Mindtree
Welcome to possible

Cultivating the future

**ANNUAL REPORT
2015–16**

Expertise-led

Culture-backed

Always ready

Developing talent for today and tomorrow

To stay ready for new growth and challenges, a global company needs to attract, develop and inspire the highest caliber people. At Mindtree, we believe that organizational culture and values are just as important for success as technical skills are, which is why we call our talent development program "C2" (Culture and Competence).

Since the company's founding in 1999, we have recognized our people as our greatest asset by referring to them as Mindtree Minds. We've invested in their future with our new state-of-the-art global learning center, Mindtree Kalinga. This facility introduces new hires to our corporate culture and values with the aim of nurturing the engineers of tomorrow.

The three elements of success

When we designed Kalinga, we asked ourselves what kind of mindset would lead to success. As a result of this self-reflection, we saw that it's not enough to nurture engineering skills. Mindtree Minds must also remember that we are running a business, with the additional goal of helping communities flourish as a result of our actions. We help our talent develop the right mindset by focusing on the **engineering**, **business** and **social aspects of thinking**. We want to help Mindtree Minds become the best at what they do—and make it easy for them to keep learning throughout their careers, so they are always ready for whatever comes next.

Our culture and values for building the future

The Mindtree values of **collaborative spirit**, **unrelenting dedication** and **expert thinking** reflect how we approach the world.

Working with others will become even more important going forward, because a complex digital landscape presents challenges that no individual can address alone. Embracing diversity plays a large part in collaboration, as people of different capabilities and backgrounds must work together toward comprehensive solutions. We must persevere to solve problems for our clients, which means bringing our expert thinking to the forefront.

Growing and perpetuating our vision and values requires a robust culture. Our culture also makes us distinct and helps us attract, retain and cultivate the best people. We strive to give Mindtree Minds the opportunity to grow, develop and give back—to clients, coworkers, partners and the communities we work in. Knowledge is a living resource at Mindtree. Whether they're new or senior, Mindtree Minds are always learning from each other, our partners and other industries.
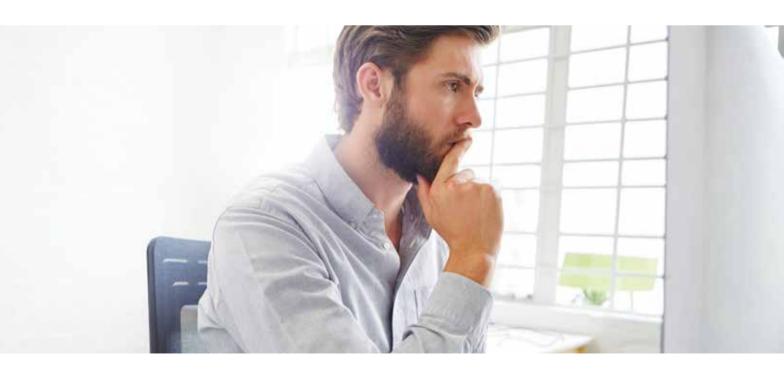
A blueprint for talent and leadership development

Our culture is bolstered by **leadership and learning programs**, **feedback,** and **recognition opportunities**. Mindtree takes a bottom-up approach to development, so the leadership and learning journey starts during onboarding and progresses through every career stage.

New Mindtree Minds recruited straight from university go to our Kalinga campus in Bhubaneswar, India. At this stage, they focus on nurturing curiosity, igniting courage and fostering responsibility so they can become domain experts and good global citizens. The program at Kalinga combines real-world experience building apps with immersive learning to help develop the engineering, business and social aspects of thinking.

Midcareer and senior Mindtree Minds can give back by sharing their knowledge and time through teaching at Kalinga. The center has no permanent faculty; experienced Mindtree Minds take sabbaticals to lead and learn from new Mindtree Minds while improving their own skills.

Throughout their careers, our people have access to holistic learning to improve their technology, domain, behavioral and managerial skills as needed. We nurture Mindtree Minds with access to leadership learning through a cultural immersion program called leadership homing. They also get guidance via individual assessments. In addition, everyone at the company is eligible to apply for recognition and reward opportunities, such as the Chairman's Awards and the Pillars program.

But leadership and learning programs are not enough on their own. Plans and dreams are only as good as their execution. Our progress is powered by Mindtree Minds, who demonstrate our ideals every day at work.

> The program at Kalinga **combines real-world experience** building apps with immersive learning to **help develop the engineering, business** and **social aspects** of thinking.

Mindtree Kalinga

We support all our Mindtree Minds by providing learning and development opportunities that start with immersion programs, such as the one at Kalinga, and span their entire careers. Our flagship corporate learning center in Bhubaneswar, India, opened in March 2015 as the embodiment of Mindtree's commitment to learning.

The program at Kalinga was designed to fill any knowledge gaps between new Mindtree Minds' university curriculums and the skills they need in today's technology marketplace. They learn the engineering tactic of using technology to solve a problem. At the same time, we introduce them to the foundational values of our company: collaborative spirit, unrelenting dedication and expert thinking.

The Mindtree approach

Kalinga's mission is to encourage curiosity, ignite courage and foster responsibility. We instill and encourage these values early because they differentiate us as a company.

We believe that **curiosity** should be nurtured throughout a career. Curiosity inspires Mindtree Minds to seek new knowledge and to question existing processes. New Mindtree Minds are taught **courage** as the ability to stand up for their values, challenge belief systems and even risk failure. Courage also requires the integrity to take **responsibility** for your actions. This kind of accountability includes environmental stewardship: At Kalinga, Mindtree Minds can participate in energy and water conservation, horticulture or social impact programs via Individual Social Responsibility initiatives.

Good stewardship is modeled for our students through the campus itself. Kalinga is one of the world's most sustainably built and maintained residential campuses. Kalinga earned Leadership in Energy and Environment Design (LEED) Platinum certification from the India Green Building Council. All 272,000 square feet of Phase 1 campus structures were built with mud bricks made from soil excavated during construction. Reliance on rainwater and use of passive cooling systems keep facility operations energy- and water-neutral.

A cycle of learning and leadership

Kalinga has the capacity to produce 2,500 graduates annually. These new hires absorb Mindtree's culture and values in a 90-day immersive experience that reflects our unique approach and point of view.

This program is designed to foster deep learning, collaboration and inquisitiveness. It incorporates peer-based, experiential instruction inspired by methods from Harvard University, Massachusetts Institute of Technology, the ancient Nalanda University and experiments at the Khan Academy. It's all designed to address the **physical, digital, intellectual** and **emotional** aspects of becoming an engineer of tomorrow. Even the buildings are Internet of Things (IoT)–enabled and equipped with advanced technology.

Activities at Kalinga include group hackathons to create apps that automate the campus; working on engineering issues for actual Mindtree clients; individual study sessions; and one-on-one mentoring.

To keep the experience based on the real world and to ensure that Mindtree's culture is transmitted effectively, Kalinga has no external faculty members. Seasoned technical leads take turns volunteering to teach and mentor new Mindtree Minds. The cycle of learning and leadership development begins at Kalinga, which can be considered the first step in grooming tomorrow's executives. But it's also a chance for the faculty to update their own technology, domain, behavioral and managerial skills.

The entire Kalinga experience is designed to help our new engineers succeed in the global, hyper connected world of tomorrow.

Learning programs:
Communication, culture and development

Mindtree seeks to nurture the best technologists and consultants in the industry—our success depends on these highly skilled people. That's why learning is a vital part of our company. Individual development fuels much of our organizational growth and keeps Mindtree Minds' skills current in a changing technology landscape. The need for learning never ends, so we make opportunities available to our people at every level of the company.

During their first six years with the company, Mindtree Minds work on learning effective ways to interface with clients, work in a global environment, and improve their English language skills if necessary. Leads, managers, and senior leaders also learn to present their ideas to clients and teams; give feedback to team members; work effectively in multicultural environments; and inspire, influence and engage others.

Individual development fuels much of our organizational growth and **keeps Mindtree Minds' skills current** in a changing technology landscape.

Communication: A business basic

Effective communication is a key leadership competency. Mindtree offers programs that range from honing English language skills to using communication to influence, inspire, and engage clients, peers, and team members.

Role-specific learning initiatives

Learning initiatives at Mindtree are part of our Culture and Competence (C2) program, which has four skill categories: **technology**, **domain**, **behavioral,** and **managerial**. The top 5 percent of performers in these categories are eligible to join the Pillars program for individualized learning and mentoring. This program aims to nurture star performers and help build a leadership pipeline.

Learning in all four categories is available throughout the career life cycle. For example:

Orchard is a program for all new hires recruited straight from university. Students in the US are onboarded at Mindtree's Agile Center of Excellence in Gainesville, Florida, before they are sent to Kalinga to join their global colleagues. Students in the rest of the world are onboarded directly to Kalinga. Once there, all Orchard students are assimilated into the Mindtree culture of lifelong learning, which helps support the physical, digital, intellectual, and emotional infrastructures necessary for successful collaboration.

Arboretum is an onboarding, learning and assimilation program for new Mindtree Minds who are lateral hires. Arboretum varies from a few days to a few weeks, depending on the seniority and skill set of the hire.

Ongoing learning is available to all Mindtree Minds. Our learning programs, inspired by rapid changes in the IT and technology industries, are designed to ensure that Mindtree Minds are equipped with the latest industry and technical skills to exceed customer expectations. Our people can access lessons through self-paced virtual programs that enable them to collaborate with peers and experts. The program helps us groom the technical architects and full-stack engineers (proficient in each layer of software development) who can lead us to our next phase of growth. next phase of growth.

Senior leaders learn to build coaching and facilitation skills so they can better understand and communicate the Mindtree context to help their teams succeed. These courses may be accessed anywhere at any time through videos and interactive lessons, and are meant to be applied right away.

Our commitment to ongoing learning is based on our approach to building a better world. The future holds limitless possibilities, and the power to shape it is in our hands.