

• • • Innovation Excellence Driven by Our People

Rooted in a legacy of precision engineering and performance, TVSM fosters a work culture where safety, inclusivity, and continuous learning are prioritised. By nurturing talent and prioritising employee well-being, TVSM aspires to be an employer of choice and a benchmark in sustainable business practices.



TVSM's people philosophy is anchored in building a high-trust, inclusive, and performance-oriented workplace. The Company's sustained efforts to cultivate a positive and empowering work environment earned it the 'Great Place to Work' certification once again in FY 2024-25, along with the 'Inclusive Workplace Excellence Award' from CII. Its flexible work policies, robust learning ecosystem, and transparent communication practices continue to reinforce its reputation as an 'Employer of Choice' —a critical differentiator as the Company expands across geographies.



TVSM has been certified as a 'Great Place to Work in Manufacturing – Top 50' by GPTW

7,100

Total number of permanent employees globally

18%

Women in leadership roles

Diversity and Inclusion

TVSM has always prioritised workplace diversity and has been recognised as the 'Best Company for Women in India' for the last five consecutive years — a reflection of its deep-rooted commitment to equity and representation. It has also received the prestigious Helen Keller Award for its commitment to creating equal opportunities for Persons with Disabilities (PWD).

At its core, TVSM is committed to building an inclusive and equitable workplace where diverse talent can thrive. The Company recognises that innovation and operational excellence are driven by varied perspectives and hence a merit-based approach to hiring and advancement is in force to ensure equal opportunities for all employees.

Women currently represent 17% of the blue-collar workforce and 13% of the white-collar workforce, while Persons with Disabilities (PWDs) comprise 3% of the total employee base. These reflect TVSM's growing efforts to foster gender and ability inclusion across all levels and locations.

To further enhance gender diversity, TVSM has rolled out several leadership-driven initiatives. These include on-campus childcare facilities, industry-leading maternity and paternity policies, extended medical coverage for parents and in-laws, and structured support for expectant and nursing mothers. A hybrid working model, flexible hours, menstrual leave policy, and compliance with Prevention of Sexual Harassment at the Workplace (POSH) directives — supplemented by regular sensitisation programmes — contribute to a work environment where women feel safe, supported, and empowered.

TVSM also conducts annual gender pay parity assessments to ensure fair compensation practices and proactively address any disparities. Dedicated mentorship and leadership development programmes are in place to support women into advancing into influential roles across functions.

17%

Share of women
in the workforce

3%

Share of PwDs
in the workforce

Among the 'Best Companies for Women'

Reaffirmed ranking for the 5th consecutive time



CASE STUDY



SPURRING A QUIET SOCIAL REVOLUTION IN TANZANIA

A quiet revolution that redefines gender roles in the automotive industry, is underway in East Africa. TVSM, in partnership with its Kenya distributor Car & General (C&G), is facilitating a proverbial shattering of the glass ceiling as women are breaking into traditionally male-dominated roles.

In 2023, C&G, backed by TVS's inclusive vision, took the bold step of training and employing women in their two-wheeler assembly line in Tanzania. As expected, there was initial resistance from families. The prevalent societal norms were not conducive. But the initiative received support from institutions like Don Bosco and thus began the process of skilling the women — many of whom were former farm workers or vendors. Today, these women confidently handle tasks from assembly to dynamometer testing, sometimes putting together as many as 100 motorcycles a day.

Encouraged by this success, C&G has also hired physically challenged women to drive TVS three-wheelers, inspiring others to follow. Interestingly, many of these women proudly say they "work for TVS" rather than C&G — a testament to the deep trust and identity they have formed with the TVS brand.

What began as a social experiment is now setting the stage for a broader cultural shift. With TVSM's support, C&G is scaling this inclusive model across Kenya and Tanzania, paving the road for more women to drive change, quite literally, in Africa's mobility revolution.

Talent Acquisition

TVSM's talent acquisition strategy focuses on building strong pipelines through targeted campus and off-campus recruitment. In FY 2024-25, the Company resumed its on-ground hiring drives at leading institutions, engaging top talent from Masters, Post Graduate Engineer (PGE), and Graduate Engineer (GE) programmes during Day 0 and Day 1 visits. A total of 188 project trainees were onboarded through the Integrated Internship Program (IIP), with a 70% conversion goal, reaffirming the value placed on internships as a sourcing channel. Strategic partnerships with TATA Indian Institute of Skills (TATA IIS), Bajaj Engineering Skill Training (BEST), and BAJA Society of Automotive Engineers India (BAJA SAEINDIA) further strengthened off-campus recruitment efforts.

To deepen engagement, TVSM has introduced a mix of pre- and post-recruitment activities, such as case competitions, alumni connect, sponsorships, and live projects. Regular follow-ups, project support, Women's Day events, and role-readiness programmes help ensure smooth transitions for new joiners. The entire hiring process is now digital, reflecting the Company's 'No Paper, No Space' ethos, with continuous feedback loops used to refine hiring outcomes.

188

Project trainees onboarded in FY 2024-25
with 70% conversion rate



Leadership and Capability Building

TVSM's focus on leadership and capability building has earned industry recognition, including the Gold Award for 'Excellence in Organisation Development' and 'Best HR Practices' at The Economic Times Human Capital Awards 2025. The Company fosters a purpose-driven, agile, and future-ready workforce by embedding core values and leadership competencies through a structured five-phased approach — Initiation, Socialisation, Familiarisation, Adoption, and Institutionalisation — ensuring every employee internalises its culture from the outset.

Supporting this approach, TVSM offers dynamic learning opportunities through VR, AR, IoT-enabled modules, and structured platforms. Leadership development programmes, in-house training, and global partnerships are enhanced with job rotations, mentoring, and digital platforms like 'Pathways'. The upgraded Learning Management System (LMS), integrated with HRIS and LinkedIn Learning, further boosts engagement through gamification and peer collaboration.

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New Leadership Programmes in FY 2024-25

TVSM is committed to building a strong leadership pipeline through focused capability development at all levels. Programmes like the Emerging Leaders' Programs (ELP1 and ELP2) with Indian School of Business (ISB) and Indian Institute of Management Ahmedabad, and the Leadership Plus Program (LPP), are designed to equip high-potential talent with the skills to take on larger responsibilities. The flagship TVS Global Programme for Management Development (GPMD), launched with Michigan Ross University in 2024, empowers senior executives with global leadership insights and core business acumen, strengthening TVS Motor's high-performance culture and preparing leaders to drive future growth.

200

Employees benefitted from the
leadership programmes in
FY 2024-25

100%

Identified talent included in
leadership development

2.9%

Maintaining a low
HiPo attrition rate



Training Leaders for Tomorrow

The Institute of Quality & Leadership (IQL) has been central to TVS Motor's learning and development since 1987, fostering a culture of excellence, innovation, and sustainability.

Recognised with the 'Performance Level' certification by the Global Council of Corporate Universities, IQL plays a crucial role in building a future-ready workforce by embedding leadership competencies, strategic execution, and TVS values across the organisation.

IQL's four specialised academies focus on functional excellence, manufacturing, product development, and pedagogical skills, while initiatives like CFT and SAP Design workshops integrate sustainability and global standards. IQL also drives cultural and collective capabilities by hosting national and global conferences on Operations Research (OR) and Taguchi Methods, further enhancing problem-solving and process improvement.

Through immersive learning experiences, global collaborations, job rotations, and digital platforms like Pathways, IQL equips employees with critical skills in AI, data analytics, and future mobility. With an average of 14+ training hours per employee annually, IQL continues to nurture leadership, foster innovation, and advance sustainable practices at TVS Motor.

Health & Safety

TVSM fosters a safety-first culture across its plants, driven by active involvement from business leaders and employee unions. At the operational level, senior managers and union representatives work collaboratively to translate safety policies into actionable programmes, ensuring shared accountability and employee engagement. A strong governance structure — led by the CEO and Safety Apex Committee — ensures monthly reviews of safety performance at each plant.

In FY 2024-25, the Company transitioned to the predictive 'My Safety Index' (MSI), achieving an 81% score across global locations. It also introduced progressive measures such as the Driver Management Centre, Contractor Safety Management Centres, and a Consequences Management Policy.

All Indian plants and the Norton facility in the UK are ISO 45001:2018 certified, while the Indonesia plant holds SMK-3 gold-level certification. Rigorous Hazard Identification and Risk Assessment (HIRA) processes are conducted across locations, reinforcing a culture of prevention and continuous improvement in safety performance.

>200

Campaigns in Health, Safety and Environment (HSE) in FY 2024-25

356

Road Safety events organised in FY 2024-25

81%

My Safety Index score across global locations



KEY DEVELOPMENTS IN HEALTH & SAFETY (H&S) IN FY 2024-25



- Rolled out physical and mental wellness programmes across all plant locations; extended healthcare support to communities in the vicinity of manufacturing facilities



- Transitioned from the Plant Safety Score to the more sophisticated My Safety Index (MSI), a predictive safety performance indicator
- Achieved an MSI score of 81% post-calibration across Hosur, Mysore, Nalagarh, PT TVS Indonesia, and Norton UK



- Conducted 716 health, safety, and environmental events with ~70,000 participants
- Organised 356 in-plant Road Safety events with nearly 100% employee participation
- Hosted 480 Road Safety awareness events at dealerships, reaching 31,112 public and road users.



- Launched Driver Management Centre (DMC) at Hosur to improve road transport safety
- Operationalised Contractor Safety Management Centres (CMC) at Hosur, Mysore, and Nalagarh plants to strengthen contractor safety protocols

Implementation of Progressive Consequence Management Guidelines

- Introduced a structured policy to drive progressive safety improvements through continuous monitoring and accountability

Employee Well-being

TVSM places a strong emphasis on the physical and mental well-being of its workforce. Various health and wellness programmes are implemented across all plant locations, including regular health checks for all categories of employees, including those from service providers. In FY 2024-25, the Company introduced the 'My Health Index' (MHI), a comprehensive initiative tracking employee well-being across five dimensions — emotional, physical, lifestyle, organisational, and team health. This data-driven approach enables the Company to provide timely, targeted support across locations.

TVS Motor supports employee mental well-being through YourDOST, a confidential counselling platform that helps address stress, anxiety, and personal challenges. Complementing this is PROMOTE, a collaboration with NIMHANS featuring AGAM, an in-house clinic offering specialised counselling and training. Together, these initiatives foster a culture of care and resilience.

Beyond employee-focused initiatives, the Company extends healthcare benefits to employee families and surrounding communities. This includes comprehensive annual health checks, community outreach programmes, and best-in-class insurance benefits such as family floater policies and extended medical coverage for parents and in-laws.

3,250

Employees undertook YourDOST programme in FY 2024-25

Supply Chain Safety through SA8000 Compliance

- Audited 96 value chain partners on health and safety parameters
- Supported partners in implementing approximately 100 safety improvements, reinforcing safety standards across the extended value chain

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• • • Enhancing Customer Satisfaction through Innovation and Care

TVSM's approach to customer satisfaction is rooted in understanding consumer needs and delivering consistently high standards of service. Customer satisfaction is the cornerstone of every decision, guiding the design and delivery of both products and services. Every interaction with the customer is seen as an opportunity to build trust and in FY 2024-25, several targeted initiatives were launched across geographies to enhance customer experience and build trust.



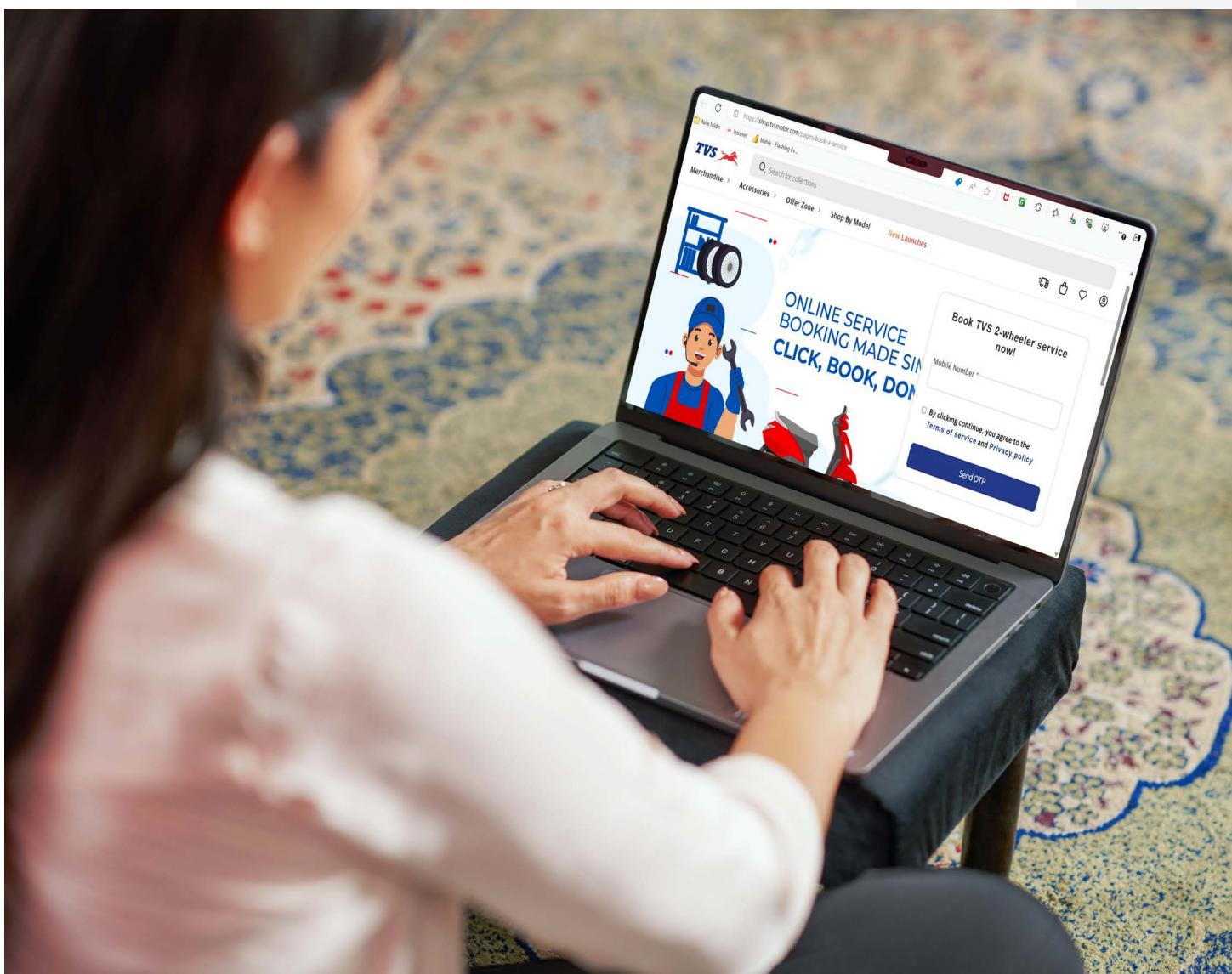
The Company monitors customer satisfaction through structured real time feedback. Surveys, dealer feedback, and touchpoint interactions — such as N30 PSF calls — help the Company stay attuned to customer sentiments and expectations. The Company also upholds responsible marketing and product use, engaging with customers across their journey — from service reminders and safety education to direct support via call centres and roadside assistance.



Initiatives like MotoSoul and AOG deepen the emotional connect with rider communities, while clear and honest advertising, aligned with Advertising Standards Council of India (ASCI) regulations, ensures brand integrity.



TVSM's focus on innovation extends to both product development and customer services. The ongoing New Product Introduction (NPI) digitalisation programme has enabled faster go-to-market capabilities, incorporating AI-enabled product features, live commerce, and intelligent decision-support tools. Simultaneously, data privacy and customer consent protocols ensure ethical handling of information.



••• Responsible Supply Chain Engagement



TVSM's sustainability vision extends across the entire value chain, encompassing suppliers, dealers, distributors, and partners. Aligned with its climate adaptation and resilience framework, the Company is committed to building responsible and future-ready supply chain networks that reflect its values of environmental stewardship, ethical governance, and social responsibility.

The Company has institutionalised a Sustainable Supplier Code of Conduct, setting clear expectations around environmental compliance, human rights, and ethical sourcing. Suppliers are rigorously screened based on their business relevance, ESG risks and spend volume.

TVS Motor's approach includes strategic sourcing of materials that meet stringent quality standards while aligning with its sustainability goals. The Company prioritises suppliers who adopt eco-friendly practices and ensures transparent, fair, and collaborative relationships through open communication and equitable terms of engagement.

The Supplier Excellence Group plays a vital role in strengthening supplier capabilities, focusing on innovation, quality assurance, cost efficiency, and sustainability. Regular training sessions, performance audits, and joint development projects enable continuous improvement and alignment with global standards. The Company also helps suppliers adopt cutting-edge technologies, including the use of visual AI in logistics, enhancing efficiency and reducing operational errors.

The Company's India operations have further reinforced responsible sourcing by aligning with global best practices, including conflict-free material procurement standards akin to those followed by BMW Motorrad. Its partnership with SEDEX through Norton Motorcycles in the UK also helps enhance transparency and supplier accountability.

The Company follows a Total Quality Management (TQM) approach across its value chain. This means embedding lean practices and advanced digital tools at dealerships to improve supplier maturity through the TVSM Production System. Dealers operate on a cash-and-carry model, ensuring stock freshness and profitability, while regular change management workshops and the Dealer TQM cluster approach promote execution excellence and customer-centricity.



96

Suppliers audited on
H&S parameters in FY 2024-25

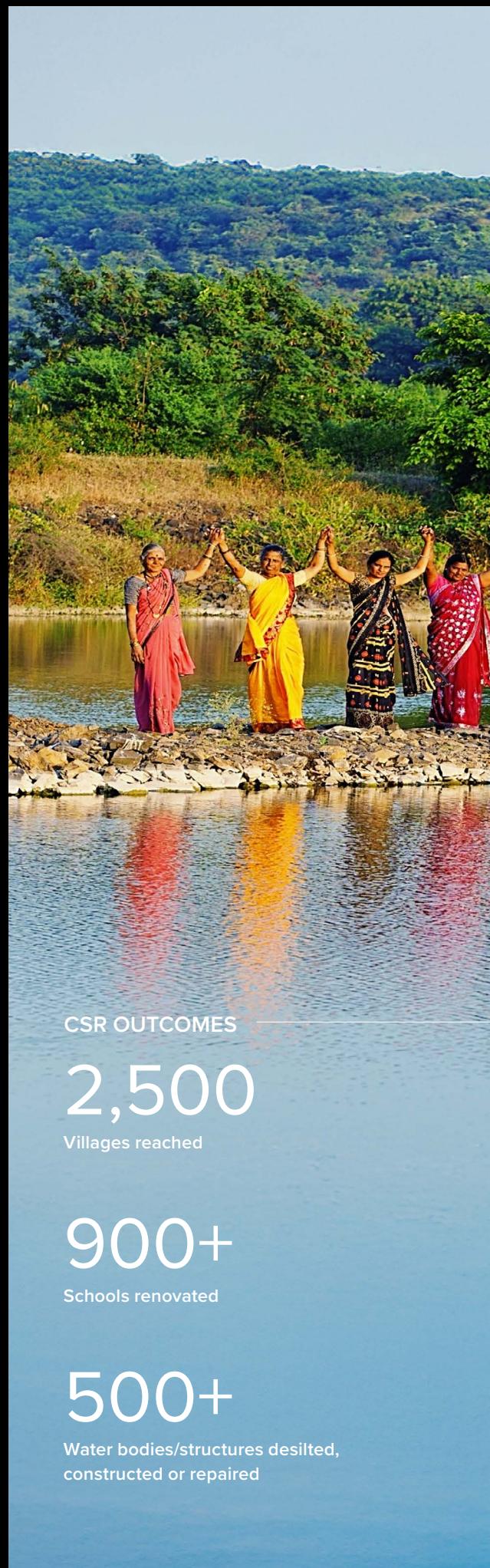
480

Dealer events held
in FY 2024-25

Creating Value through Social Partnerships

TVSM is committed to promoting enduring relationships with communities, partners, and customers. Its holistic CSR initiatives are spearheaded by the Srinivasan Services Trust (SST), which has been driving meaningful change in rural India. Working in 2,500 villages across the country, SST champions sustainable development through its distinctive approach of Total Community Involvement (TCI).

The Srinivasan Services Trust (SST) encourages rural communities in India to adopt practices that help them improve their quality of life through a participatory approach – from planning to execution. Its key focus areas include empowering women and children, conserving water, improving health and education facilities by renovating public infrastructure, and preserving the environment.



CSR OUTCOMES

2,500

Villages reached

900+

Schools renovated

500+

Water bodies/structures desilted, constructed or repaired



16 Lakh

People benefitted

5,000+

SHGs formed

60,000+

Women enrolled in SHGs

980+

Anganwadis renovated

375+

Community structures
renovated

130+

Health centres
renovated

10+ Lakh

Trees planted

160 Cr litres

Water capacity
enhanced

₹125+ Cr

Annual income
generated by women

Enabling Women to Rise, Lead and Inspire



SST facilitated the formation of Self-help Groups (SHGs) and capacity building to ensure that women at the grassroots, often tied down by household work, are empowered to contribute to the society, leading to generational change.

CASE STUDY

A JOURNEY TOWARDS SELF-RELIANCE

For Rajeshwari from Karunanidhi Nagar in Tamil Nadu's Srivaikundam, life was once defined by separation and struggle. With her husband working in a restaurant in Kerala, the family lived apart for years. Rajeshwari herself took to stitching clothes to make ends meet.

Things began to change after Rajeshwari joined the Muppidathi Amman Women Self-Help Group (SHG) over a decade ago. Formed with 20 women and modest monthly savings of just ₹100 each, the group slowly transformed with sustained guidance from the Srinivasan Services Trust. Over time, they collectively accessed and repaid loans worth ₹50 lakh, a testament to their financial discipline.



In 2020, Rajeshwari took a leap of faith with her first significant loan. Alongside her husband, she began with a small snack pushcart near the Srivaikundam Kallapiran Temple. Initial earnings were meagre — around ₹100 a day — but their perseverance and quality service have led to their income increase several times, with monthly earnings now exceeding ₹30,000 (as of November 2024).

But the greatest reward for Rajeshwari has been the reunion with her husband and the ability to secure her children's education, save for her daughter's marriage, and reinvest in their growing enterprise. "SST has uplifted and empowered our family, and we hope that someday we too are able to give back to society and help our community to grow and prosper," says Rajeshwari.



Driving Rural Prosperity through Agriculture and Animal Care



SST regularly provides farmers with technical knowledge to encourage them to adopt modern farming practices with an aim to increase yield and productivity while reducing costs. Access to veterinary services is also ensured through regular camps in the villages based on specific needs. Renovation of veterinary centres are also ensured in order to provide access to animal healthcare. SST has partnered with Shreeja Mahila Milk Producer Company Limited to ensure better quality of milk and fair milk price to thousands of farmers in the rural areas of Hosur.

CASE STUDY

DELIVERED FROM DEBT AND PENURY

A decade ago, N. Subramaniam from Yathaluru village, Andhra Pradesh, faced the heartbreaking prospect of selling his 13-acre land to clear mounting debts. Struggling with low paddy yields and repeated borrowing, he was trapped in a vicious cycle till an awareness camp by SST changed his fortunes.

Guided by SST, Subramaniam diversified into vegetable and fruit farming and embraced organic methods. Getting access to government subsidies and bank loans, and being able to set up drip irrigation in his field, he began to see significant profits in two years.



Today, he earns ₹8-10 lakh annually from farming, and around ₹5,000-7,000 a month from a poultry venture. He was also recognised as the 'Best Farmer' by YSR Horticulture University.

"For me, however, my biggest success is that my elder son now works beside me on my farm," says Subramaniam proudly. For him, farming is no longer a losing proposition.



Partnering Communities to Conserve Water



This has been an area of constant focus for SST for the last many years and in FY 2024-25, the Company carried out need-based and scientific water conservation efforts to ensure the availability of water in the villages. Desilting of water tanks and irrigation channels, repairs of sluice and weirs, construction of check dams are among the many water conservation efforts undertaken by SST along with the community.

CASE STUDY

REVIVING A LIFELINE

The Vettaikarankulam Tank in Tamil Nadu's Tirunelveli district was once a vital source of irrigation, nourishing 102 acres of farmland and recharging groundwater for the surrounding villages. But by 2019, its shallow depth and deteriorating infrastructure had made it almost defunct. The bund was dangerously narrow — barely wide enough for one person to walk — making it unsafe and prone to erosion. The ayacut area downstream was deep and uneven, severely hampering farmers' ability to transport harvested crops like banana and paddy. With no proper access path, moving produce to the roadside or market meant greater time, labour, and cost.



Recognising the urgency, Srinivasan Services Trust (SST), undertook a comprehensive restoration project. In collaboration with the government authorities, 7,315 cubic metres of silt were removed and reused to strengthen and widen the bund. With a modest investment of ₹6.37 lakh, the project significantly enhanced the tank's storage capacity and safety.

The results were transformative. With the rejuvenated tank, irrigation improved for 58 direct and 270 indirect farmers, groundwater levels rose by 2 feet, and over 50 borewells were recharged. The widened bunds now enable safe access and easier transport of farm produce. SST's intervention revived both the tank and the livelihoods of an entire farming community.



Bridging Gaps in Rural Healthcare



SST is committed to ensuring the community has better access to healthcare and improved quality of services through renovation of rural health centres, broadening the scope by expanding reach through mobile medical vans to the rural poor, and generating awareness about diseases and nutrition.

CASE STUDY

REGAINING THE THIRST FOR LIFE

Sundari, a farm labourer from Perumalkulam village in Tamil Nadu, first realised something was wrong when her hands went numb and even hot oil did not hurt her. Later, she was diagnosed with leprosy at the Government Primary Health Centre in Salaipudur. Though treatment at the Peikulam Leprosy Hospital halted the disease, it left her with permanent nerve damage and a deep sense of shame and isolation.

That is when SST stepped in supporting her in obtaining essential documents like her Aadhar card and a differently abled ID, enabling her to receive a monthly government stipend of ₹2,000. It helped rebuild her life with dignity.



“Thanks to SST, I’ve learned that the only way is forward — no matter what setbacks you suffer,” says Sundari with quiet determination.

Building Bright Futures through Education and Awareness



The Company, through SST, has worked towards renovating government school infrastructure with active community participation, aiming to create a more conducive learning environment for children. It has partnered with organisations such as Agastya International Foundation and Villmart Education to enhance the quality of primary education, while also working with Navsahyog Foundation to help children in rural areas develop essential life skills. In addition, it has collaborated with Gramalaya to promote better sanitation in schools and villages, focusing on building awareness among school children on the importance of using toilets both at school and at home.

CASE STUDY

CREATING A SAFE SPACE FOR CHILDREN

In Nadusalai Pudur village, Tamil Nadu, local farmers and labourers faced a daily struggle — finding a safe place to leave their children while they went to work. The village's only anganwadi was in a dilapidated state and no longer usable.

That was when SST stepped in to support the community. The centre was fully renovated, with clean drinking water, toilets, secure fencing, mosquito nets, and colourful wall art — transforming it into a vibrant, safe space for 26 children, with enrolment steadily rising.

This effort is part of SST's broader initiative to help rural communities renovate public infrastructure such as



schools and anganwadis to ensure children have better classrooms and toilets. The lack of these often result in children dropping out of school, particularly adolescent girls for whom the lack of hygienic toilets discourage attendance. Mothers and pregnant women can also avail services from clean and safe anganwadis. By creating child-friendly classrooms and hygienic toilets, these interventions are removing key deterrents to education and supporting women's access to health services.

“This isn’t just about fixing a building — it’s about uplifting an entire community,” says anganwadi worker, Bala Francy.



Caring for the Environment, Together



Besides water conservation, afforestation remains a key focus for SST in preserving local flora and fauna. Over the past three decades, SST has worked with rural communities to restore the environment through tree planting, biodiversity conservation, and awareness efforts. So far, 10 lakh trees have been planted in villages, and over 14,000 acres of barren hillocks have been greened with 60 lakh trees and diverse plant species. In the last two years, SST has held over 800 awareness camps on afforestation, rainwater harvesting, and sparrow care — fostering eco-responsibility among youth, schools, and rural communities.

CASE STUDY

RETURN OF A SYMBOL OF HOPE AND HARMONY

A few years ago, the familiar morning chorus of sparrows began to fade from village soundscapes. Once abundant across rooftops, trees, and fields, these tiny birds — victims of habitat loss and changing landscapes as a result — were quietly disappearing.

Determined to reverse this, Srinivasan Services Trust (SST) launched a sparrow conservation initiative aimed at restoring habitats and reconnecting communities with nature. The project focused on installing nest boxes to provide safe shelter to the birds and raising awareness among the village community through campaigns to



generate empathy. Over the past two years, the movement has touched 350 villages across India, supported by more than 200 awareness camps each year. Sparrow Day, celebrated annually on March 20, has become a joyful event involving school children, Self Help Groups (SHGs), and local residents.

The results are heartening. Slowly but surely, the sparrows have returned — their chirping once again greeting the dawn. More than a conservation win, the project has become a symbol of environmental stewardship and community pride. By protecting the humble sparrow, these villages are strengthening their own resilience and the ecological balance.

