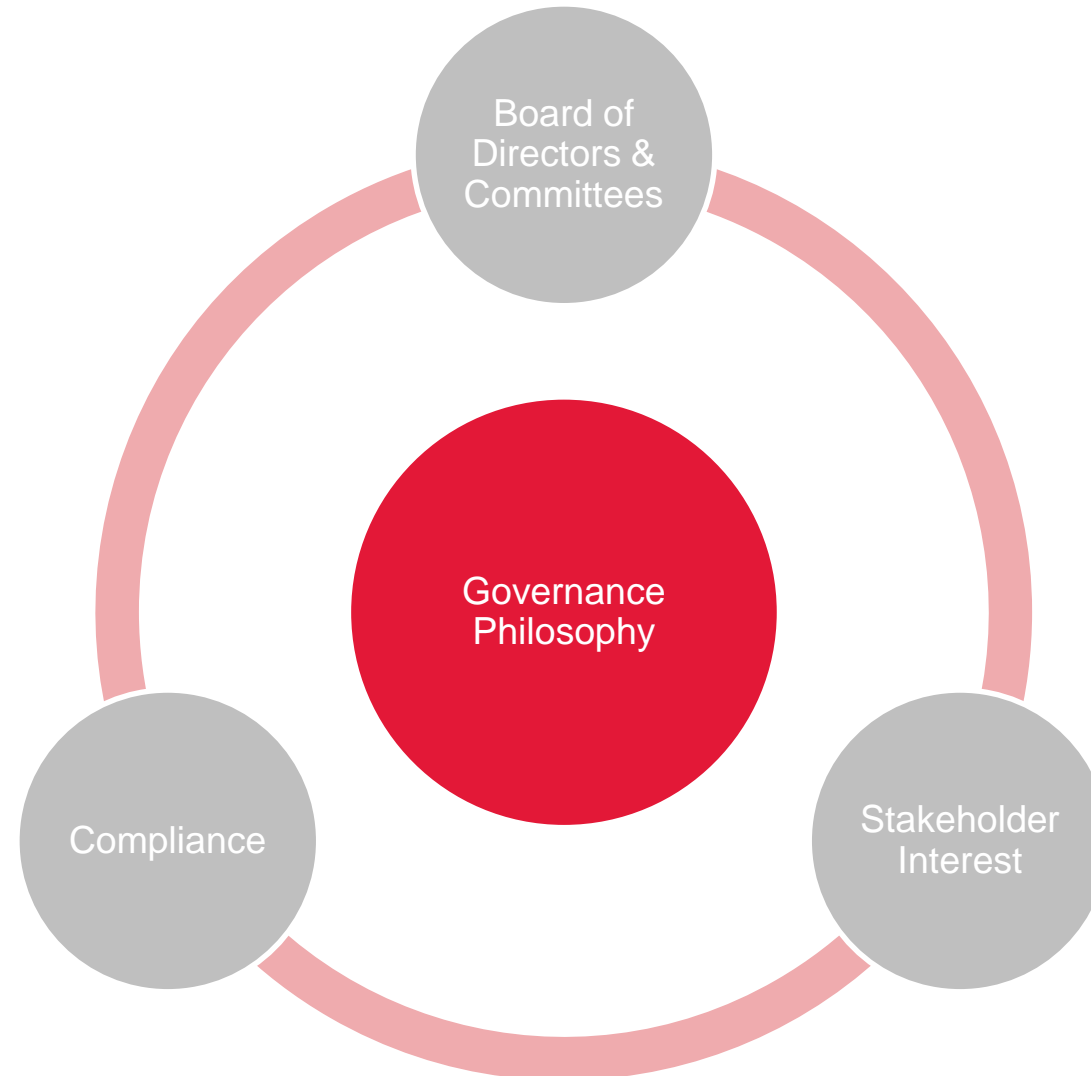
# Corporate Governance & Compliance

## *The Mahindra Way*

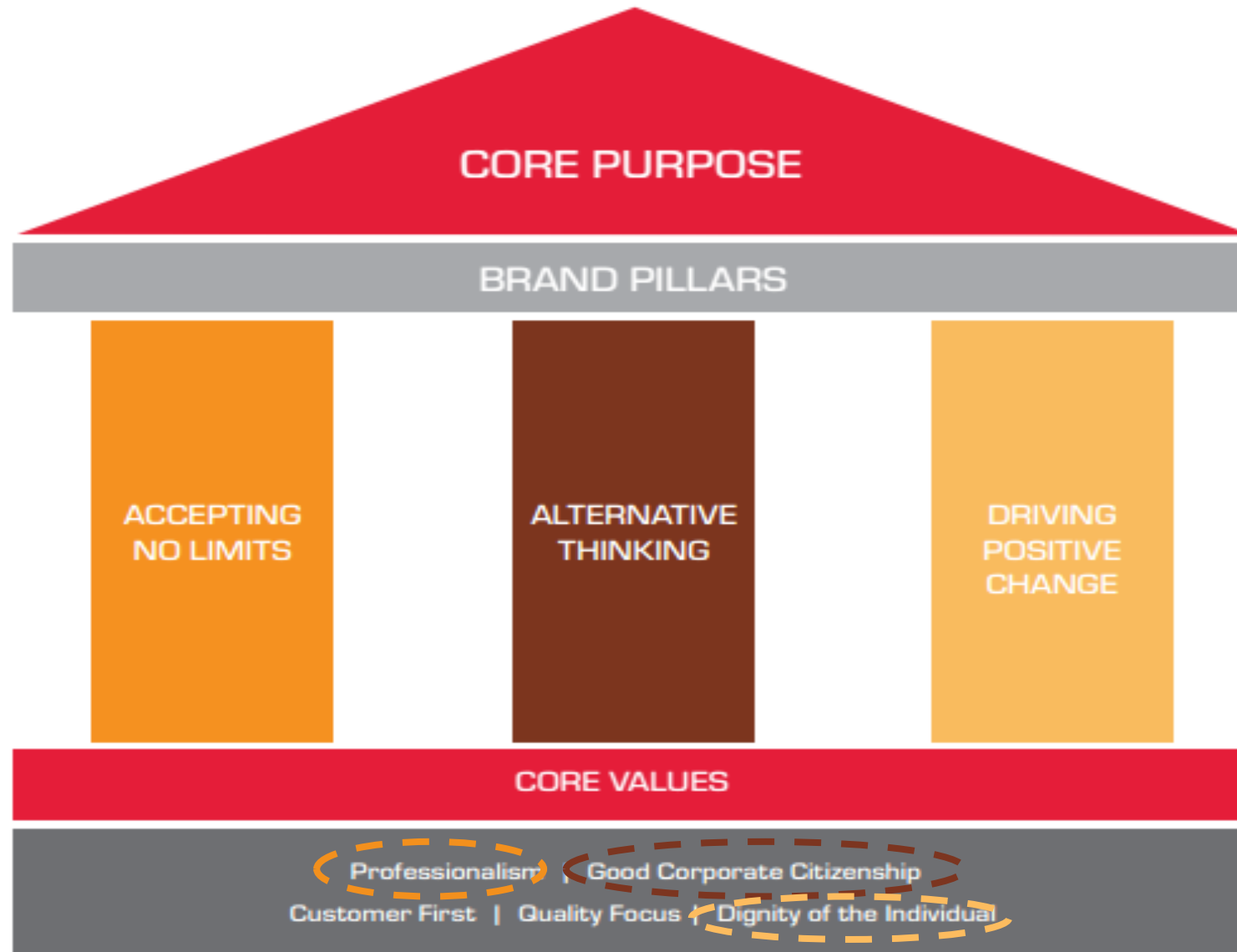


# Corporate Governance & Compliance

## *The Mahindra Way*



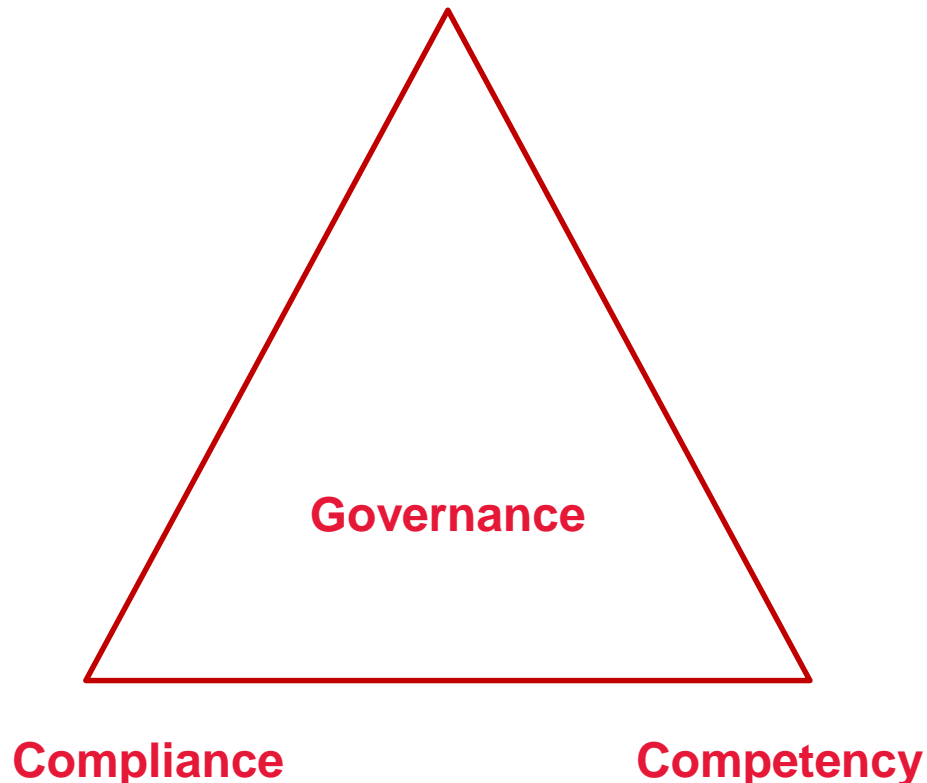
# Governance is in the Mahindra DNA



# The three “C”s at the root of Governance

## Roots of Governance

### Conflict of Interest Eradication



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:

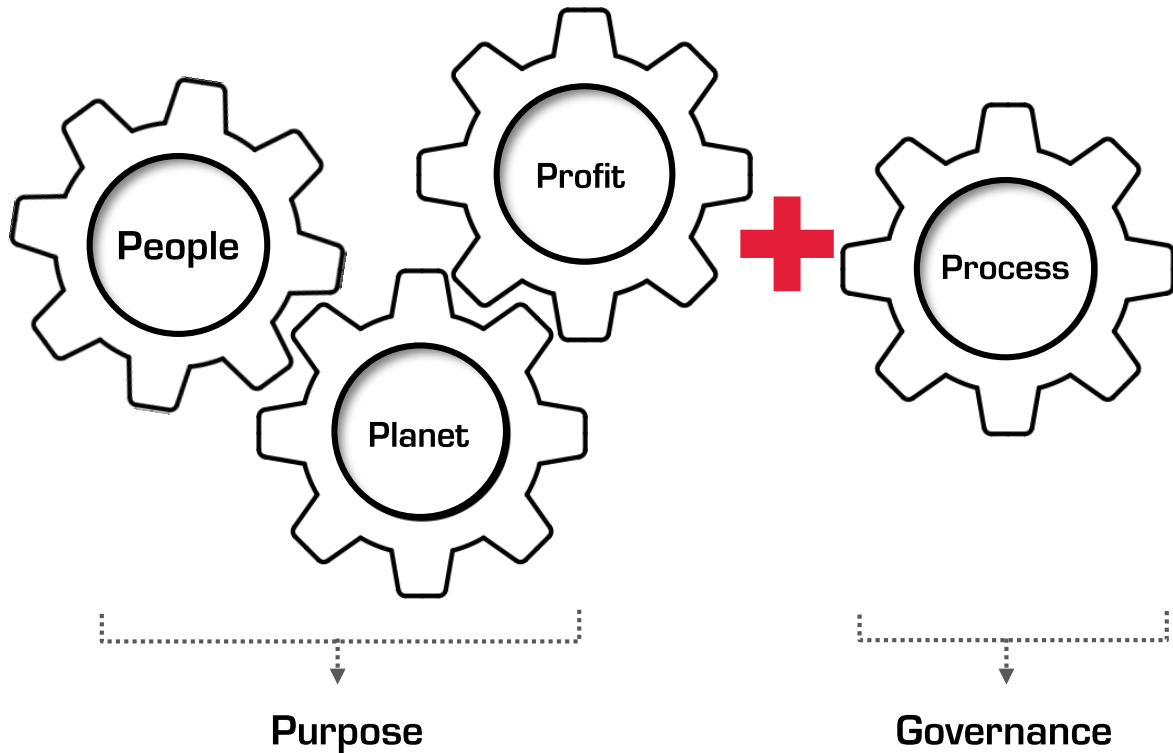
- i. Who all benefit or may benefit?*
- ii. Who all lose or may lose?*
- iii. Who all decide? and*
- iv. Who all influence or may influence?*
- v. Who executes the decision?*

# CONSCIOUS CAPITALISM

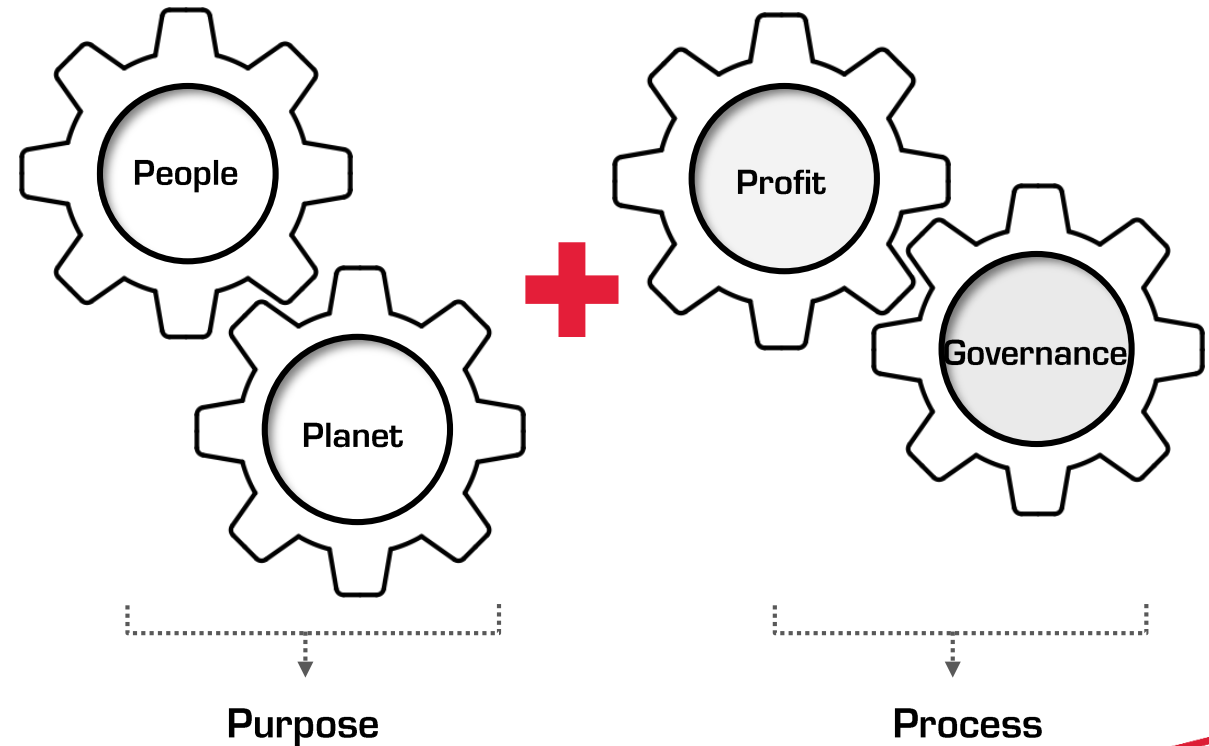
Profit with Purpose - The Mahindra Rise Way

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

Current



The Mahindra Rise Way





# Mahindra Governance e-Cockpit

## Portals

## Policies

Board Portal



CEO/CFO Certification Portal



Compliance Portal



Directors Information Portal



Business Related



Code of Conduct



Employee Governance



Investor Related



Tax Tracker



Disclosure Portal

- Annual Reports
- Stock Exchange Disclosures

Data Archives



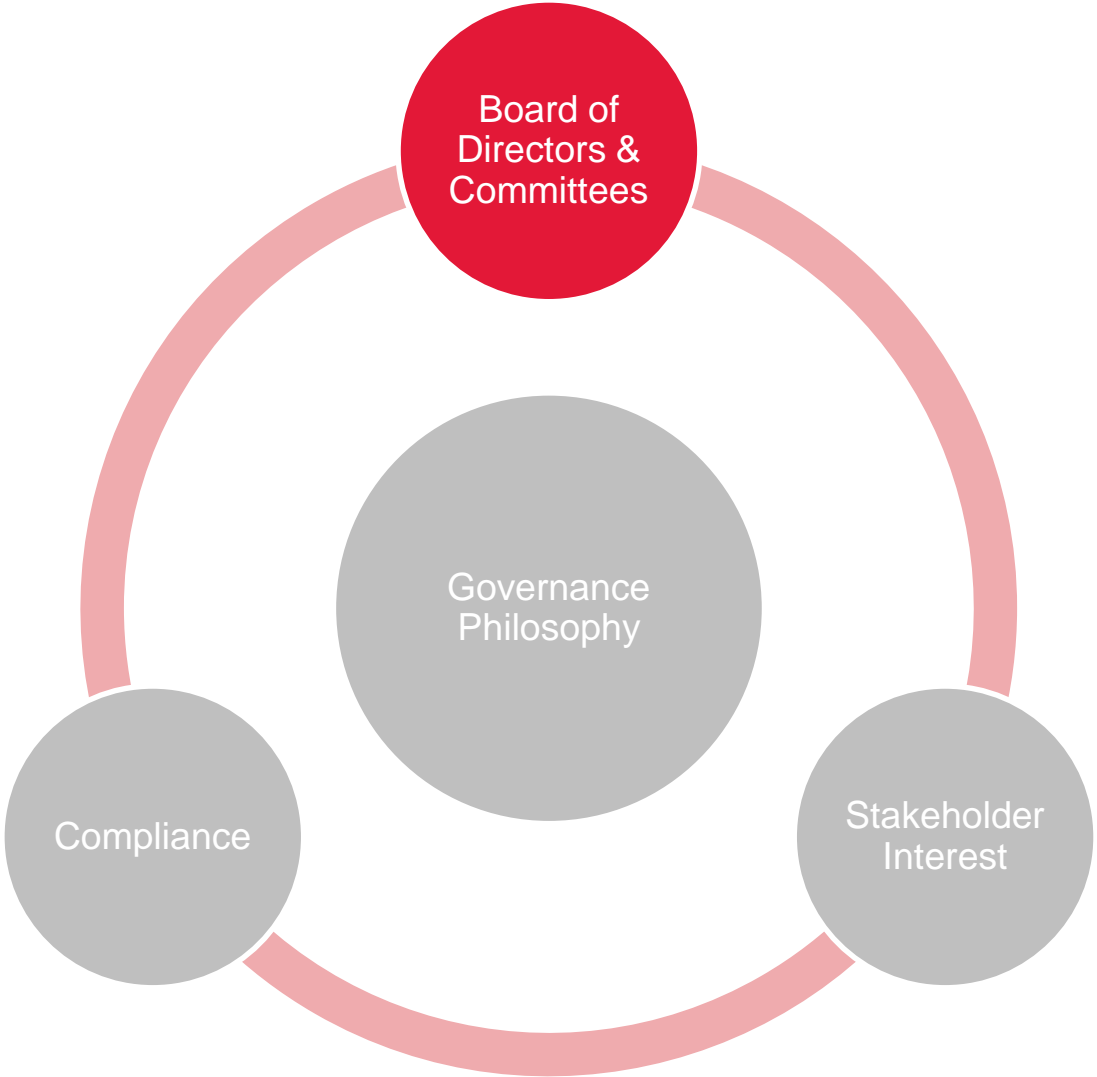
Investment through PMS Scheme is also treated as trade. For more information, connect on 022-24917029 or email at [INSIDER@mahindra.com](mailto:INSIDER@mahindra.com)

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 over the period..

## Continuity with change

	As on Date*	Designation	FY2011	Designation
Mr. Keshub Mahindra		Chairman Emeritus	Y	Chairman
Mr. Anand G. Mahindra	Y	Exec. Chairman	Y	VC & MD
Mr. Nadir B. Godrej	Y	Independent	Y	Independent
Mr. M. M. Murugappan	Y	Independent	Y	Independent
Mr. R. K. Kulkarni	Y	Independent	Y	Independent
Mr. Anupam Puri	Y	Independent	Y	Independent
Dr. Vishakha N. Desai	Y	Independent	X	-
Mr. Vikram Singh Mehta	Y	Independent	X	-
Mr. T. N. Manoharan	Y	Independent	X	-
Mr. Vijay Kumar Sharma (LIC)	Y	Non-Executive	X	-
Dr. Pawan Goenka	Y	MD	X	-
Mr. Bharat Doshi	X	-	Y	ED
Mr. Deepak Parekh	X	-	Y	Independent
Mr. A.K. Nanda	X	-	Y	Non-Independent
Mr. Narayanan Vaghul	X	-	Y	Independent
Dr. A.S. Ganguly	X	-	Y	Independent
Mr. Arun Kanti Dasgupta (LIC)	X	-	Y	Non-Executive
<b>No of Independent Directors</b>		<b>7/10</b>		<b>7/12</b>

- 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

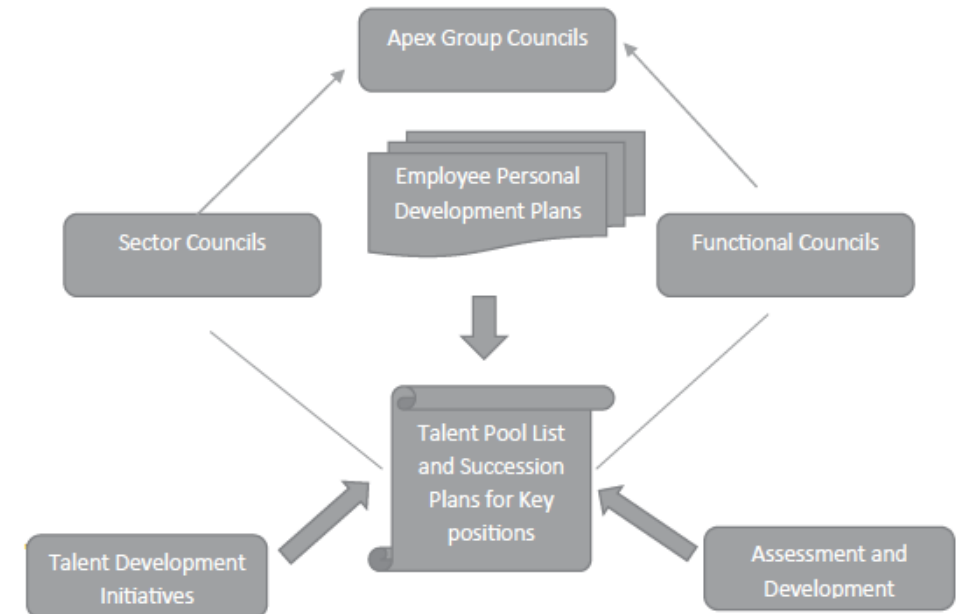
The Talent Management framework of the Mahindra Group has been created to address three basic issues:

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:

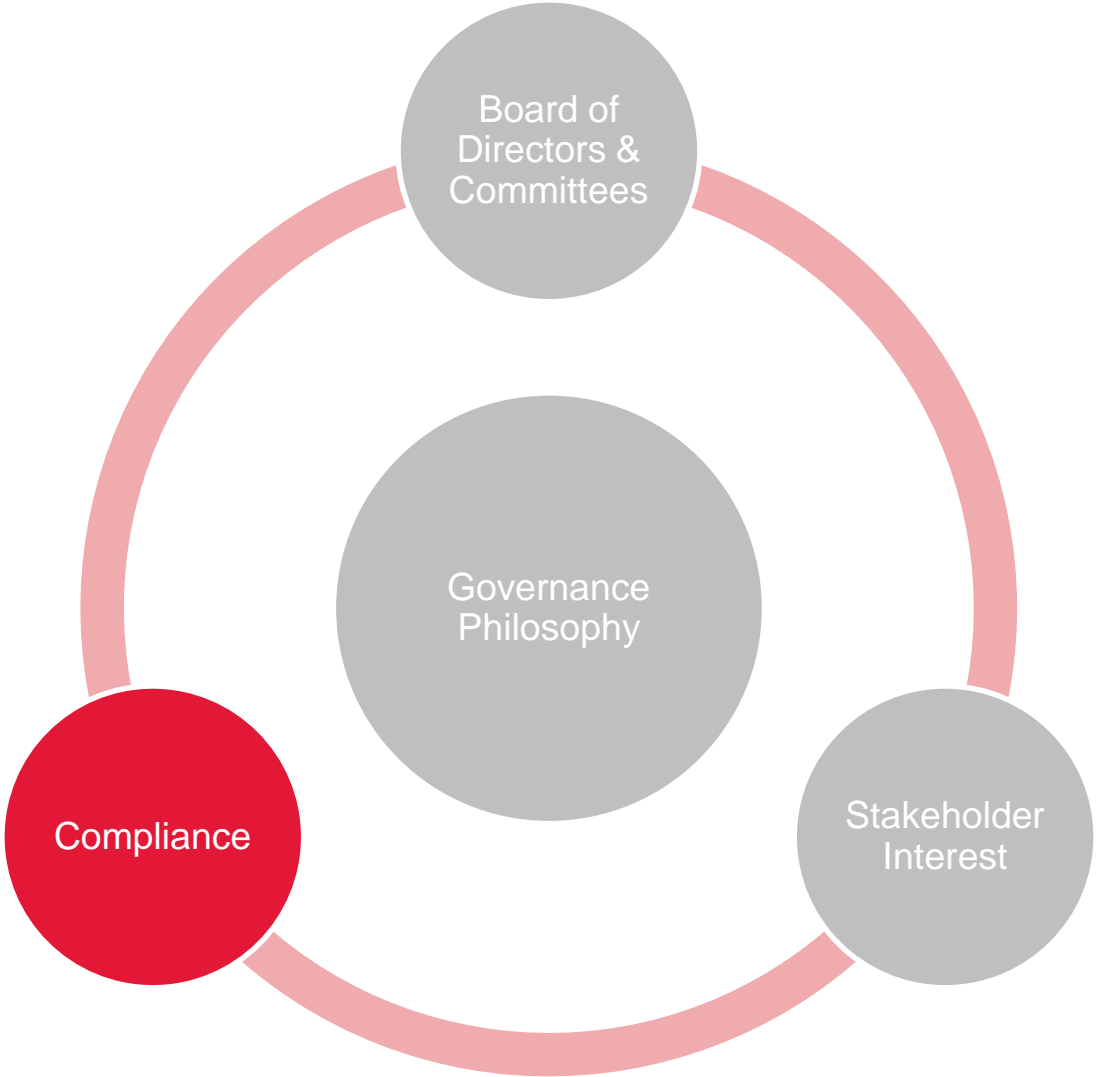
- a) **Experience** - 70% weightage.
- b) **Exposure** - 20% weightage.
- c) **Education** - 10% weightage.

## Talent Management process



# Corporate Governance & Compliance

## *The Mahindra Way*



# 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

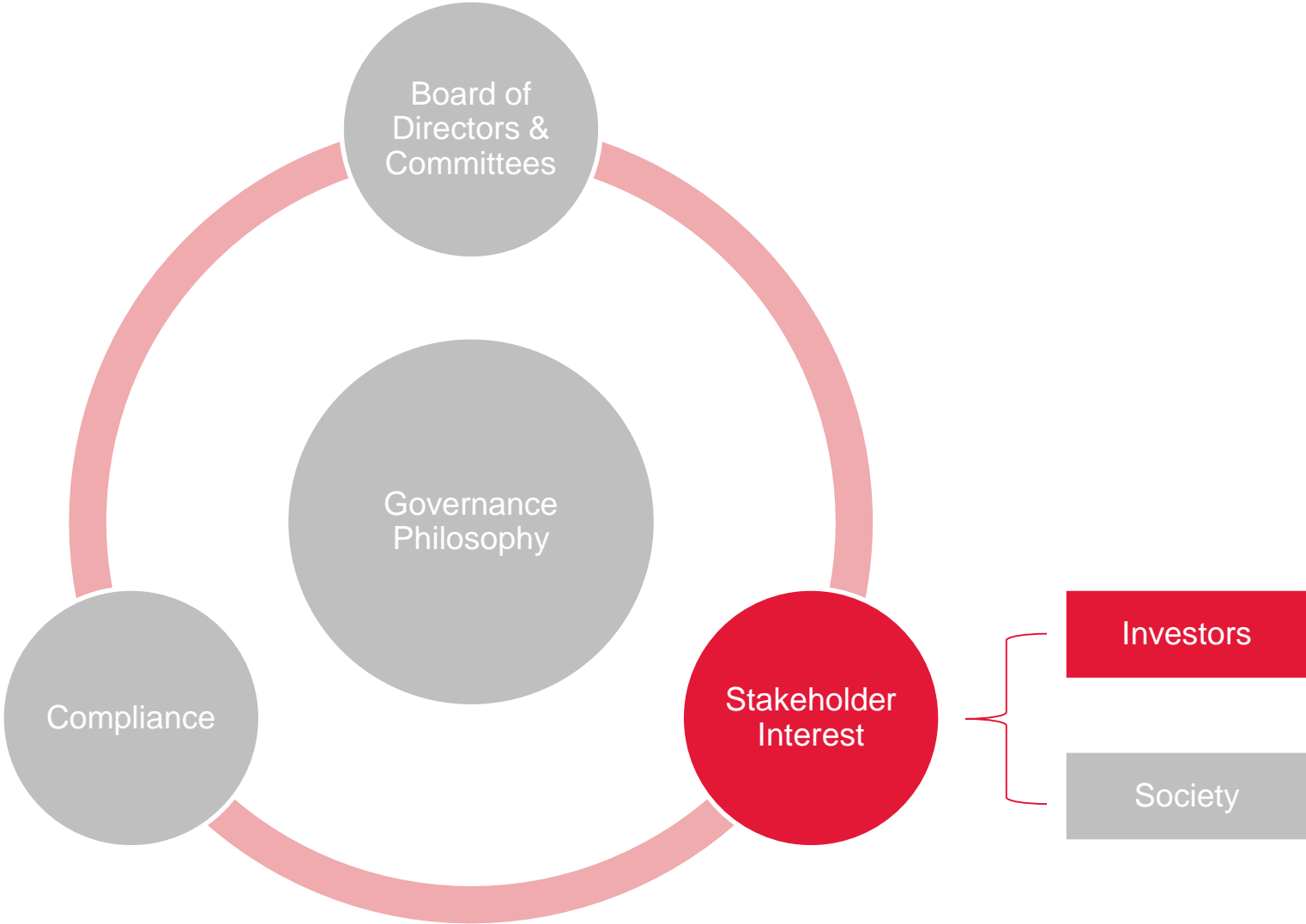
- Code of Conduct Violations
- Gift declarations; Lecture declaration
- 24 Governance Policies covering all aspects of the Code of Conduct

## 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*





# The Banyan Tree Approach



**Mahindra**  
FINANCE

**Mahindra**  
INSURANCE BROKERS

**Mahindra**  
HOME FINANCE

**Mahindra**  
MUTUAL FUND



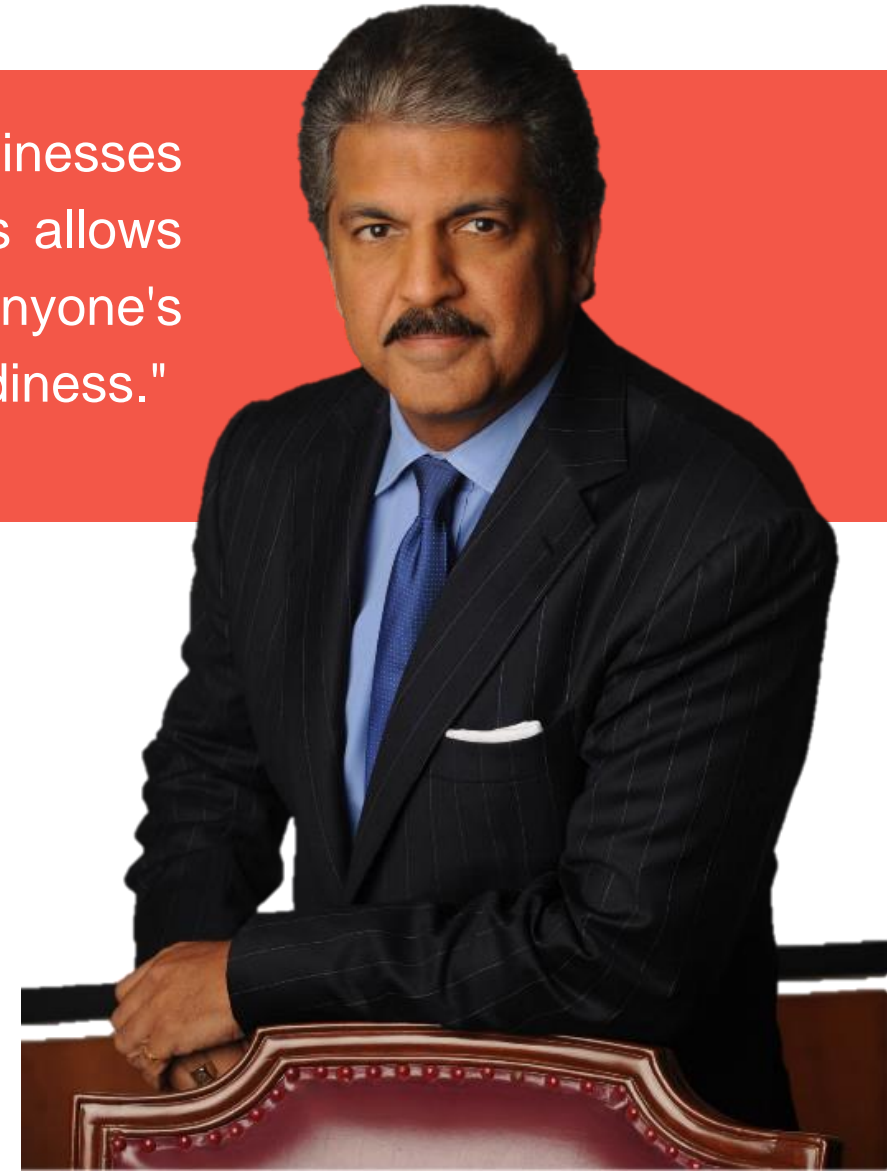


# Investment Philosophy

“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



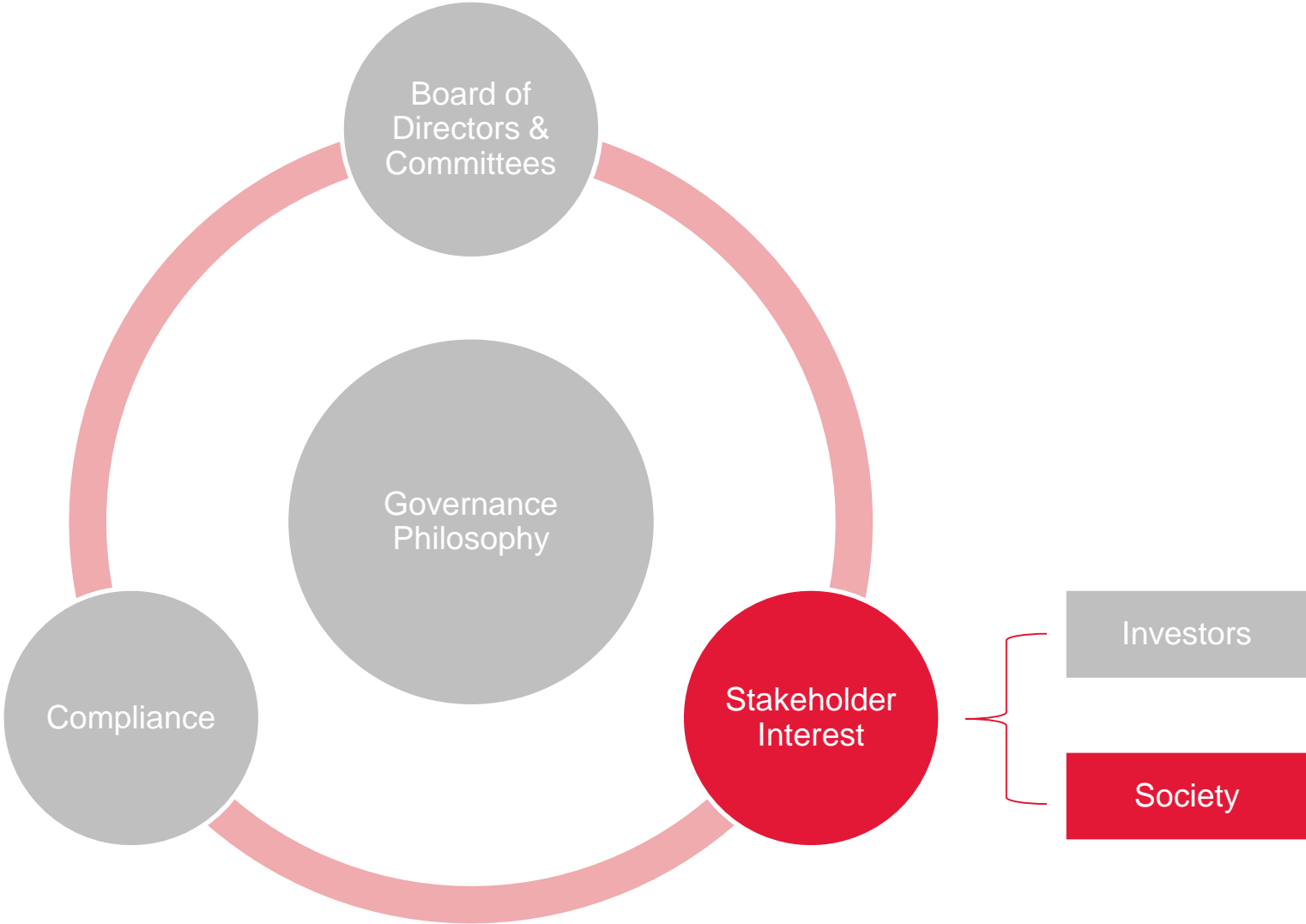
Mahindra China



Two Wheelers

# Corporate Governance & Compliance

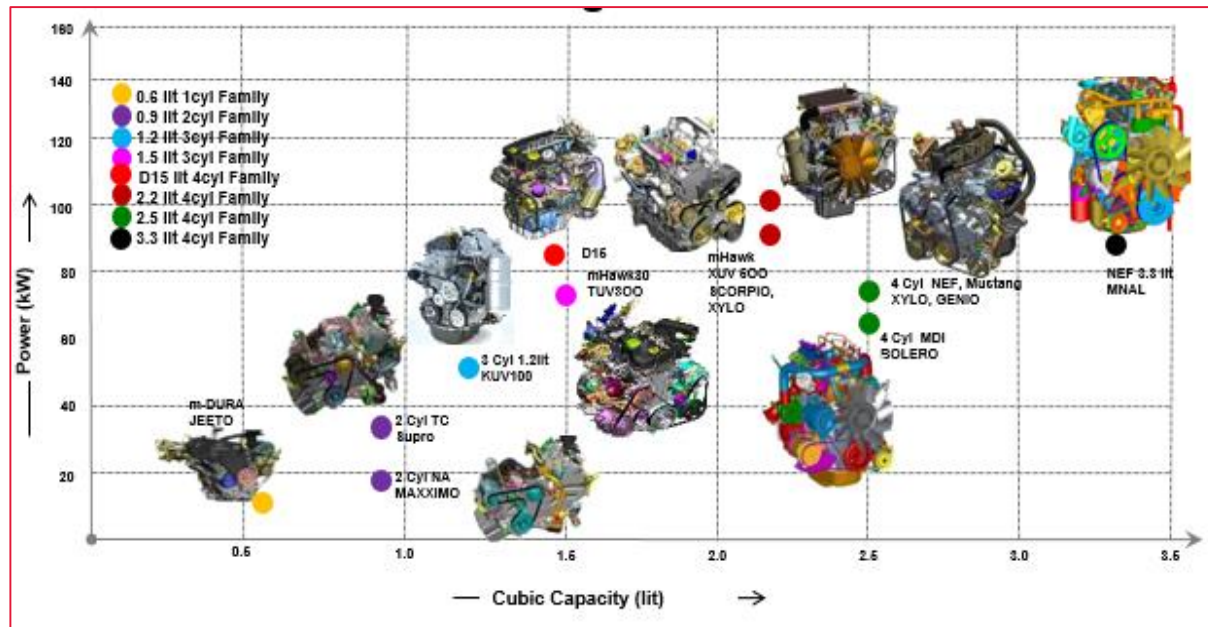
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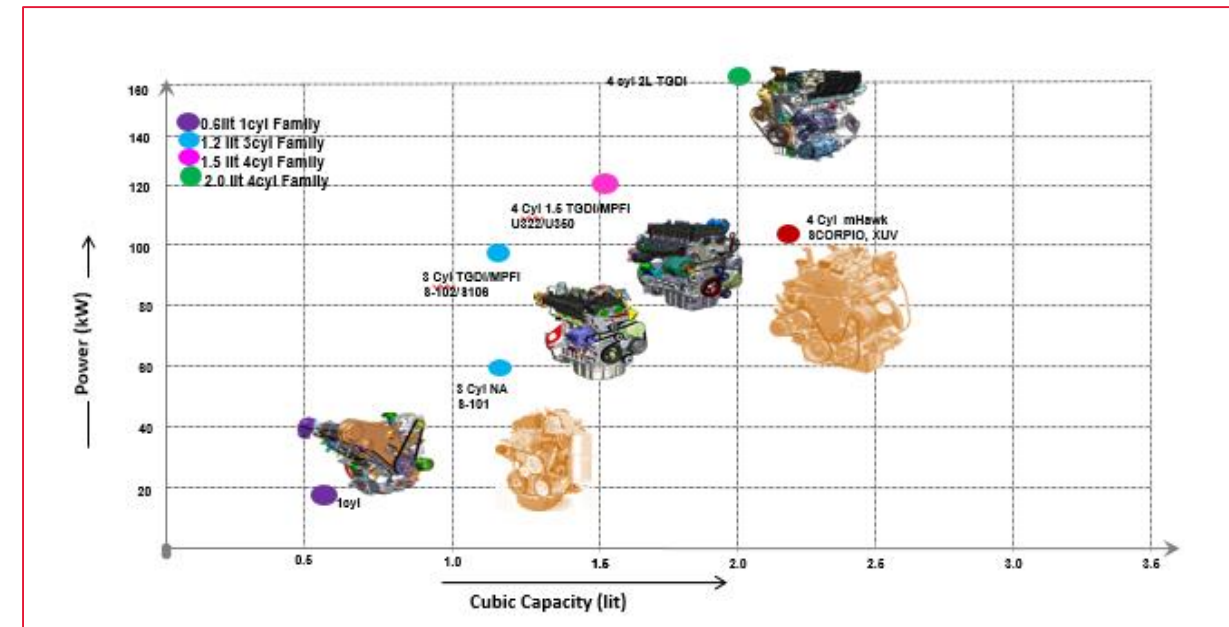
# A move towards cleaner and greener future...

## BSVI Preparedness

### Diesel Engine Platforms



### Gasoline Engine Platforms



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

- 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

#### A first: Electric vans in most towns soon

Electric vans will be available in most towns soon, says Mahindra Electric. The company has already started supplying electric vans to various government departments and private organisations across the country. The vans are being used for a variety of purposes, including transporting goods and passengers. Mahindra Electric is committed to providing sustainable and efficient mobility solutions for all.

#### Auto Cos Step on Gas to Hit the Road

Look to bring out e-variants soon as the govt is pushing for an all-electric car

Mumbai: The auto industry is gearing up to bring out electric variants of its popular models soon. Mahindra and Mahindra, Tata Motors and Maruti Suzuki are among the companies that are expected to launch electric cars in the near future. The government is pushing for an all-electric car, which will help reduce carbon emissions and improve air quality.

#### 'India can be a market leader in electric vehicles'

Electric vehicles can help India meet its energy goals and reduce its dependence on fossil fuels

India has the potential to become a global leader in electric vehicles, says a leading industry expert. The country's large population and growing economy create a massive market for electric cars. With the right policies and infrastructure, India can become a major player in the global EV market.

#### Govt. amends rules to bring in battery-driven vehicles

Incentives offered to taxi operators, especially Ola, Uber

The government has amended its rules to allow battery-driven vehicles to be used as taxis. This move is expected to encourage more people to use electric taxis, which will help reduce traffic congestion and air pollution in major cities.

#### EESL set to issue tender for 10,000 additional EVs

With about 10,000 more e-cars, the tender is expected to be issued soon



An electric car made by Mahindra & Mahindra.

#### E-buses may ply early next year; BMTD to lease vehicles

Cost-Shared Utility Jams Earlier Plan Of Buying Buses

Bombay Metropolitan Transport Development Corporation (BMTD) is planning to lease electric buses for its fleet. The buses are expected to be delivered by early next year. This initiative is part of the city's efforts to improve public transport and reduce its carbon footprint.

#### Maha Policy on E-vehicles Soon

Measures include refunding SGST to the manufacturers and offering a subsidy to those buying vehicles

The Maharashtra government is preparing a comprehensive policy for electric vehicles. The policy will include a refund of the Goods and Services Tax (GST) to manufacturers and a subsidy for consumers who purchase electric cars. These measures are intended to promote the adoption of electric vehicles in the state.

#### 2-Wheelers may 'Electrify' Roads Sooner Than Cars

All major two-wheeler cos in India have scheduled launches of electric vehicles from next year

Major two-wheeler manufacturers in India are planning to launch electric models in the next year. This move is expected to significantly increase the number of electric vehicles on Indian roads, helping to reduce emissions and improve air quality.

#### Driving Into Green Zone

Mahindra has 2,000-1,800 of electric vehicles

Mahindra Electric has a fleet of 2,000-1,800 electric vehicles, which are being used for various purposes. The company is committed to expanding its fleet and providing more electric vehicles to its customers.

#### Boost Solar Power

Renewable energy sources like solar can help power electric vehicles

Using solar power to charge electric vehicles is a sustainable and cost-effective solution. As the number of electric vehicles grows, it is important to ensure that they are powered by clean energy sources like solar.

#### For electric cars, 2 new charging stations in Lower Parel and Kurla

EESL and Wipro are setting up charging stations in Lower Parel and Kurla

Electricity Supply Limited (EESL) and Wipro are setting up two new charging stations for electric cars in Lower Parel and Kurla. These stations will provide convenient charging options for electric vehicle owners in these areas.

#### City Takes A GREEN STEP

Electricity Supply Limited (EESL) is setting up charging stations in Lower Parel and Kurla

The city is taking a green step by setting up charging stations for electric cars. This initiative is part of the city's efforts to promote sustainable transportation and reduce its carbon footprint.

#### M&M to Invest up to ₹4,000 crore to Boost EV Business

to localise battery-making entirely, says MD Pawan Goenka

Mahindra & Mahindra is investing up to ₹4,000 crore to boost its electric vehicle business. The company plans to localise battery-making entirely, which will help reduce costs and improve the competitiveness of its electric vehicles.

#### Mahindra Electric, Zoomcar to deploy e-vehicles for shared mobility

Electric cars will be available for rent through Zoomcar and other shared mobility services

Mahindra Electric and Zoomcar are partnering to deploy electric vehicles for shared mobility. This initiative will provide convenient and sustainable transportation options for users.

#### E-PAYMENTS TO BE PERMITTED FOR CHARGING ELECTRIC VEHICLES

Users can now use digital wallets to pay for charging electric vehicles

Users can now use digital wallets to pay for charging electric vehicles. This feature makes it easier and more convenient for users to charge their electric cars.

#### ALL CHARGED UP

How many e-cars are on the roads? The number of electric vehicles is growing rapidly

The number of electric vehicles on the roads is growing rapidly. This growth is driven by government incentives, increasing awareness, and the availability of charging infrastructure.

#### Electric shock for automobile makers

The government is pushing for an all-electric car, which will help reduce carbon emissions

The government is pushing for an all-electric car, which will help reduce carbon emissions and improve air quality. This move is expected to have a significant impact on the automobile industry.

#### FIRMS' EV PLANS

Major car manufacturers are planning to launch electric models in the next few years

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#### Maruti will make electric cars in Guj

Maruti Suzuki is planning to launch electric cars in Gujarat

Maruti Suzuki is planning to launch electric cars in Gujarat. This move is part of the company's efforts to expand its electric vehicle offerings and promote sustainable transportation.

#### Power up EVs

Electric cars will be available for rent through Zoomcar and other shared mobility services

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#### INDIA LEAPS AHEAD: TRANSFORMATIVE MOBILITY SOLUTIONS FOR ALL

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#### Mahindra Electric to play key role in EV drive

Now Delhi: Mahindra & Mahindra, a leading player in electric vehicles (EV) in India, has now set eyes on electrification of some of the models of its South Korean arm SsangYong Motor, a top company official said.

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# 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 *treno*



## Enable eco-system

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



## 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

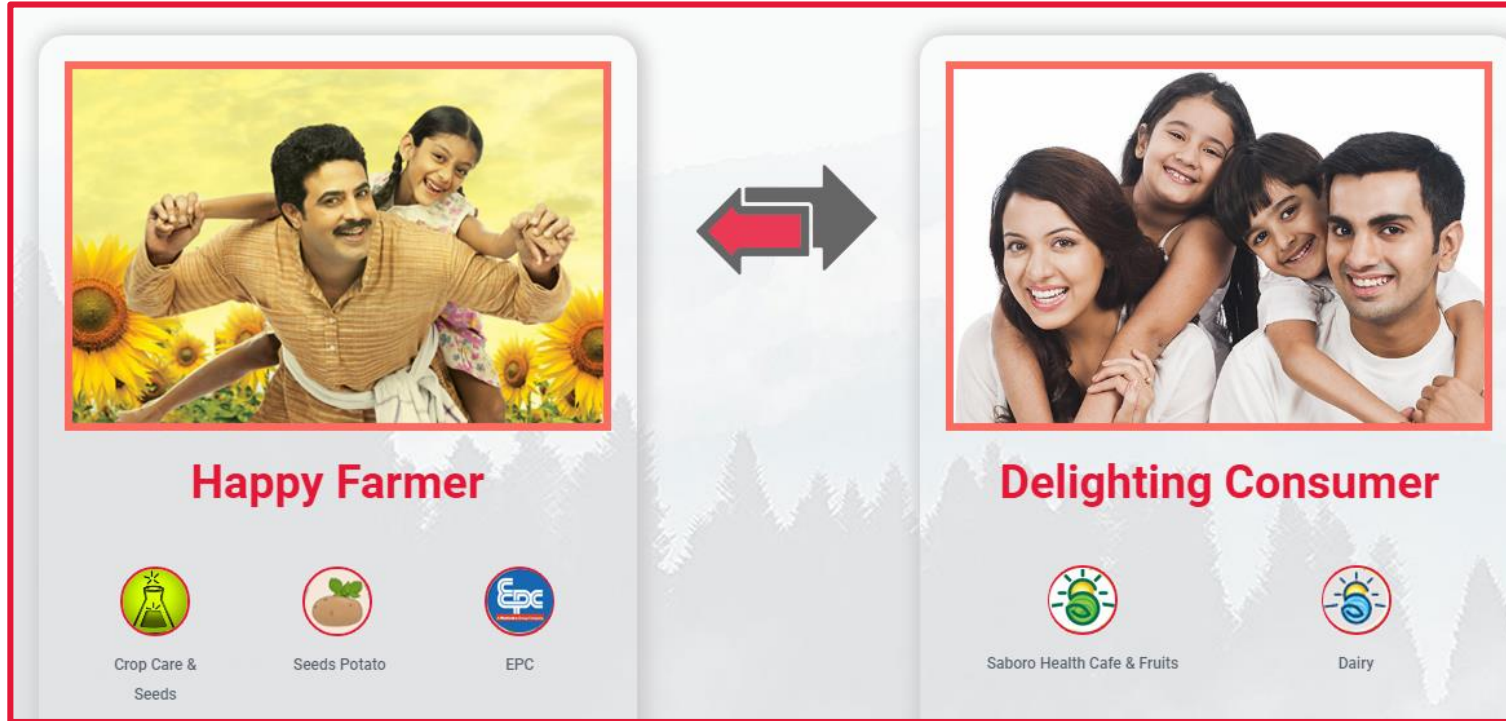


## Every 100 million e-kms translates to

- 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

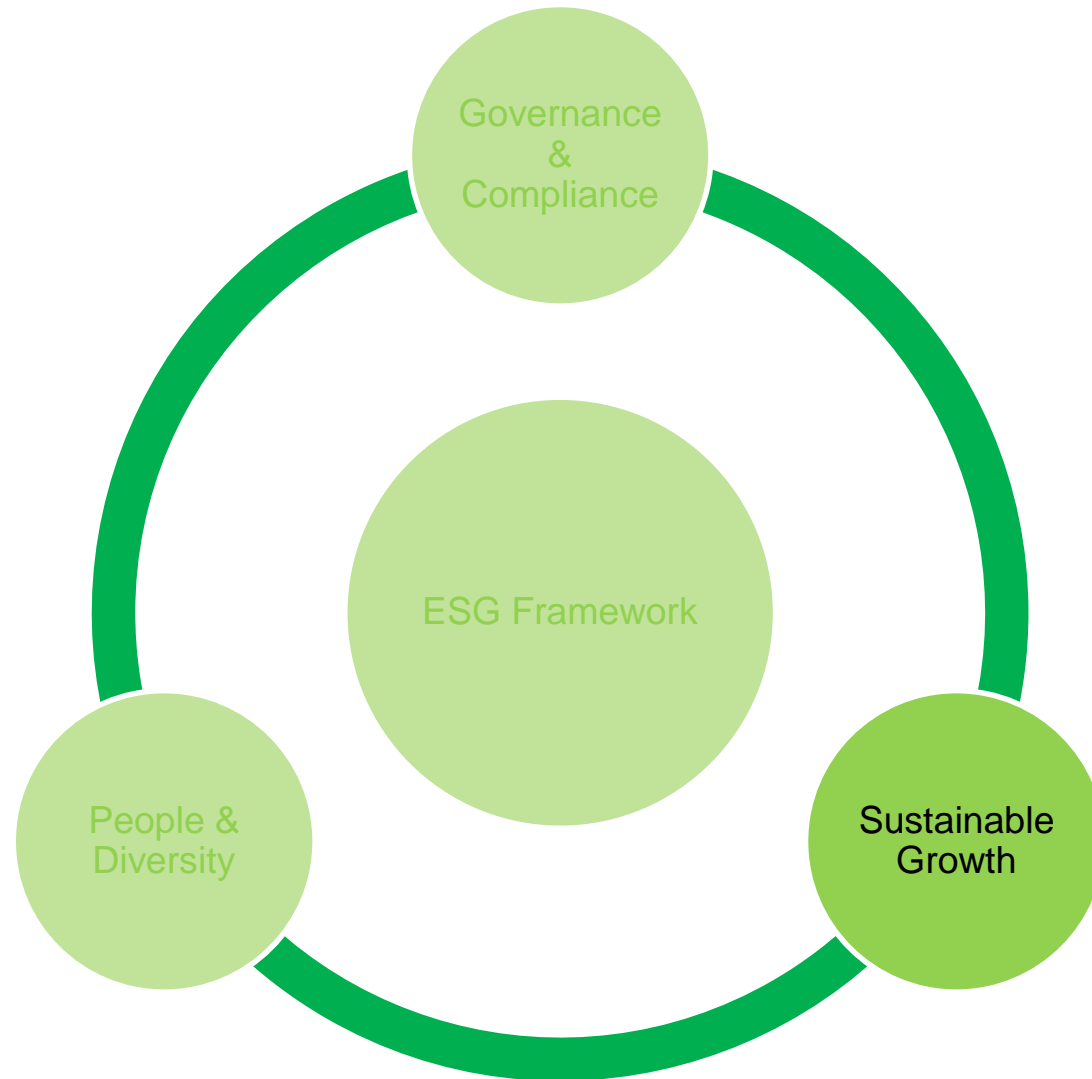


The National Award for  
Excellence in Corporate  
Governance by the Institute of  
Company Secretaries of India  
2015-16



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





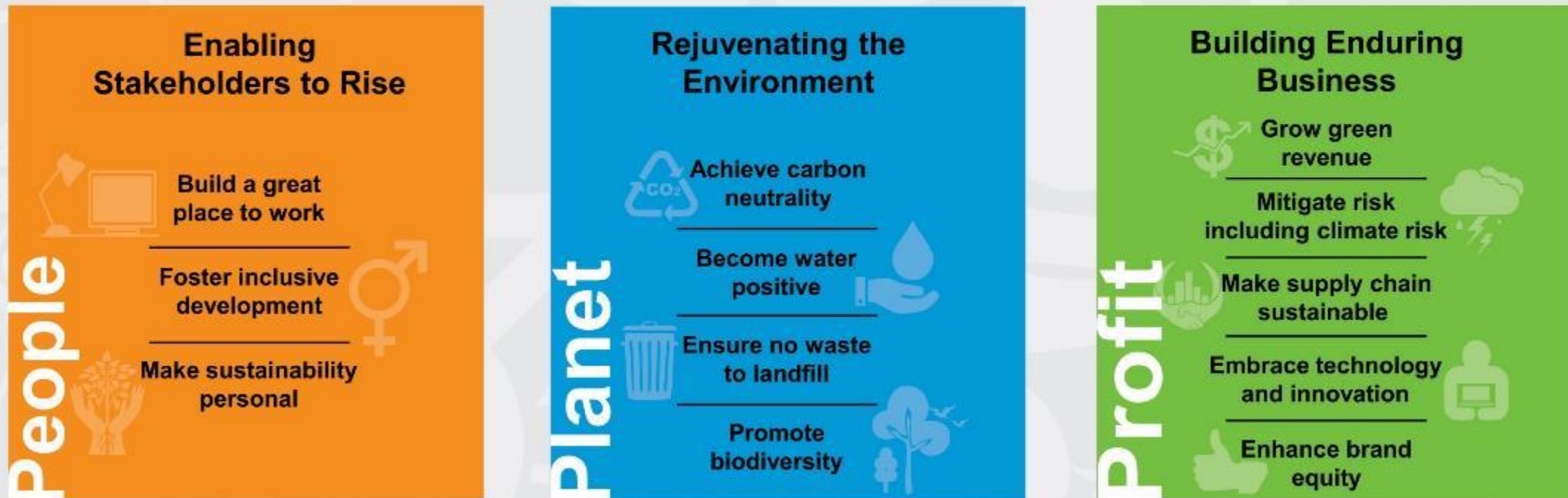
# Sustainability Performance 2018-19

- 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



Partnering. Learning. Sharing.

Giving back more than we take.

# Leadership in Sustainability



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

**EP 100**

**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 CO<sub>2</sub> emitted**



**Mahindra Lifespaces**

**Founder member of Sustainable Housing Leadership Consortium (SHLC) led by IFC**



MEMBER OF  
**Dow Jones Sustainability Indices**  
In Collaboration with RobecoSAM

**Tech Mahindra**

**Tech Mahindra topper in CDP and Dow Jones disclosures; M&M and MMFSL do well**

# Leadership in Sustainability

**RE 100**

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.

**EV 100**

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



# Sustainability Reporting – 2008 to 2017



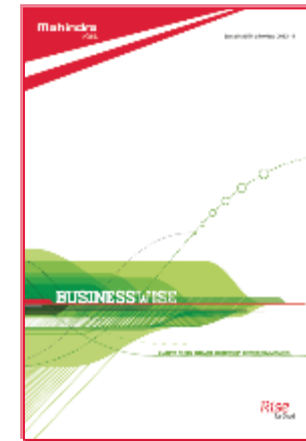
2007-08  
Alternative Thinking



2009-10  
Where Alternative is Native



2011-12  
Alternative Accelerates Results



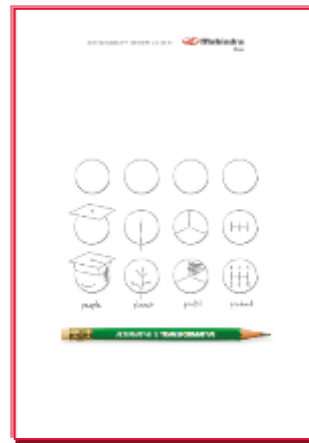
2013-14  
BUSINESSWISE



2015-16  
We love +ve Disruption



2008-09  
Alternative Thinking in action



2010-11  
Alternative is Transformative



2012-13  
H<sub>2</sub>O to H<sub>2</sub>∞



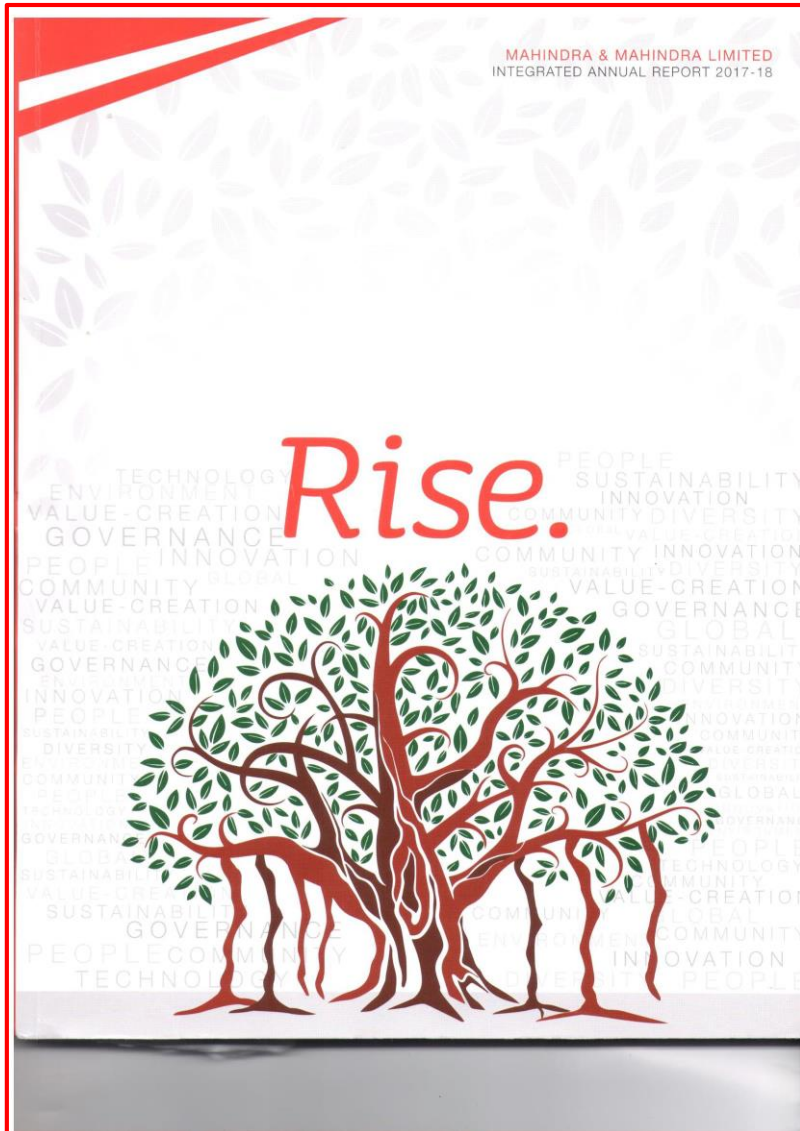
2014-15  
BUSINESSWISE  
Multiplying outcomes



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**



**e<sub>2</sub>O+**



**e -Verito**



**Partnering with Ola for EVs**



**Automotive Recycling**



# Rejuvenating the Environment



# Achieving Carbon Neutrality



Auto, Farm & Holidays businesses

Committed to go 100% LED



10% Achieved!

\$10 Carbon Price



# Engagement with EESL- LED lighting



Mahindra Joins Hands with EESL for LED program

- LED lights installed - 1.6 Lacs Nos
- Project Cost- Rs 16 Crs
- Est. Energy saving- 200 lacs kwh/annum
- Est. CO<sub>2</sub> emission reduction- 16400 Tons/annum

Tube lights    High bay lights    Down lights

EESL- Energy Efficiency Services Limited

6

# 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

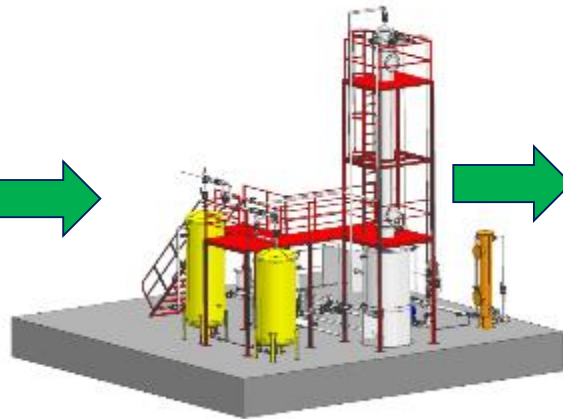
# Waste Management



# 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

# 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>

## EDUCATION



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





# EDUCATION

 **UWC MAHINDRA COLLEGE**  
EDUCATING FOR PEACE AND A SUSTAINABLE FUTURE

**K.C.MAHINDRA**  
EDUCATION TRUST





## EDUCATION

### MAHINDRA PRIDE SCHOOL

Trained over  
1,35,000 youth  
till date.

9 Mahindra Pride  
Schools



3,000 Mahindra  
Pride Classrooms  
in 14 States





## Lifeline Express



1,10,175  
individuals  
treated  
through 20  
Lifeline  
Express  
projects

FY19 – 1 project in  
Arrah, Bihar



Beneficiaries in  
FY19 – 11,119



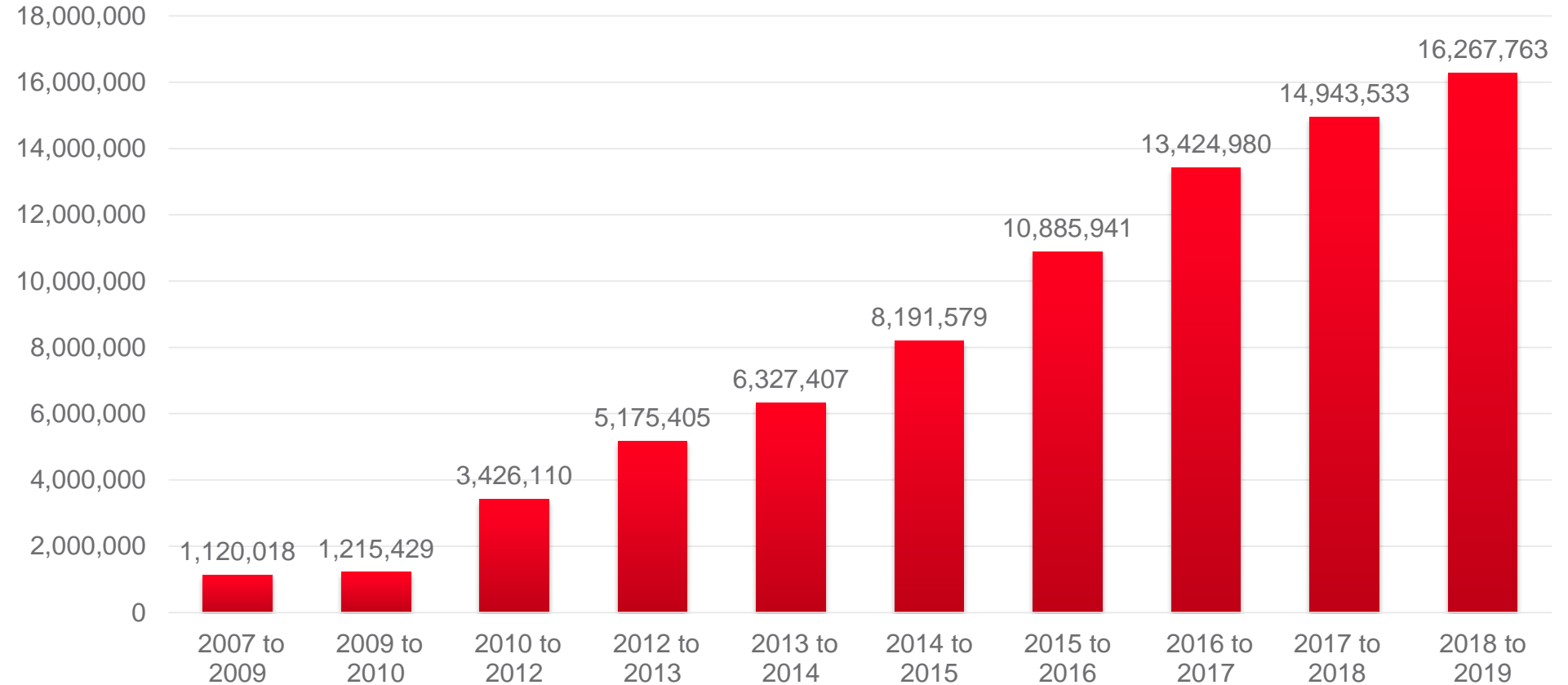
## Project Hariyali



**Mahindra  
Hariyali:  
16.27  
million trees  
planted till  
date**

**FY19 – 1.32 million  
trees planted**

## No of trees planted (Cumulative)



# Awards & accolades

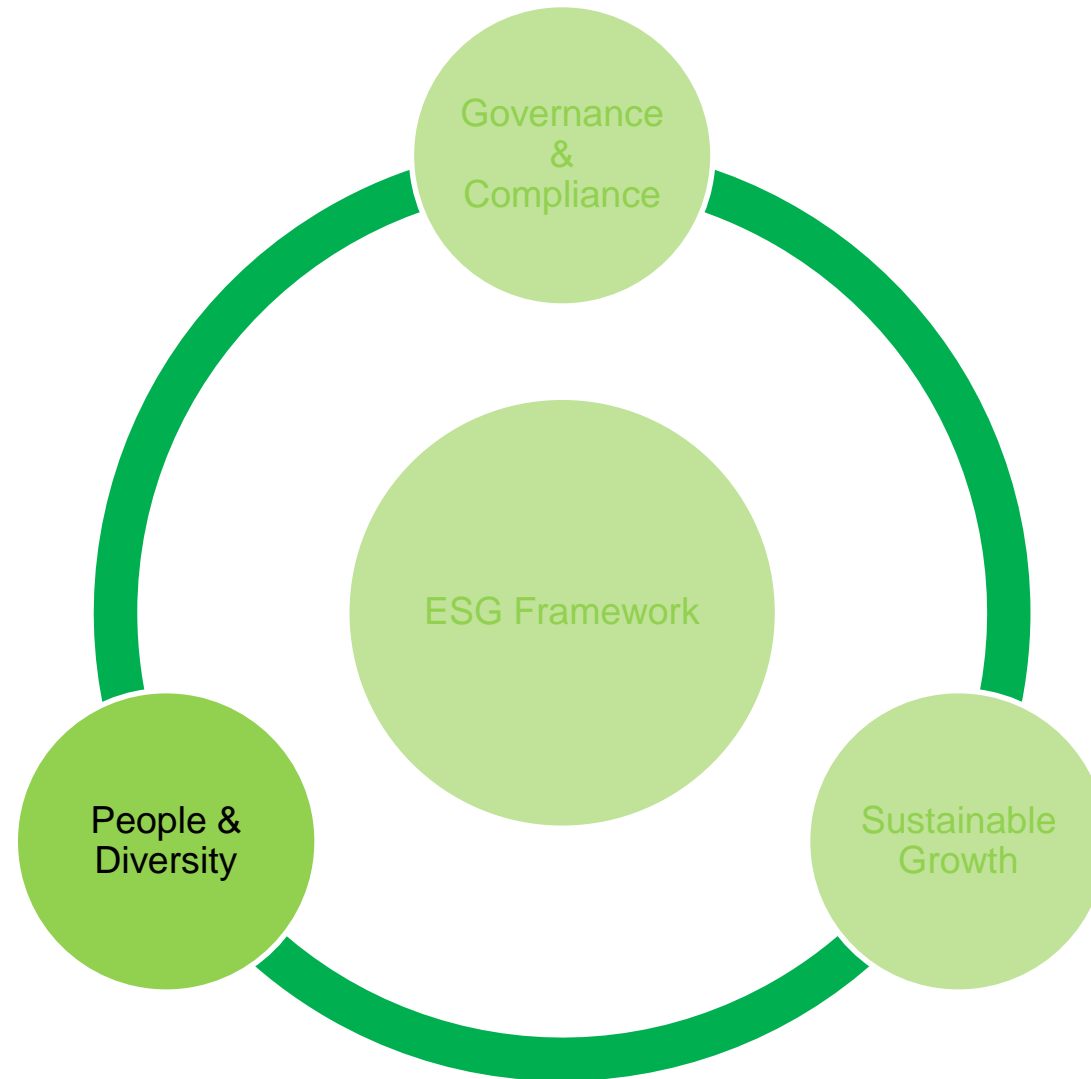
- M&M received IGCC (Indo German Chamber of Commerce) award for best sustainable business practices in 2017-18
- AD Igatpuri plant wins 18<sup>th</sup> Annual Greentech Environment Award – Platinum rating in 2018 by Greentech Foundation
- AD Igatpuri Plant wins “Sustainable Factory of The Year” at The 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 2<sup>nd</sup> Prize at National Energy Conservation Award by Ministry of Power, Govt of India 2018
- AD Nashik Plant wins 18<sup>th</sup> 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)





# Enabling Stakeholders to RISE....



# How Group HR enables soaring towards the Group Aspiration

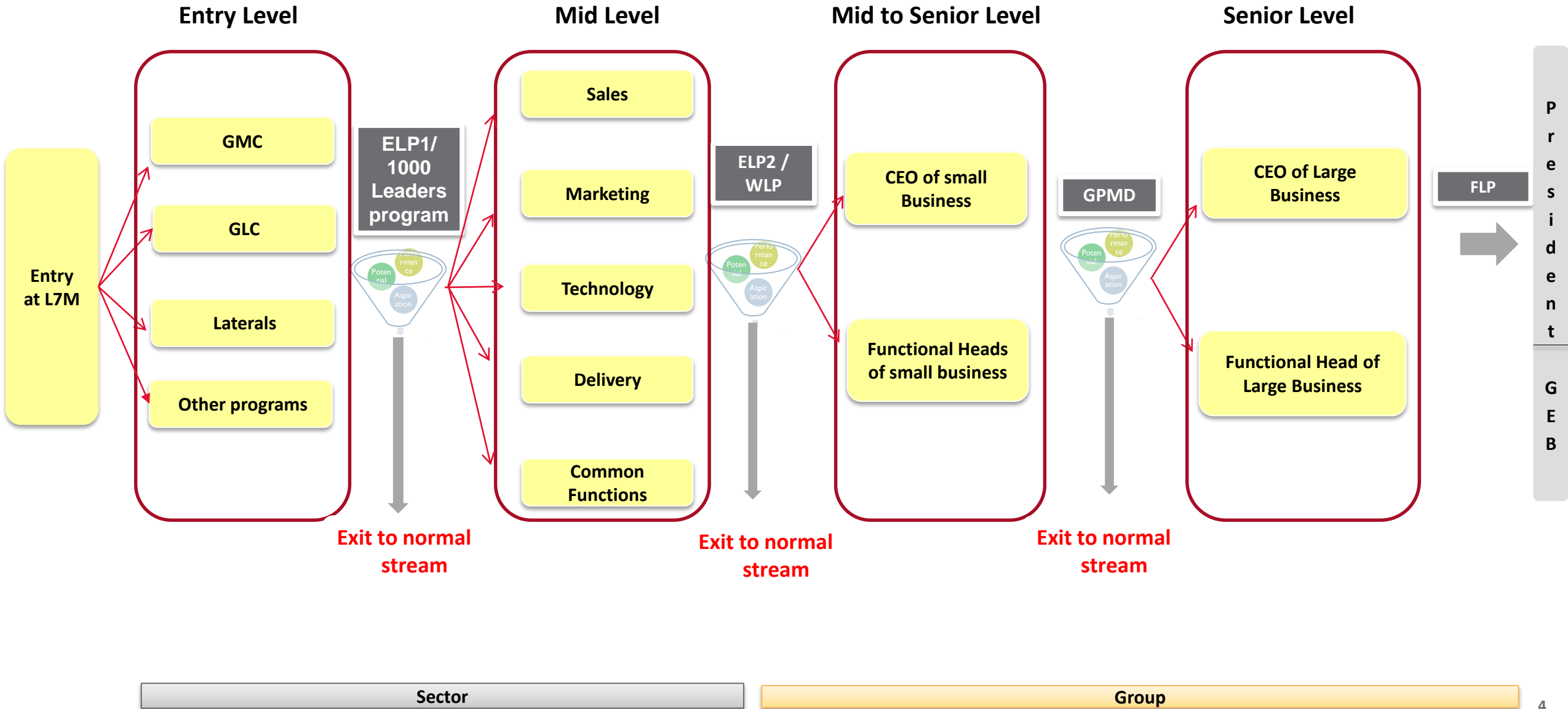


# Talent Management

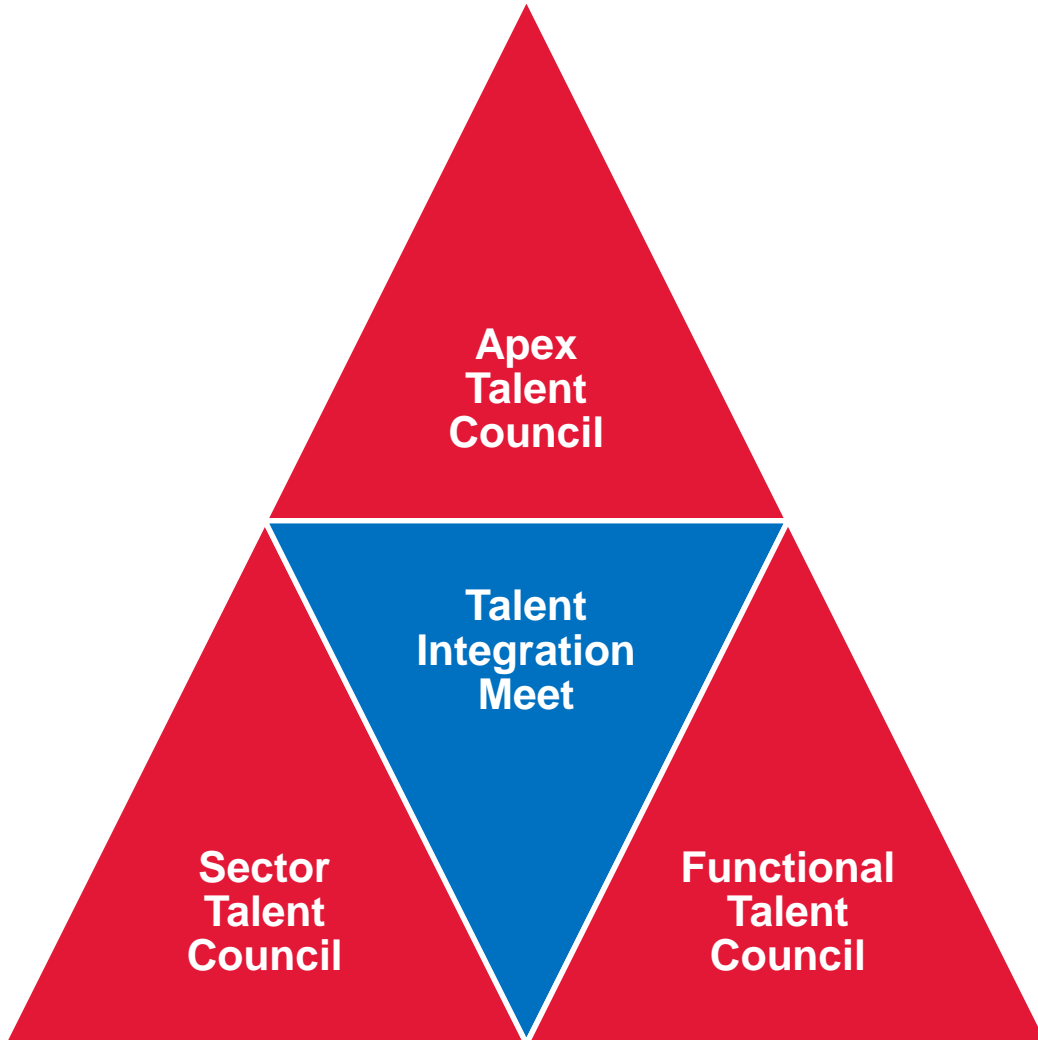


Talent Management

# Building Leaders at Every Level



# Talent Review



# Talent Development



Talent Management

## 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



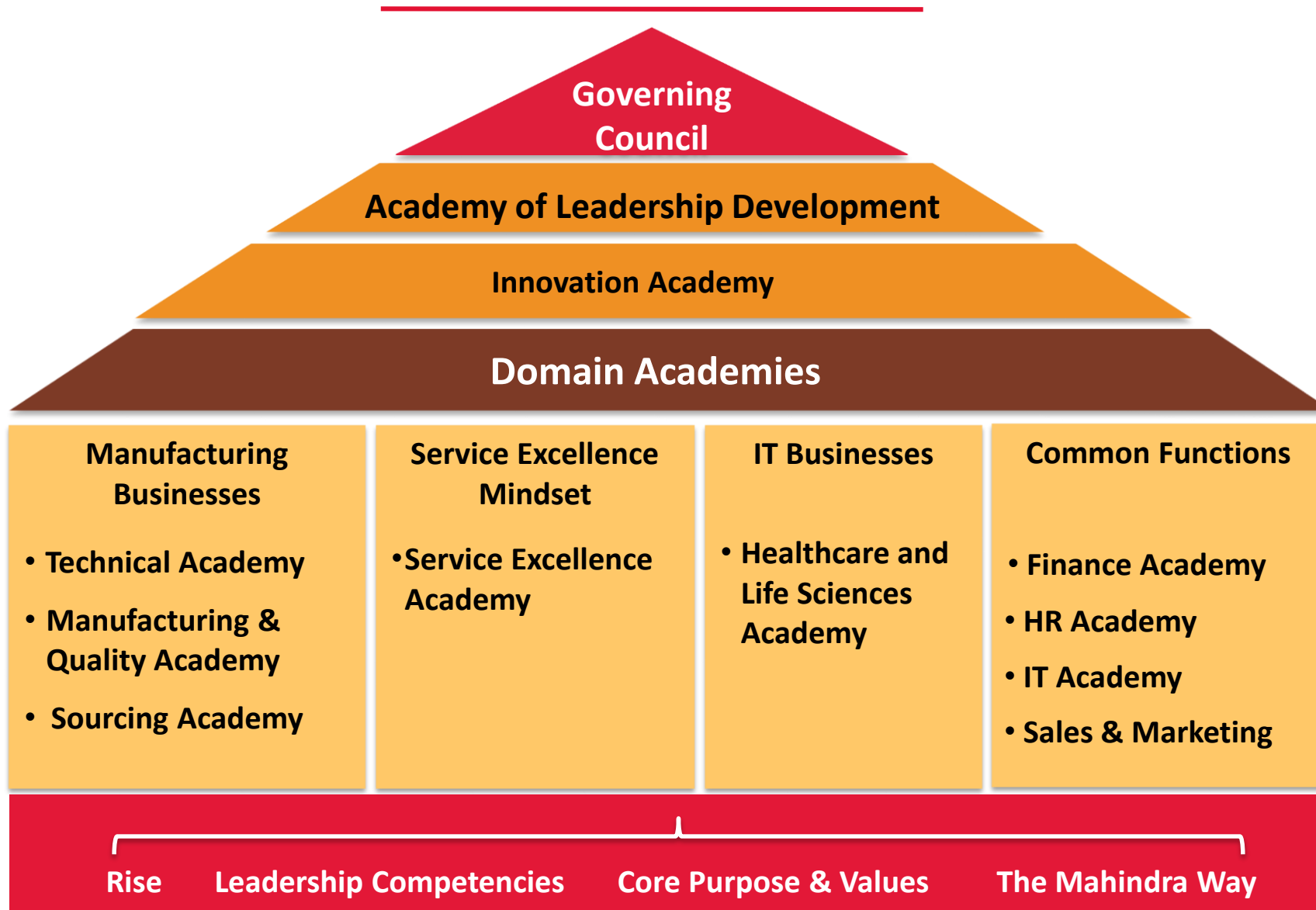
Education  
(10%)

Exposure  
(20%)

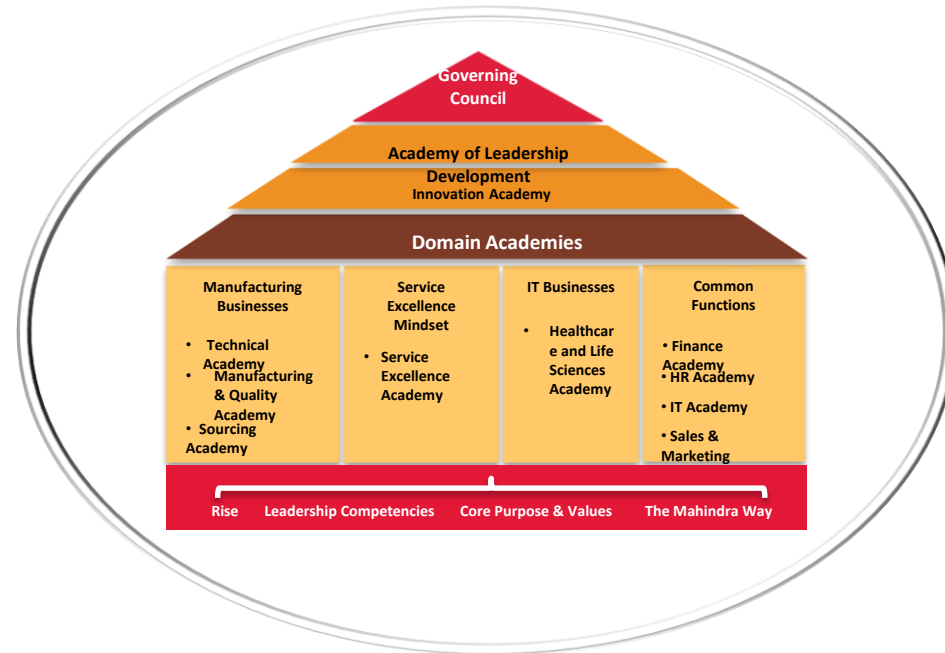
Experience  
(70%)



# The Mahindra Leadership University



# Cutting Edge Programs with World Class Knowledge Partners



# Integrated Talent Cohort Development

The 3E approach to Talent Development



## Diversity and Inclusion



# Diversity Framework

## D&I Vision

**Leadership Commitment**

Leaders as Ambassadors

### 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

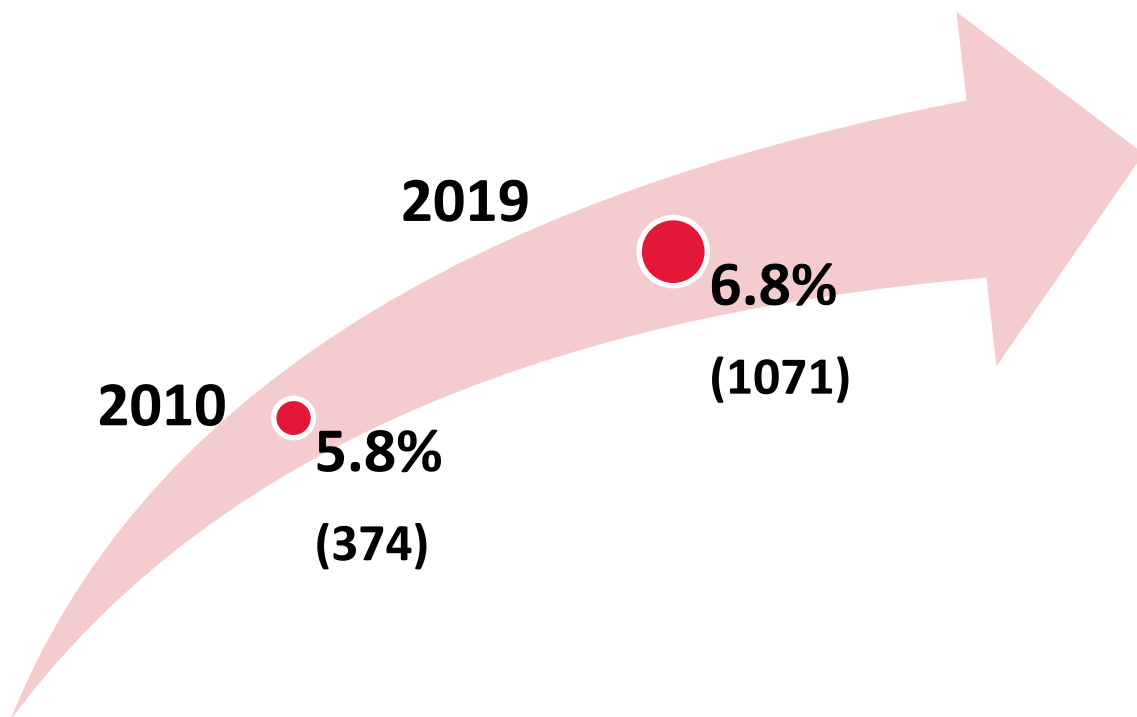
**Metrics & Evaluation**

- Goals
- Scorecards
- TMW



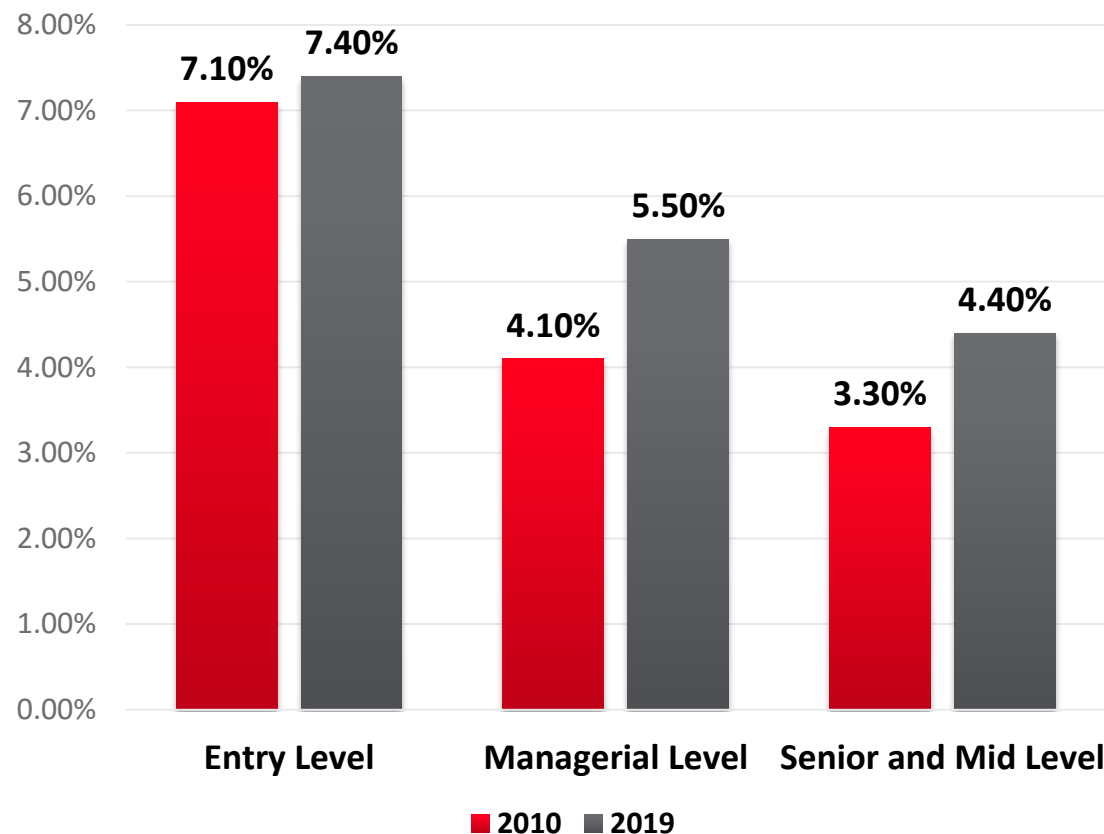
# Women Representation @ M&M

## Overall Women Population



The headcount of women has almost tripled over the years

## Grade-Wise Women Population

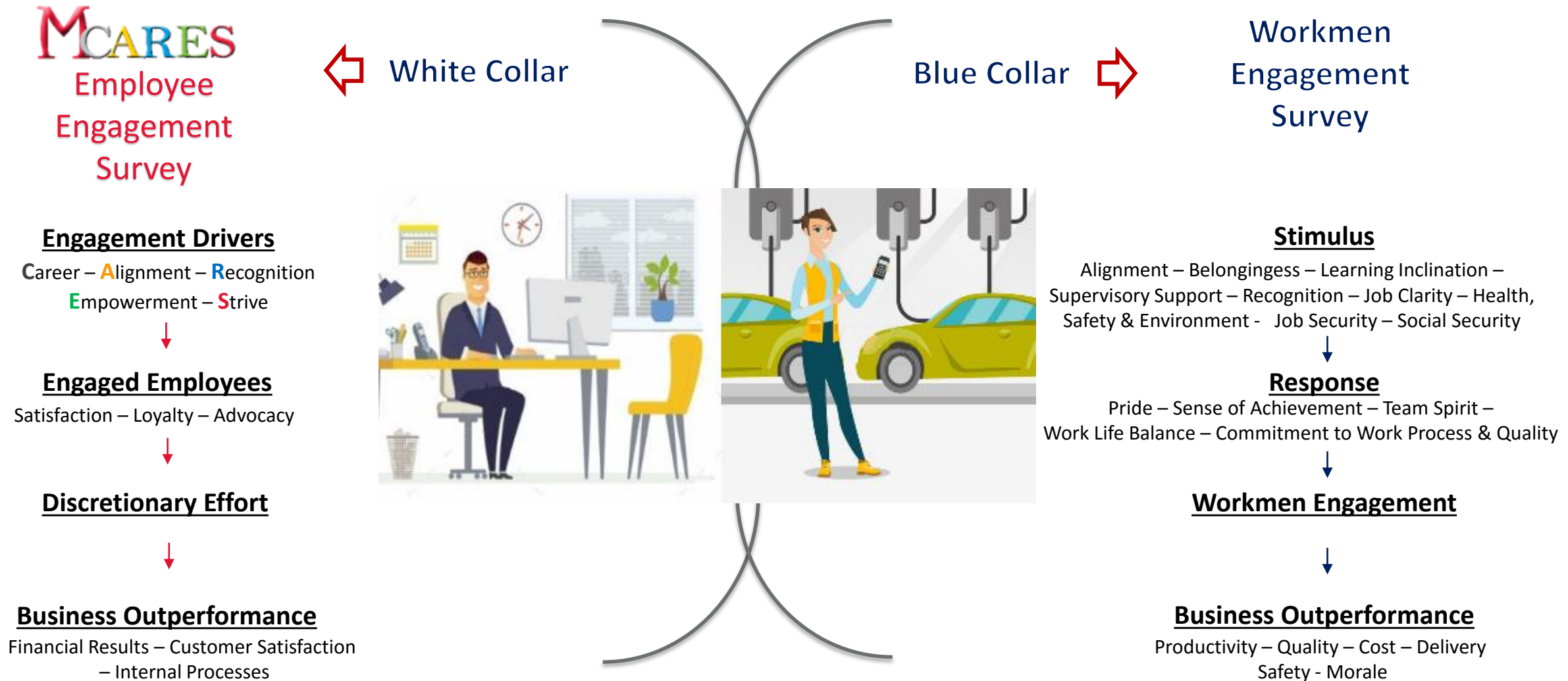


Women representation has increased in all the grades

# Employee Engagement

# Employee Engagement at Mahindra Group

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**.



# Transformational Work Culture Council (TWCC)

## Creating Transformation in the Shop Floor





# 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





# Awards and Accolades

## GPTW



Mahindra AFS was ranked 10<sup>th</sup> in "INDIA'S BEST COMPANIES TO WORK FOR 2018" study conducted by the Great Places to Work Institute



Mahindra Finance was ranked 14<sup>th</sup> 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

## Other Awards



1<sup>st</sup> runners up United Nations GCNI "Best Innovative practices for Women at Workplace" 2018



Business Today 'Best Companies to Work For' award in 2017 in the Engineering & Automotive category



*Rise*  
for Good



# Thank You

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