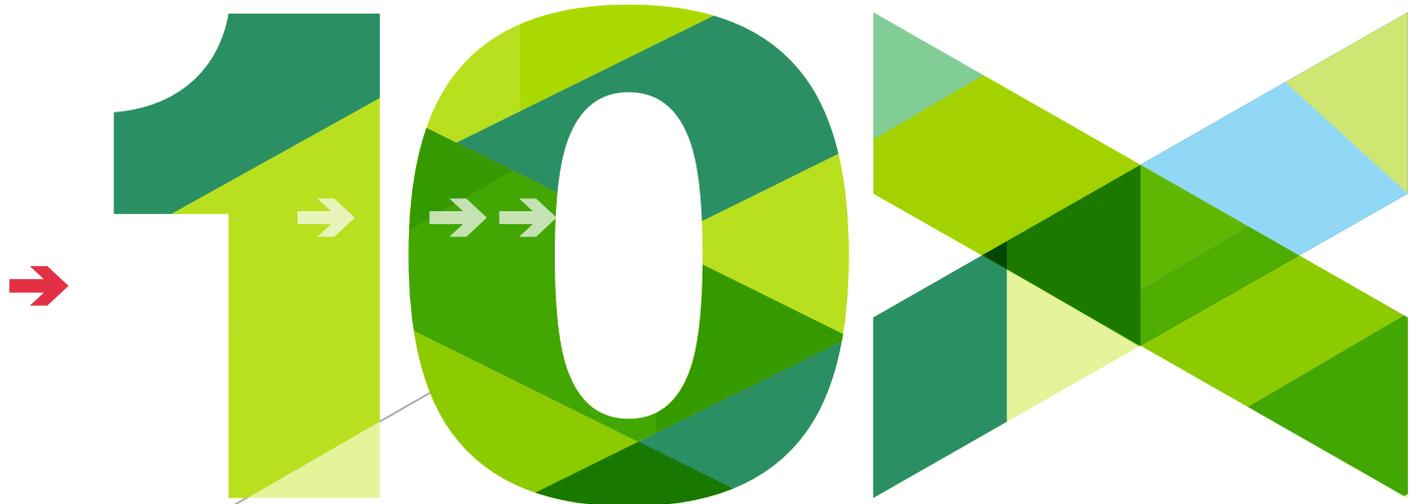


**BUSINESSWISE**  
MULTIPLYING OUTCOMES



From embedding sustainability as a business driver across the Group to empowering individual businesses to drive sustainability, within eight years, we have successfully cascaded sustainability from a boardroom vision to a shop floor reality. Powered by **Alternative Thinking** - our bespoke approach to sustainability, we enhanced awareness, expounded a strong business case to employees, institutionalised frameworks, invested in capacity building plus rewarded and recognised outstanding performers.

The road to sustainability is fraught with obstacles - some have to be overcome with innovation, some with determination, and some simply by perseverance. But as we overcome each obstacle, we come across doors of opportunities with multiple outcomes that take us to the next level. This thought is graphically represented in this design theme. The upward moving transverse lines represent the Group's ambitions. The pillars of myriad colours are the roadmaps of individual businesses. While the ones in red are symbolic of Mahindra's Rise for Good philosophy that continues to guide them all.



**BUSINESSWISE** is the next phase in our sustainability journey. In it, every individual business is driving the sustainability agenda on issues material to their stakeholders and aiming to set new benchmarks within their sector and geographies. It is like pursuing the sustainability agenda with independent teams who are not only committed but capable and experienced. This enlarged team, new vigour, focus and greater ownership has created a multiplier effect that aims to transcend incremental growth and give rise to a transformational change. And it has begun to yield accelerated results in the very first year.

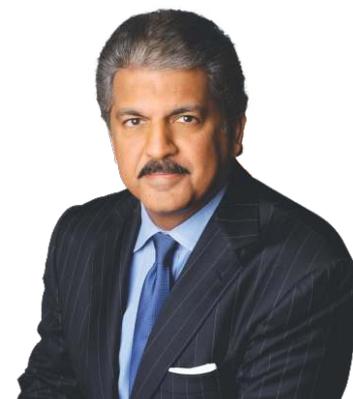
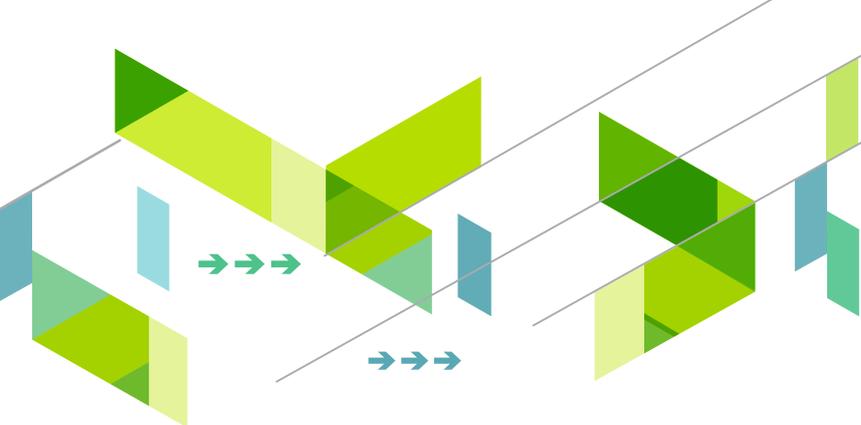


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## MESSAGE FROM CHAIRMAN & MANAGING DIRECTOR

Our practice of reporting our sustainability performance was triggered by an investor who asked us, eight years ago, if we had a triple bottom-line report. That made us realise that it is not enough to act sustainably; we must also let people know about it. And we have been doing so ever since. So it is a pleasure to share with you the strides that we have made on the triple bottom line parameters of profit, people and planet in this, our eighth year.

We have institutionalised sustainability not just at the corporate level, but at the level of each business. Last year, we initiated the second leg of our sustainability journey by adopting customised roadmaps for major businesses, creating a tighter fit between sustainability and the businesses. Each of these businesses is today well on its way to reaching its 3 year goals.

We have progressed on each of the triple bottom line parameters in the year under review.

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On the economic front, our Automotive Sector rolled out its 5 millionth vehicle from the Kandivli plant in January 2015 – just 3 years after reaching the 4 millionth vehicle milestone in 2012.

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So while this has been a difficult year for the auto industry, the M&M flag is still flying high.

On the second parameter, People - 33,490 Esops (Employee Social Options) volunteers contributed 229,670 man-

hours towards social programmes. Volunteerism in the Mahindra Group has seen a year-on-year surge since we started with 4,588 Esops Volunteers in 2006-07. I believe that the opportunity to give back contributes to employee satisfaction, and this reflects in many ways. It is a matter of pride that the Auto and Farm Sector was declared second in the list of Great Places to Work in Manufacturing and Production as well as the Employer Brand category. Governance is also an important parameter for employees and for society. So I am delighted to report that the Board of Mahindra & Mahindra Ltd. was listed as one of India's Best Boards in the Economic Times - Hay Group survey of India's Best Boards. Only 4 companies were singled out for this honour.

Saving the best for last, our results on the 'Planet' parameter are a source of enormous satisfaction. Two years ago, the Mahindra Group challenged itself with the aspirational goal of 'H<sub>2</sub>Infinity', and started a concentrated Group-wide effort to change the water equation and transform a fast-depleting resource into a plentiful one. I am pleased to report that in 2013-14,

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the Mahindra Group achieved Water Positive status with total water consumption of 6.1 million m<sup>3</sup>, and total water savings of 8.4 million m<sup>3</sup> through the offset mechanism of a Micro Irrigation System project we implemented in Gujarat.

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From the start, sustainability has been an idea that has been transformative for us and the way we do business. We are clear that sustainability is integral to business. In fact it is a growth driver, fostering innovation, cost competitiveness and brand equity. Powered by Alternative Thinking, it has become an inalienable part of Mahindra and our efforts to erase the perceived dichotomy between sustainability and profit is paying rich dividends.

Much of what we achieved in 2014-15, is a result of careful planning and diligent execution of strategic initiatives over the years. And we will do the same, going forward. We are mindful of the fact that our future performance is dependent on what we do today. In the coming years, I expect to see a substantial increase in the number of milestones traversed as each of our business finds its individual sustainability mojo. At the Group level, we will continue to drive positive change for all our stakeholders through our recently introduced framework - Rise for Good, which binds together our corporate social responsibility, sustainability and corporate governance initiatives. As the years roll on, I am confident that we will be able to demonstrate with increasing clarity that it is both desirable and possible to do well and do good at the same time.

**Anand Mahindra**

Chairman,  
Mahindra Group



## MESSAGE FROM CHAIRMAN, GROUP SUSTAINABILITY COUNCIL

We embarked on sustainability reporting using the triple bottom-line approach eight years ago, but its tenets have been part of our organisational philosophy since inception. Along the way, we institutionalised frameworks, engaged employees, drew up a Group-wide roadmap with quantifiable goals and achieved them within the stated timeframe.

While addressing material issues at the Group level is useful, it is just the first step towards driving positive change. Last year, we initiated a 'Businesswise' approach to decentralise and cascade sustainability deeper into individual businesses. We encouraged each business to undertake materiality analysis relevant to its own business and formulate its own business-specific sustainability roadmap.

I see the 'Businesswise' approach achieving three goals:

### Enhanced Focus

As a federation, we are involved in a wide variety of businesses from automobiles and agriculture all the way to finance, housing, holidays, IT and defence. 'Businesswise' gives each business an opportunity to identify and address issues material to its stakeholders and be more focused in their effort to harness opportunities, mitigate risks and be more effective in achieving economic, social and environmental sustainability.

### Enhanced Accountability

With individual roadmaps, every business is responsible and accountable for its own triple bottom-line performance. Each of our businesses has developed a better understanding of sustainability over the past eight years and has acquired the ability and expertise to achieve the goals in its roadmap.

### Sector Leadership

Business specific goals will enable comparison of performance of individual businesses with peers in their industry and will enable each business to create new benchmarks and take a leadership position within its sector.

At the end of the first year of the 'Businesswise' approach, I am pleased to share that Automotive Division and Farm Division are on-track to achieve their three-year targets in parameters like carbon footprint reduction, water footprint reduction, use of renewable power and green supply chain, and have already surpassed the target for waste reduction. Efforts are underway on Community Development and Stakeholder Engagement, and these initiatives are expected to evolve over the next few years in line with the Mahindra Rise philosophy.

The Financial Services Sector has made good progress towards employee well-being and volunteering, providing health products to rural customers and empowering communities through financial literacy.

The Real Estate Sector has done commendable work towards building a sustainable supply chain, undertaking biodiversity assessments, enhancing gender diversity and ensuring that every project has a community engagement program. More work is needed to eliminate on-site accidents.

'Businesswise' helped Mahindra EPC Services Pvt. Ltd. assess its opportunities better and rebrand itself as Mahindra Susten in acknowledgement of the fact that its operations are specifically geared towards enhancing alternative energy infrastructure.

To enhance awareness and ensure sustenance of natural capital, Mahindra and Mahindra signed the India Business & Biodiversity Initiative (IBBI) declaration. During the year under review, MLDL, Boisar and Automotive and Farm Equipment Sector, Kandivli undertook detailed biodiversity assessment at their locations.

Our constant endeavour to raise the bar on sustainability continues to be recognised and awarded by bodies within and outside the industry.

- Tech Mahindra came in at No. 2 in the Carbon Disclosure Leadership Index
- Mahindra & Mahindra was awarded the 'Good Corporate Citizen' Award 2013-14 in the Large Corporate Category by The Bombay Chamber of Commerce & Industry
- Nanhi Kali was awarded the prestigious TOI Social Impact Award (2015) in the 'Corporate - Education' category
- Mahindra Group ranked third in The Economic Times list of India's Best Companies for CSR

These laurels encourage us to keep striving to deliver on evolving stakeholder expectations. I urge you not only to read this report, but to share your feedback with us on what we are doing well, and how we can do better.

**Uthas Yargop**

Chairman, Group Sustainability Council, Mahindra Group

# Reporting Process

## MATERIALITY

In our dynamic and fast-paced world, externalities and expectations are constantly evolving. To keep our focus on sustainability issues that are important and warrant focussed attention, as they could have significant impact on the organisation or our stakeholders, we periodically evaluate our material issues.

Materiality, for us, is the compass that provides direction to our sustainability journey and also helps us to prioritise our itinerary.

We are gearing up to report as per the updated GRI G4 guidelines from the year 2015-16 and have started incorporating the new aspects of G4 in our Stakeholder Engagement as well as Materiality Identification processes.

## REPORT BOUNDARY

The reporting period for Mahindra's eighth Sustainability Report is 1st April 2014 to 31st March 2015. As mentioned in our first Sustainability Report in 2007-08, we remain committed to report our triple bottom line performance on an annual basis.

For this Report, we are following the Global Reporting Initiative (GRI) Sustainability Reporting G3.1 Guidelines. The most widely adopted non-financial reporting framework in the world, the GRI Guidelines are used to help communicate sustainability performance and encourage transparency & accountability. This year too, the Report is aligned with the nine principles of Ministry of Corporate Affairs' National Voluntary Guidelines (NVG) on social, environmental and economic responsibilities of business.

The report includes:

### AUTOMOTIVE & FARM SECTOR (AFS)



- Mahindra & Mahindra Ltd. - Automotive Division (AD)
- Mahindra Vehicle Manufacturers Ltd. (MVML)
- Mahindra & Mahindra Ltd. - Farm Division (FD)
- Mahindra & Mahindra Ltd. - Swaraj Division (SD)
- Spares Business Unit (SBU)
- Mahindra Reva Electric Vehicles Pvt. Ltd. (MReva)
- Mahindra Research Valley (MRV)
- Mahindra Powerol
- Mahindra Shubhlabh Services Ltd. (MSSL)
- EPC Industrie Ltd. (EPC)
- Mahindra Two Wheelers Ltd. (MTWL)

### REAL ESTATE SECTOR



- Mahindra Lifespace Developers Ltd. (MLDL)
- Mahindra World City Developers Ltd. (MWCDL)
- Mahindra World City Jaipur Ltd. (MWJCL)

### LEISURE & HOSPITALITY SECTOR



- Mahindra Holidays & Resorts India Ltd. (MHRIL)

## FINANCIAL SERVICES SECTOR



- Mahindra & Mahindra Financial Services Ltd. (MMFSL)
- Mahindra Rural Housing Finance Ltd. (MRHFL)
- Mahindra Insurance Brokers Ltd. (MIBL)

## INFORMATION TECHNOLOGY SECTOR



- Tech Mahindra Ltd. (Tech M)

## AFTERMARKET SECTOR



- Mahindra First Choice Services Ltd. (MFCSL)

## MAHINDRA SANYO SPECIAL STEEL PVT. LTD. (MSSSPL)<sup>#</sup>

## MAHINDRA PARTNER DIVISION



- Mahindra Intertrade Ltd. (MIL)
- Mahindra Steel Service Centre Ltd. (MSSCL)
- Mahindra Logistics Ltd. (MLL)
- Mahindra EPC Services Pvt. Ltd.

## CORPORATE CENTRE (CC)

- Mahindra Towers - Worli

*#Systems & Technologies (Systech) sector which was part of reporting for previous years has been merged with CIE Automotive and will now be known as 'Mahindra CIE Automotive Ltd.'. MSSSPL is part of the group hence throughout the Sustainability Review, Systech values have been replaced by MSSSPL values alone'.*

## REPORT SCOPE LIMITATIONS

**This Report is India-centric and excludes:**

International operations	Businesses which were acquired or commenced operations in FY 2014-15	Mahindra Retail Pvt. Ltd.
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**Speciality Businesses:**

Media & Entertainment, Defence Services and Special Services Group, Mahindra First Choice Wheels Ltd.	Office buildings, out-station depots and dealerships
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**Companies / plants / locations of manufacturing sectors:**

<ul style="list-style-type: none"> <li>• Mahindra Trucks and Buses Ltd. (MTBL)</li> <li>• Mahindra Navistar Engines Pvt. Ltd.</li> <li>• Mahindra Aerospace Pvt. Ltd.</li> <li>• Ssangyong Motor Company Ltd.</li> <li>• Swaraj Engine Ltd.</li> <li>• Mahindra Gujarat Tractor Ltd.</li> </ul>	<ul style="list-style-type: none"> <li>• Mahindra Graphic Research Design</li> <li>• Mahindra (China) Tractor Co.</li> <li>• Mahindra USA Inc.</li> <li>• Mahindra Yueda (Yancheng) Tractor Co.</li> <li>• Mahindra Ocean Blue Marine</li> </ul>
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As always, your valuable feedback and suggestions are solicited to sharpen our efforts and reports. Please spare a few minutes to share your insights.

Please email your suggestions / views / opinions to:  
[sustainability@mahindra.com](mailto:sustainability@mahindra.com)

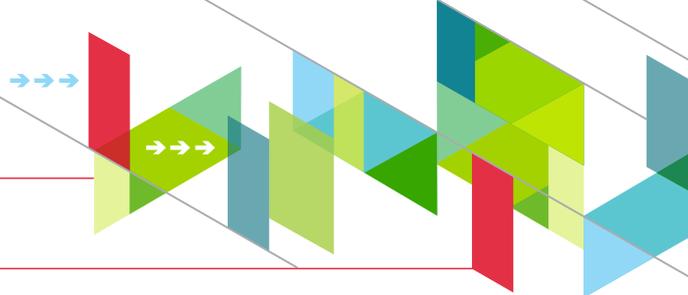
Location of the organisation's headquarters:  
**Mahindra & Mahindra Limited**  
Gateway Building, Apollo Bunder, Mumbai - 400 001.

Call our toll free number:

MAHINDRA FOR YOU  
**1800 425 1624**  
80 COMPANIES. 100 PRODUCTS. 1 NUMBER

*This report has been externally assured by KPMG, India. 'Like for previous reports GRI has confirmed that the report was prepared according to the GRI G3.1 Guidelines, at Application Level A+'*

This Report has been externally assured by KPMG, India.  
Like all previous reports, this Report is also A+ GRI checked.



## INDEPENDENT ASSURANCE STATEMENT



To the Management of Mahindra Group

### INTRODUCTION

KPMG was engaged by Mahindra Group (Mahindra) to provide assurance on its Sustainability Report ('the Report') for the financial year 2014-15 in line with the limited assurance requirements of ISAE 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information by International Federation of Accountants' (IFAC) International Standard for Assurance Engagements and Accountability 1000 Assurance Standard (Type II - Moderate).

### ASSURANCE SCOPE

The assurance has been provided for the sustainability data and information presented by Mahindra in its Report. Our scope of assurance included data and information for the period 01 April 2014 to 31 March 2015 based on Global Reporting Initiative's (GRI) G3.1 Guidelines and other relevant sustainability guidelines or initiatives. The report boundary included data and information from Mahindra's Group companies:

- Auto & Farm Sector comprising of Mahindra & Mahindra Limited [Automotive Division (AD), Farm Division (FD), Swaraj Division (SD), Spares Business Unit (SBU), Mahindra Research Valley (MRV)], Mahindra Vehicle Manufacturers Limited (MVML), Mahindra Reva Electric Vehicles Private Limited (MReva), Mahindra Powerol, Mahindra Shubhlabh Services, EPC Industrie Limited (EPC), Mahindra Two Wheelers Limited (MTWL)
- Real Estate Sector comprising Mahindra Lifespace Developers Limited (MLDL), Mahindra World City Developers Limited (MWCDL) and Mahindra World City Jaipur Limited (MWCJL);
- Leisure and Hospitality Sector comprising Mahindra Holidays & Resorts India Limited (MHRIL);
- Financial Services Sector comprising Mahindra & Mahindra Financial Services Limited (MMFSL), Mahindra Rural Housing Finance Limited (MRHFL) and Mahindra Insurance Broker Limited (MIBL);
- Information Technology Sector comprising Tech Mahindra Limited (Tech M);
- Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL);
- Aftermarket Sector comprising Mahindra First Choice Services Limited (MFCSL);
- Mahindra Partners Division comprising Mahindra Intertrade Limited (MIL), Mahindra Steel Service Centre Limited (MSSCL), Mahindra Logistics Limited (MLL) and Mahindra EPC Services Private Limited (MEPC).

### SPECIFIC LIMITATIONS AND EXCLUSIONS

Our assurance process was subject to the following limitations and exclusions:

- Verification of data or information other than that covered in Scope of assurance
- Verification of data or information related to Mahindra's financial performance, sourced from its audited annual report for the financial year 2014-15
- Verification of data related to water saved by micro irrigation system certified by third party and the claims using this data
- Verification of data and information outside the reporting period as mentioned in the Scope

- Verification of any statement indicating intention, opinion, belief and / or aspiration by Mahindra

## WORK UNDERTAKEN

Our procedures include assessment of the risks of material misstatements of selected performance indicators and disclosures and underlying internal controls relevant to the information published in the Report. Our procedures were designed to gather sufficient and appropriate evidence to determine that the selected performance information is not materially misstated.

We have undertaken:

- Assessment and review of materiality and stakeholder engagement framework deployed at Mahindra

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- Review of sustainability governance framework at Mahindra

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- Interaction with Mahindra's senior management

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- Verification visits to Mahindra's sites:
  - Mahindra & Mahindra Limited - AD Kandivili and Zaheerabad; FD - Kandivili, Nagpur and Swaraj Division (Plant 1) Mohali, Spares Business Unit - Kanhe, Mahindra Research Valley (MRV), Mahindra Reva Electric Vehicles Private Limited (MReva), MTWL Pithampur
  - Real Estate - Aqualily and Nova (Chennai), Mahindra World City (Chennai)
  - Leisure and Hospitality - MHRIL Munnar
  - Financial Services - MMFSL Pune and Mumbai; MRHFL Mumbai; MIBL Mumbai
  - Information Technology - Tech M Chandigarh, Chennai and Pune
  - Aftermarket - MFCSL Mumbai and Coimbatore
  - Partners Division - MIL Kanhe and Mumbai (Worli); MLL Delhi and Mumbai (Goregaon); MEPC Mumbai and Bikaner

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- Review of systems deployed for collection, collation and analysis of sustainability data and information on a six-monthly and annual basis

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- Interviews with Mahindra's personnel responsible for managing above-mentioned systems

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- Evaluating the Report's content to ascertain its application level as per the criterion mentioned in the Global Reporting Initiative's G3.1 Guidelines

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- Testing on a sample basis, the evidence supporting the data and information

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- Review of the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings

Our procedures selected depend on our judgments, including the assessment of the risks of material misstatements of selected performance indicators and disclosures and our assessment of the internal controls relevant to the company's preparation and presentation of the sustainability information in the 2014-15 Report. Our procedures were designed to gather sufficient appropriate evidence to determine that the selected performance information is not materially misstated.

## CONCLUSION

Based on the 'work undertaken' in line with the 'assurance scope' and the 'limitations and exclusions', no discrepancy has come to our attention for us to believe that the Report does not meet the requirements of A+ application level criteria as per GRI G3.1 guidelines and AA 1000 Accountability Principles Standard:

### • Materiality

Mahindra has adopted a structured methodology for materiality assessment, followed by creation of measurable performance indicators for prioritised material issues. The report presents the sustainability roadmaps with defined goals and targets. The stakeholder engagement outcome can be utilised as a key input to the development of sustainability roadmap by all sectors.

### • Stakeholder Inclusiveness

The report fairly presents the various stakeholder engagement initiatives conducted during the reporting period.

- **Responsiveness**

The organisation responds to the stakeholder concerns through policies, procedures and governance systems aligned to material issues.

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- **Reliability**

The collection and collation process for sustainability data and information at Mahindra is partly through an online portal and partly through manual worksheets. The systems deployed for collection, collation and analysis of sustainability data and information were reviewed at the site and sector level for the first three quarters of the financial year 2014-15 and at the corporate level for all four quarters of the financial year 2014-15. Overall, the sustainability data and information presented in the Report are reliable.

## INDEPENDENCE

Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence.

## RESPONSIBILITIES

Our responsibility is to express our conclusions in relation to the assurance scope listed above. We conducted our engagement with a multidisciplinary team having necessary skills and experience in ISAE 3000, AA 1000 AS, stakeholder engagement, auditing environmental, social and economic information and with experience in similar engagements. Mahindra is responsible for developing the Report content. Mahindra is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported.

This assurance statement is made solely to Mahindra in accordance with the terms of our engagement. Our work has been undertaken so that we might state to Mahindra those matters we have been engaged for. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Mahindra for our work, for this statement, or for the conclusions we have reached. By reading this statement, stakeholders agree and accept to the limitations and disclaimers mentioned above.



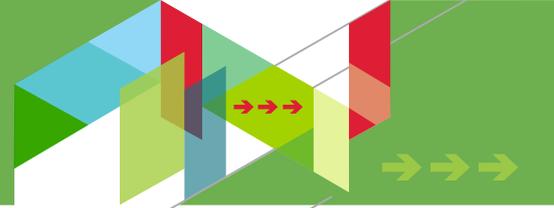
**Santhosh Jayaram**  
Director  
KPMG

July 16, 2015



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000-25

# Group Profile



18 key industries. 200,000 people. 100 countries  
1 purpose - to enable people to Rise

## THE MAHINDRA GROUP

Mahindra is a USD 16.9 billion multinational Group based in Mumbai, India, with operations in 18 key industries. The diversity of our expertise allows us to bring our customers, the finest in many fields.

Our unique business model of creating empowered companies brings together the best of entrepreneurial independence and Group-wide synergies.

In addition to being leaders in the fields of utility vehicle manufacturing, information technology, tractors, financial services, real estate and vacation homes, we also have a strong presence in aerospace, aftermarket, components, consulting services, defence, energy, logistics, retail and two wheelers.



Guided by the three pillars - **'Accepting No Limits, Alternative Thinking and Driving Positive Change'**, we strive to build not just products and services, but new possibilities for a truly sustainable future.

## HIGHLIGHTS

The Mahindra Group has been ranked No. 3 in The Economic Times list of India's Best Companies for CSR 2014

Mahindra & Mahindra Ltd., Tech Mahindra and Mahindra Finance were amongst 22 companies that featured in the Carbon Disclosure Leadership (India) Index 2014

Mahindra & Mahindra Ltd. has been named as one of India's Best Boards by The Economic Times - Hay Group survey

Anand Mahindra became the first Indian to receive the prestigious Harvard Medal in 2014 for his dedication, generosity and service to the University

Fortune magazine has named Anand Mahindra as one among the world's 50 greatest leaders

For more information please visit <http://www.mahindra.com/Who-We-Are/Overview>

## SHAREHOLDING PATTERN

As on 31st March, 2015

Sr. No.	Category of Shareholders	Total Holdings (FY 2015)	Holdings in Percentage
1	Promoters and Promoter Group	159,298,900	25.65
2	Mutual Funds / UTI	16,523,910	2.66
3	Banks, Financial Institutions, Insurance Companies, Central and State Governments	98,084,948	15.79
4	FII's / Foreign Bodies / Foreign Portfolio - Corp	234,110,238	37.69
5	Private Corporate Bodies	28,011,073	4.51
6	Indian Public	48,114,386	7.75
7	NRIs / OCBs / Foreign Nationals	3,535,096	0.57
8	The Bank of New York Mellon (for GDR holders)	33,413,833	5.38
	<b>Total</b>	<b>621,092,384</b>	<b>100.00</b>

For more information visit <http://www.mahindra.com/Who-We-Are/Overview>

## BUSINESS VERTICALS



\*Systems & Technologies (except Mahindra Sanyo Special Steel Pvt. Ltd.) has been merged with CIE Automotive and will now be known as Mahindra CIE Automotive Ltd. In the current year, they will be included as suppliers in a separate annexure of the report. Mahindra Sanyo Special Steel Pvt. Ltd. is an independent business.

## AUTOMOTIVE & FARM SECTORS | AUTOMOTIVE DIVISION

The Mahindra Automotive Division (AD) is in the business of manufacturing and marketing utility vehicles and light commercial vehicles, including three-wheelers. In 1947, Mahindra introduced India to the concept of Utility Vehicle (UV). 68 years later, Mahindra is still India's premier UV manufacturer and accounts for about half of India's market for UVs. It also has the distinction of designing India's first hydrogen three-wheeler and India's first hybrid vehicle.

### HIGHLIGHTS



AD rolled out its five millionth vehicle

100,000th XUV500 was rolled out

AD Nashik Plant-1 won the prestigious Golden Peacock National Quality Award 2014 for Excellence in Quality

AD Nashik Plant bagged Srishti magazine's G-Cube Award for Good Green Governance (Sustainability)

The Mahindra Group signed an MoU with the Bhutan Government for a strategic partnership to promote the usage of electric vehicles in the country

MReva launched its revolutionary Quick2Charge DC Fast Charging Station, as well as the 'Goodbye fuel, Hello electric' programme, which separates the initial acquisition cost of the e2o from its usage cost, thus making for easy ownership

M&M Ltd. announced the launch of the 1st electric vehicle pilot project under GOI's National Electric Mobility Mission Plan



## NEW LAUNCHES

### New Generation Scorpio



The new generation 2014 Scorpio was unveiled in five variants and now sports an all-new transmission, cushion suspension, anti-roll technology, etc.

### XUV500 Sportz



The Automotive Division launched the limited edition XUV500 Sportz and XUV Xclusive with advanced technology, aspirational styling and safety features.

For more information please visit: [www.mahindra.com/What-We-Do/Automotive](http://www.mahindra.com/What-We-Do/Automotive)

## BUSINESSES IN THE SECTOR:

<http://www.mahindra.com/What-We-do/Automotive/Companies>

#### Mahindra Graphic Research Design\*

<http://www.mahindra.com/What-We-Do/Automotive/Companies/Mahindra-Graphic-Research-Design>

#### Mahindra Navistar Automotive\*

<http://www.mahindra.com/What-We-do/Automotive/Companies/Mahindra-Navistar-Automotive>

#### Mahindra Vehicle Manufacturers Ltd.

<http://www.mahindra.com/What-We-do/Automotive/Companies/Mahindra-Vehicle-Manufacturers>

#### Ssangyong Motor Company Ltd.\*

<http://www.mahindra.com/What-We-do/Automotive/Companies/Ssangyong-Motor-Company>

#### Mahindra Spares Business (MSB)

[www.mahindra.com/What-We-Do/Automotive/Services/Mahindra-Spares](http://www.mahindra.com/What-We-Do/Automotive/Services/Mahindra-Spares)

#### Mahindra REVA Electric Vehicles Pvt. Ltd.

[www.mahindra.com/What-We-do/Automotive/Companies/Mahindra-Reva-Electric-Vehicles](http://www.mahindra.com/What-We-do/Automotive/Companies/Mahindra-Reva-Electric-Vehicles)

\* Mahindra Graphic Research Design, Mahindra Navistar Automotive and Ssangyong Motor Company Ltd. are not in the scope of this report.

## AUTOMOTIVE & FARM SECTORS | FARM DIVISION

Mahindra began manufacturing tractors in the early 1960s for the Indian market. Today, nearly 50 years later, it is the number one tractor Company in the world (by volume) with annual sales of over 200,000 units and over 2.1 million tractors sold till date. Its products are making farms more prosperous in more than 40 countries across six continents. In line with the vision of Farm-Tech Prosperity, Mahindra has also expanded into farm-support services like agri-mechanisation solutions under Mahindra AppliTrac, seeds, crop protection as well as market-linked distribution, agri-support information and counselling through the Samriddhi Initiative. Through this network of services, Mahindra aims to empower the rural farmer and transform rural productivity, income and living standards.

### HIGHLIGHTS



Superbrands Council conferred the Superbrand title on Mahindra Tractors for the second time since 2009

The 50,001<sup>st</sup> Yuvraj tractor was rolled out at the DDPL Rajkot manufacturing facility in 2014

Mahindra Swaraj won a silver medal at the International Quality Circle Competition held in Sri Lanka. It was represented by a team of women diploma engineer trainees

Swaraj Tractors won the First Prize for Safety from the Punjab State Safety Council, becoming the only tractor Company to be awarded in this category

### NEW LAUNCHES

Four new tractors were launched during the reporting period.

#### Arjun NOVO

The first new-generation tractor designed and developed in-house at Mahindra Research Valley, Chennai



#### Arjun 605 MAT

India's first CRDe equipped multi-application tractor



## M-Star Tractor

Built on a completely new platform and caters to the higher than 50 HP segment



## Swaraj 735 XT

Extremely powerful and fuel efficient 40 Horse Power (HP) tractor



For more information please visit: [www.mahindra.com/What-We-Do/Farm-Equipment](http://www.mahindra.com/What-We-Do/Farm-Equipment)

## BUSINESSES IN THE SECTOR:

### Mahindra (China) Tractor Co\*

<http://www.mahindra.com/What-We-do/Farm-Equipment/Companies/Mahindra-China-Tractor-Co>

### Mahindra USA Inc\*

<http://www.mahindra.com/What-We-do/Farm-Equipment/Companies/Mahindra-USA-Inc>

### Mahindra Yueda (Yancheng) Tractor Co\*

<http://www.mahindra.com/What-We-do/Farm-Equipment/Companies/Mahindra-Yueda-Yancheng-Tractor-Co>

### Mahindra Samriddhi

<http://www.mahindra.com/What-We-Do/Farm-Equipment/Services/Samriddhi>

### Micro-irrigation Business EPC Industrie Ltd.

<http://www.mahindra.com/What-We-Do/Agribusiness/Companies/EPC-Industrie-Ltd>

### Mahindra Powerol

<http://www.mahindrapowerol.com/>

\*Mahindra (China) Tractor Co., Mahindra USA Inc., and Mahindra Yueda (Yancheng) Tractor Co. are not in the scope of this report.

## AUTOMOTIVE & FARM SECTORS | MAHINDRA TWO WHEELERS

The Mahindra Group entered the two-wheeler industry by establishing Mahindra Two Wheelers Ltd. (MTWL) in 2008. Since then MTWL has grown rapidly by focusing on brand-building via new product development that is guided by consumer insights, strategic partnerships, service orientation and building scale.

## HIGHLIGHTS

Mahindra Centuro's internationally patented anti-theft feature proved its worth in successfully reuniting two owners with their stolen motorcycles, in Nagaland and Haryana respectively.



The Production Hall-1 team undertook cost-cutting initiatives at the paint shop, saving 46 lac in one quarter

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#### The Pithampur plant

Recorded 1,000 accident-free days in March 2015

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Bagged the 'Energy Efficient Unit' Award at the 15th National Award for Excellence in Energy Management 2014 organised by CII

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Won awards under two categories - 'Best in Class Carbon Footprint' and 'Best in Class Safety Excellence' - at the Asia Manufacturing Excellence Awards 2014

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Won CII National Energy Conservation Award 2014

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## NEW LAUNCHES

A premium motorcycle and two scooters were launched during the reporting period

### Centuro Rockstar

A more affordable version of the popular Centuro commuter motorcycle, but still sports electric start and alloy wheels as a standard feature and comes with a five-year warranty



### Gusto

The first indigenously designed scooter with an advanced M-TEC engine, it also incorporates India's first patented height adjustable seat.



### Rodea UZO 125

The most technologically advanced scooter on Indian roads



For more information please visit: [www.mahindra2wheelers.com](http://www.mahindra2wheelers.com)

## MAHINDRA PARTNERS DIVISION

Mahindra Partners is a diversified division that oversees new businesses in the Mahindra Group such as metal products, steel trading, logistics and solar energy.

### HIGHLIGHTS

Mahindra Susten, formerly known as Mahindra EPC Pvt. Ltd., is set to become the largest Solar EPC Company in India in FY 2015. It secured 210 MW of Solar EPC project orders plus 10 MW under the Andhra Pradesh State Policy and 30 MW under the Telangana State Policy at the highest tariffs.



Mahindra Intertrade Ltd., Vadodara successfully rolled out its first Core Coil Assembly in 2014.

Mumbai Mantra, the Group's media and entertainment division launched a screenwriting initiative called 'CineRise 100' through which it aims to nurture 100 aspiring screenwriters and help them pitch their scripts to potential producers, financiers, etc.



Mahindra Partners launched Season 1 of 'The Mind Games' - a premium platform for talent development and crowd-sourcing of ideas in 2014. The winning team presented their recommendations during the Senior Leadership Conclave 2014.



### BUSINESSES IN THE SECTOR:

#### Mahindra Intertrade Ltd. (MIL)

<http://www.mahindra.com/What-We-Do/Components/Companies/Mahindra-Intertrade>

#### Mahindra EPC Services Pvt. Ltd.

<http://www.mahindra.com/What-We-do/Energy/Companies/Mahindra-EPC>

#### Mahindra Steel Service Centre Ltd. (MSSCL)

<http://www.mahindrasteelservicecentre.com>

#### Mahindra Logistics Ltd. (MLL)

<http://www.mahindra.com/What-We-do/Logistics>

## INFORMATION TECHNOLOGY SECTOR

Mahindra is one of the few Indian federation of companies offering end-to-end IT solutions and support through four outstanding companies that have individual core competencies. Leveraging on its core competencies, it has emerged as a global IT industry leader. Delivering customised IT solutions, it has helped clients optimise their strengths and adapt to new challenges in a changing world. In two decades, Mahindra's IT sector has partnered with several Fortune 100 and Fortune 500 companies, to deliver outstanding solutions that have helped drive their success.

## HIGHLIGHTS

Tech M debuted in the Forbes Asia Fab 50 list, amongst a pool of 1,300 companies in the Asia Pacific Region

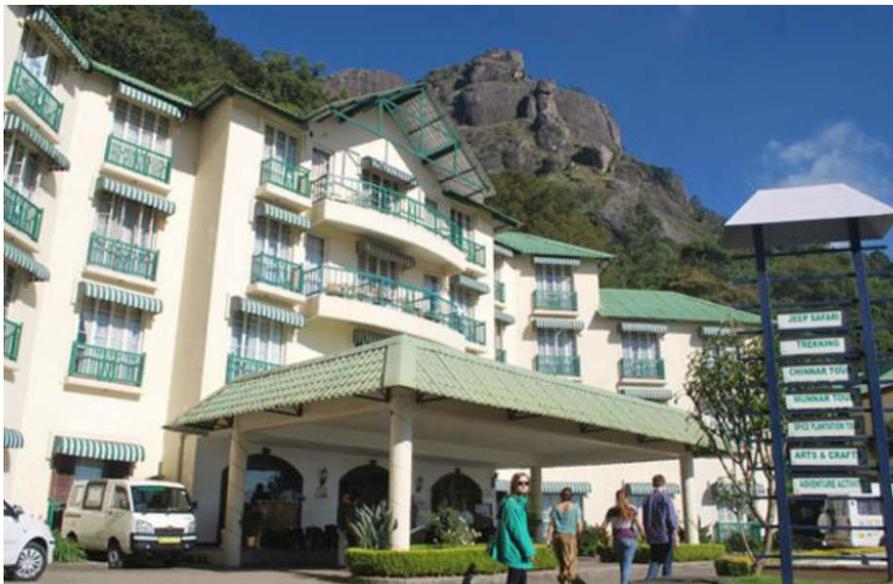
The Odisha Chief Minister, Naveen Patnaik, inaugurated Tech Mahindra's new IT block which is completely controlled through an Integrated Building Management System

Tech Mahindra's Business Services Group won the 'Golden Peacock National Quality Award' for 2014 under the BPO category

New Hampshire's DMV (Department of Motor Vehicles) chose Tech Mahindra to implement its Motor Vehicles Enterprise System (MOVES)

For more information please visit: [www.techmahindra.com](http://www.techmahindra.com)

## LEISURE & HOSPITALITY SECTOR



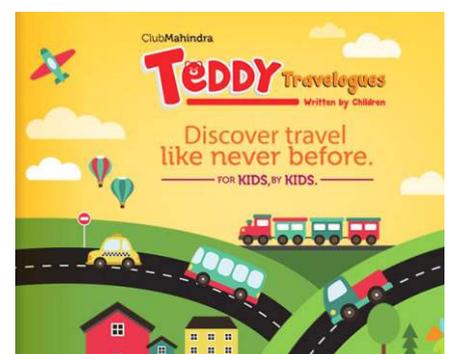
Through MHRIL, Mahindra pioneered the vacation ownership concept in India to bring affordable and memorable vacations for Indian families.

Members enjoy one week of vacation each year at any of our 44 stunning holiday destinations across India and South-East Asia. They can also choose thousands of partner resorts across the world, affiliated to Resorts Condominium International. Now, MHRIL is moving into exciting new spaces and offers leisure boats, camping vacations, corporate retreats and homestays.

## HIGHLIGHTS



Mahindra Holidays expanded its footprint with a new resort at Kanha, Madhya Pradesh



Mahindra Holidays launched Club Mahindra Teddy Travelogues, India's first crowd-sourced travel e-zine for children, by children

## BUSINESSES IN THE SECTOR:

**Mahindra Holidays & Resorts India Ltd. (MHRIL)**

<http://www.clubmahindra.com>

**Mahindra Ocean Blue Marine\***

<http://www.mahindra.com/What-We-Do/Leisure-and-Hospitality/Companies/Mahindra-Ocean-Blue-Marine>

*\*Mahindra Ocean Blue Marine is not in the scope of this report.*

## REAL ESTATE SECTOR

With a mission of transforming urban landscapes by creating sustainable communities, the Mahindra Group forayed into real estate and infrastructure development in 1994. As India's first green homes developer, Mahindra Lifespace Developers Ltd. (MLDL) espouses green design and healthy living as the foundation of all its projects. All its residential projects are pre-certified by the Indian Green Building Council (IGBC).

Mahindra World Cities (MWCs) pioneered the concept of integrated cities which are designed to create a balance between Life, Living and Livelihood. These integrated urban centres are located near existing metros and comprise SEZs, Industrial Parks, Retail and Social Infrastructure. As of now, MWCs are operational at Chennai, Tamil Nadu and Jaipur, Rajasthan - aggregating 4,600 acres and creating industrial/service campuses for more than 100 companies.



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Mahindra World City, Jaipur, is one of the 16 projects globally, which are being supported by the Clinton Climate Initiative (CCI), a foundation for sustainable development promoted by former US President Bill Clinton. Only 2 of these projects are India-based, and Mahindra World City, Jaipur is one of them.

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**Carrying the philosophy of sustainable urbanisation ahead, the Real Estate Sector has also ventured into affordable housing projects and makes quality housing accessible to a wider cross-section of people.**

## HIGHLIGHTS

MWC Chennai is India's first township to be awarded with Stage I certification under IGBC Green Townships



MLDL launched 'Happinet' in 2014 as a new business vertical focussed on quality housing at affordable rates



Mahindra Lifespaces entered the weekend homes segment with its first project 'The Serenes' in 2014 at Alibaug



MWC, Chennai celebrated 12 successful years with a special event and a live performance by Hariharan

Team Chennai won the CSR Initiatives Awards at Springboard 2014 - the annual real estate conference

Mahindra World City, Jaipur was conferred the Skoch Order of Merit during their 38th summit at New Delhi in 2014 for its project - Women Empowerment: Parida to Prosperity

For further information, please visit <http://www.mahindra.com/What-We-do/Real-Estate>

## BUSINESSES IN THE SECTOR:

**Mahindra Lifespace  
Developers Ltd. (MLDL)**

<http://www.mahindralifespaces.com>

**Mahindra World City  
Developers Ltd. (MWCDL)**

<http://www.mahindraworldcity.com>

**Mahindra World City  
Jaipur Ltd. (MWCJL)**

<http://www.mahindraworldcity.com>

## FINANCIAL SERVICES SECTOR

Mahindra Finance and its subsidiaries offer a complete range of financial services and insurance solutions for both businesses and individuals. By making credit available, they open opportunities for people to improve their own lives and create lasting systems of livelihood. With more than one million happy customers in rural and semi-urban India, we are the largest Non-Banking Financial Company (NBFC) in the country.

### HIGHLIGHTS

Mahindra Finance was recognised for its Strong Commitment to HR Excellence by CII at the 5th National HR Excellence Awards, 2014

Mahindra Rural Housing Finance Ltd. was awarded the Skoch Order of Merit for nurturing creativity & innovation



MIBL was conferred 'Broker of the Year' award at the 18th Asia Insurance Industry Awards held in Taipei, Taiwan

Mahindra Finance featured on the list of 100 Great Places to Work, 2014

Mahindra Finance was rated as one of the world's 28 sustainability leaders and the only one from India under the Diversified Financial Services and Capital Markets category

For more information please visit: [www.mahindrafinance.com](http://www.mahindrafinance.com)

## BUSINESSES IN THE SECTOR:

### Mahindra & Mahindra Financial Services Ltd. (MMFSL)\*

<http://www.mahindra.com/What-We-Do/Financial-Services/Companies/Mahindra-and-Mahindra-Financial-Services>

### Mahindra Insurance Brokers Ltd. (MIBL)

<http://www.mahindra.com/What-We-do/Financial-Services/Companies/Mahindra-Insurance-Brokers>

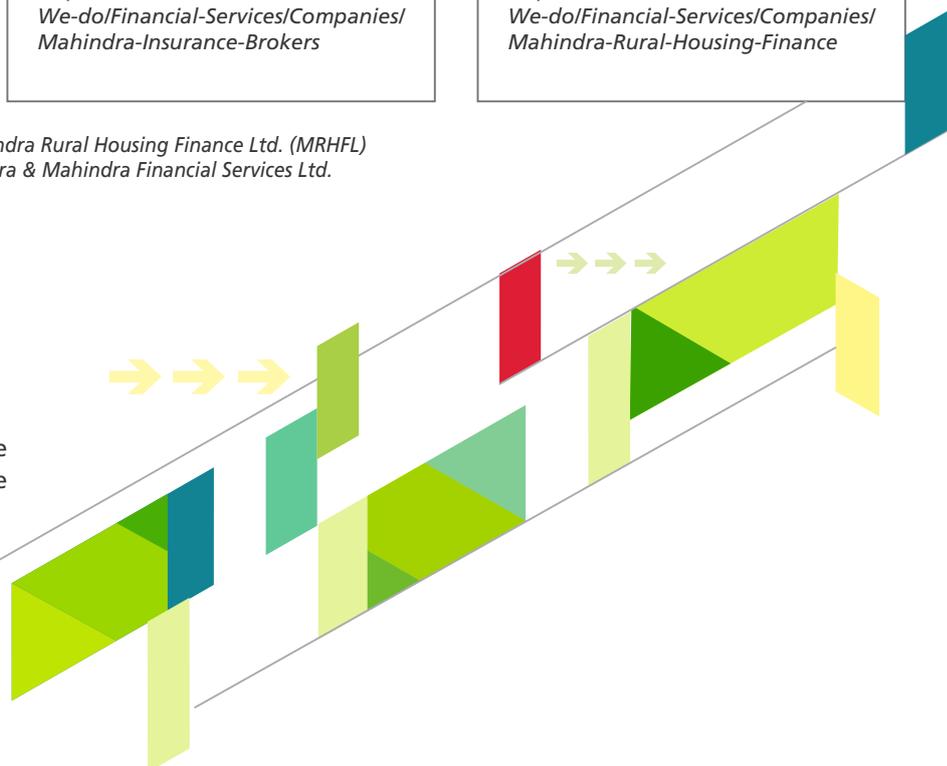
### Mahindra Rural Housing Finance Ltd. (MRHFL)

<http://www.mahindra.com/What-We-do/Financial-Services/Companies/Mahindra-Rural-Housing-Finance>

\*Mahindra Insurance Brokers Ltd.(MIBL) and Mahindra Rural Housing Finance Ltd. (MRHFL) are wholly owned subsidiary companies of Mahindra & Mahindra Financial Services Ltd.

## AFTERMARKET SECTOR

The Mahindra Group introduced the Aftermarket Sector for taking care of the growing population of vehicles in India. This move ushered in the tenets of organised corporate sector in a largely unorganised market.



## HIGHLIGHTS

Mahindra First Choice Services Ltd. (MFCSL) expanded its pan-India network to 47 with the addition of 13 new Franchisee Owned Franchisee Operated (FOFO) workshops across the nation.

It is expected that the used car market will grow to a level of about 2.5 times the size of the new car market in the next four years. Mahindra First Choice Wheels created India's first Auto Remarketing Forum, a forum focussed on the used vehicle industry. The 1st meeting of this Forum was held on 26th November 2014, where industry stalwarts from across domains met and discussed the way forward.



## BUSINESSES IN THE SECTOR:

### Mahindra First Choice Services Ltd. (Multi-brand Service Chain)

<http://www.mahindrafirstchoiceservices.com>

### Mahindra First Choice Wheels Ltd. (Sale & Purchase of Used Cars)

<http://www.mahindrafirstchoice.com>

## MAHINDRA SANYO SPECIAL STEEL PVT. LTD.

Mahindra Sanyo Special Steel Pvt. Ltd. (earlier known as Mahindra UGINE Steel Co. Ltd.) is a premier steel manufacturing Company, with a presence across 100 countries. It is one of the most trusted brands in alloy steel.

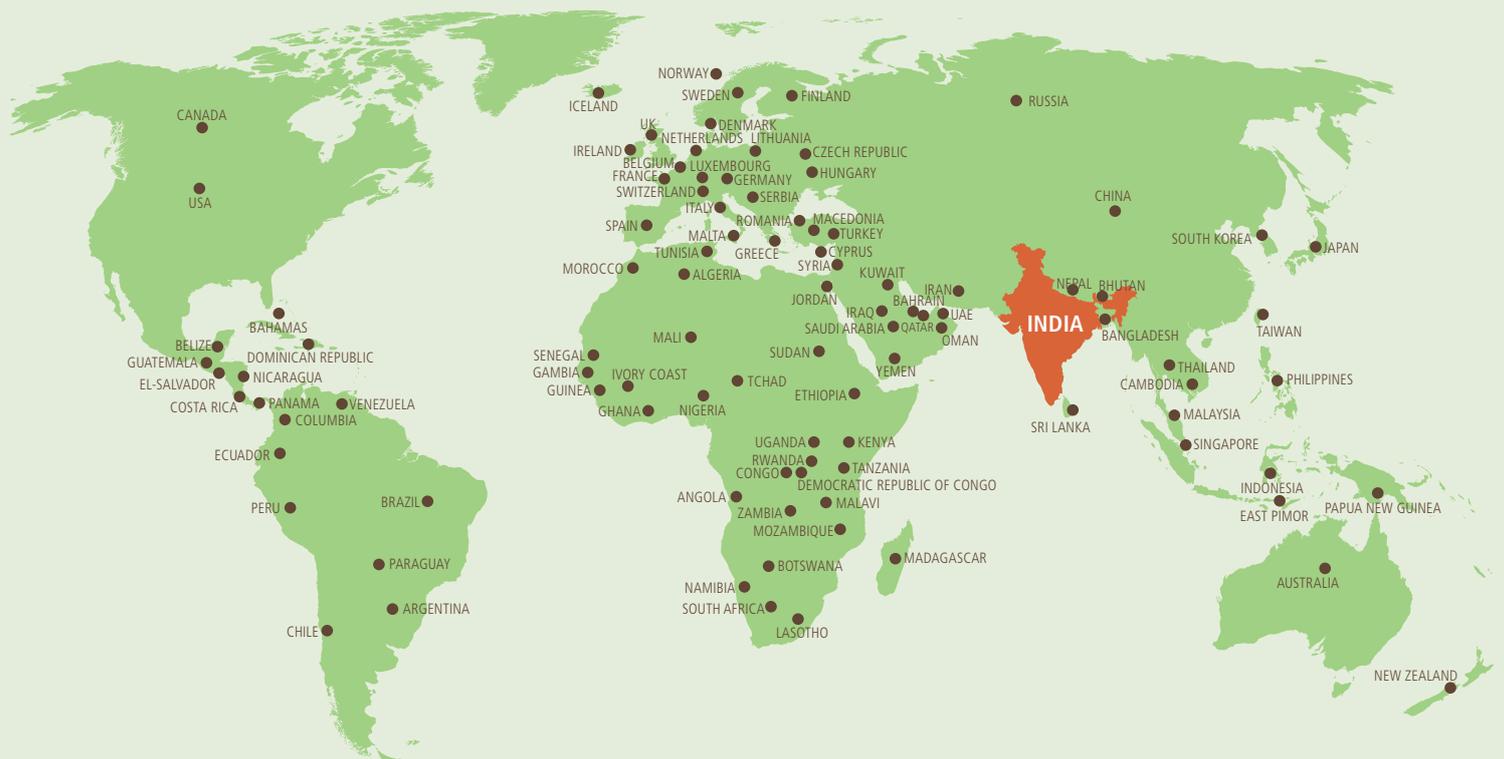
### HIGHLIGHTS

MSSSPL is the only Company in the Group to release a standalone Sustainability Report for internal consumption that adheres to GRI G4 Guidelines

It is the first alloy steel Company in India to embark upon Life Cycle Analyses for 23 major products

For more information please visit: <http://www.muscoindia.com/>

## GLOBAL FOOTPRINT



### INDIA

Andhra Pradesh	Goa	Madhya Pradesh	Rajasthan
Arunachal Pradesh	Gujarat	Maharashtra	Sikkim
Andaman & Nicobar	Haryana	Manipur	Tamil Nadu
Assam	Himachal Pradesh	Meghalaya	Tripura
Bihar	Jammu and Kashmir	Mizoram	Uttar Pradesh
Chandigarh	Jharkhand	Orissa	Uttarakhand
Chhattisgarh	Karnataka	Punjab	West Bengal
Delhi	Kerala	Puducherry	

## ASIA PACIFIC

India	Saudi Arabia	Singapore	Syria
China	Kuwait	Thailand	Cambodia
Sri Lanka	Qatar	Japan	Australia
Nepal	UAE	Philippines	New Zealand
Bangladesh	Iraq	Indonesia	Papua New Guinea
Malaysia	Bahrain	S. Korea	East Timor
Bhutan	Oman	Taiwan	
Iran	Yemen	Jordan	



## AFRICA

Tunisia	Senegal	Rwanda	Malawi
Algeria	Ethiopia	Congo	Botswana
Morocco	Tchad	Dem. Rep. of the Congo	Namibia
Egypt	Mali	Angola	Madagascar
Sudan	Guinea	Uganda	Lesotho
Nigeria	Ivory Coast	Zambia	Gambia
Ghana	Kenya	Mozambique	
Mali	Tanzania	South Africa	



## EUROPE

Italy	France	Czech Republic	Romania
Spain	Hungary	Norway	Lithuania
Greece	Finland	Malta	Russia
UK	Belgium	Cyprus	Iceland
Netherlands	Ireland	Serbia	Macedonia
Germany	Denmark	Turkey	
Sweden	Switzerland	Luxembourg	



## NORTH AMERICA

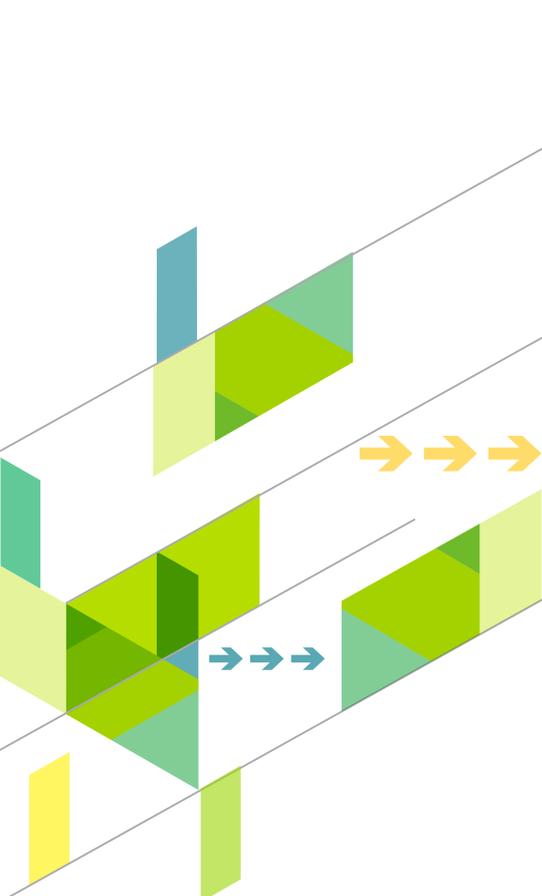
USA and Canada



## SOUTH AMERICA

Chile	Ecuador	Guatemala	Bahamas
Brazil	Columbia	Panama	Dominican Rep.
Peru	Nicaragua	El-Salvador	Venezuela
Paraguay	Costa Rica	Belize	Argentina





## CORPORATE GOVERNANCE

At Mahindra, we believe in value creation that adds value to the nation and to the planet.

A strong commitment to business ethics triggers a virtuous cycle of benefits - regulatory compliance, operational excellence, enthused employees, satisfied clients, confident partners and consistent creation of shareholder value.

At Mahindra, we are accountable to the long term interests of all our stakeholders, be it our investors or employees and disclose practices beyond statutory regulations.

All our actions stem from our core values and are driven by transparency, integrity and accountability. This agenda is steered by the top leadership at Mahindra, who ensures that we operate in harmony with the environment, contribute to the communities we operate in and achieve sustainable business growth.

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Our gold standards of governance have earned us a Level 1 rating for Governance and Value Creation from CRISIL, India's leading ratings, research, risk and policy advisory company, for four years in a row.

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## SHAREHOLDER VALUE

At Mahindra, we value our shareholders as active contributors of value creation process rather than being passive beneficiaries.

Through a number of communication channels, we share comprehensive performance of the business and solicit in-depth feedback on the same. Complementing their insights and perspectives, we chart progress paths that lead to maximised returns.

-  The Chairman, along with the entire Board, addresses the investors and provides clarifications at least once each year during the Annual General Meeting, which is the principal forum for face-to-face interaction.
-  The Chief Financial Officer (CFO) regularly reaches out to investors across the globe during investors and analyst interactions (twice a year), along with senior management. In addition, there is a dedicated Investor Relations Cell to meet visiting investors.
-  Our corporate website [www.mahindra.com](http://www.mahindra.com) provides comprehensive information and an exclusive 'Investor Relations' section which informs and addresses shareholder needs. An exclusive email ID '[investors@mahindra.com](mailto:investors@mahindra.com)' has been designated for the investors towards registering complaints and the same has been displayed on the Company's website.
-  The quarterly, half-yearly and yearly results are published in local and national dailies. Presentations are also made to national as well as international institutional investors and analysts that are uploaded on the website of the Company and available to all stakeholders.
-  We also regularly post information relating to financial results and shareholding pattern on Corporate Filing and Dissemination System viz. [www.corpfiling.co.in](http://www.corpfiling.co.in), the common platform launched by BSE and NSE for electronic filing by listed companies.

## GOVERNANCE FRAMEWORK

A robust governance framework forms the foundation of a long-term investor relationship.

The governance framework at Mahindra brings all our subsidiaries, associates and joint ventures under its ambit and firmly instils the Group's objectives in everyday operations. It includes thorough monitoring of the performance and spearheading operational excellence across verticals.

The Mahindra Group is categorised into eleven verticals. M&M Ltd., the flagship Company directly runs two businesses: the Automotive Division and the Farm Division; and is the chief shareholder in all the other entities.

All Group Companies have their independent Boards of Directors, governance structure and policies which align with those of M&M. Companies who have not formulated their individual policies follow M&M policies.

## BOARD OF DIRECTORS

The Mahindra Group benefits from the collective wisdom of its Board which comprise industry leaders with extensive experience and achievements in diverse arenas. The Board guides the Group's actions to enhance stakeholder prosperity by upholding the highest tenets of transparency and accountability.

For details, please visit:  
<http://www.mahindra.com/Investors/mahindra-and-mahindra/Governance>.

## BOARD OF DIRECTORS

The Committees of the Board are constituted to ensure operational independence, timely direction and supervision, which are essential for day-to-day functioning of the organisation.

Currently, the Board has the following Committees:

- Audit Committee
- Governance Remuneration and Nomination Committee
- Share Transfer and Shareholders / Investors Grievance Committee
- Research & Development Committee (a voluntary initiative of the Company)
- Strategic Investment Committee (a voluntary initiative of the Company)
- Loans & Investment Committee (a voluntary initiative of the Company)
- Corporate Social Responsibility Committee:

The scope of CSR Committee encompasses formulation of sustainability agenda, recommendation to the Board, implementation and overseeing of the policies governing the nine principles of business responsibility. The charge of implementing the Business Responsibility Policies has been entrusted to one of the members of the Board, Dr. Pawan Goenka. The committee has also nominated Mr. Rajeev Dubey as BR head, responsible for execution of the BR Policies and communication to the CSR Committee or/and the CSR Council on the status of the implementation of BR Policies from time to time.

## GROUP EXECUTIVE BOARD

The Group Executive Board (GEB) consists of experts across industry segments. It comprises the Chairman & Managing Director, President of the business sectors as well as heads of certain key corporate functions. The GEB facilitates synergistic and symbiotic relationships, and creates a shared vision and value system across the Group. It provides strategic direction and enterprise leadership to the Mahindra Group.

For the composition of the Group Executive Board, please refer: [www.mahindra.com/Who-We-Are/Our-Leadership/Group-Executive-Board](http://www.mahindra.com/Who-We-Are/Our-Leadership/Group-Executive-Board)



To challenge conventional thinking and innovatively use all our resources to drive positive change in the lives of our stakeholders and communities across the world - to enable them to Rise.

Our Core Purpose delineates our purpose of existence and binds the entire Mahindra workforce across the globe to develop solutions which can create a sustainable future. It sets our aspirations to grow as a sustainable business and outlines our approach to help our stakeholders prosper and rise.

## CORE VALUES

Our Core Values inspire us to enable the world to rise and lead by sustainability - social, economic and environmental.

They are an amalgamation of what we have been, what we are, and what we want to be:

### GOOD CORPORATE CITIZENSHIP

We will continue to seek long-term success in alignment with the needs of the communities we serve. We will do this without compromising on ethical business standards.

### PROFESSIONALISM

We have always sought the best people for the job and given them the freedom and the opportunity to grow. We will continue to do so. We will support innovation and well-reasoned risk taking, but will demand performance.

### CUSTOMER FIRST

We exist and prosper only because of the customer. We will respond to the changing needs and expectations of our customers speedily, courteously and effectively.

### QUALITY FOCUS

Quality is the key to delivering value for money to our customers. We will make quality a driving value in our work, in our products and in our interactions with others. We will do it 'First Time Right.'

### DIGNITY OF THE INDIVIDUAL

We will value individual dignity, uphold the right to express disagreement, and respect the time and efforts of others. Through our actions, we will nurture fairness, trust, and transparency.

## CODES OF CONDUCT

In the last decade, our revenue grew exponentially, business verticals increased, operations spread to multiple countries and employee strength saw a surge. During this period, governance practices also evolved and the legal environment witnessed substantial change.

To keep in step, we launched a refreshed Code of Conduct - Ethiquette, which is relevant to current times and provides a robust foundation for future growth.

Our new Code of Conduct is our central policy document, outlining the standards that every single person working for and with the Company must comply with regardless of location. In addition, individual business units issue policies that provide more specific guidance about certain business practices.

A comprehensive framework, the new CoC, enables effective stakeholder engagement, faster & fairer decisions, transparent & unambiguous processes and a professional & ethical conduct.

It underlines our responsibilities to our people, partners and shareholders as well as mandates us to:

 **Behave in an ethical manner, taking pride in our actions and decisions**

 **Comply with the principles and rules in our Code, and fulfil our legal and regulatory obligations**

 **Seek guidance wherever required if we feel a working practice is not ethical or safe**

 **Report non-compliance or breach of our Code immediately**

## KEY HIGHLIGHTS

The CoC has mandated the appointment of a Chief Ethics Officer.

Various reader-friendly features have been incorporated in the document to enhance clarity of thought and specificity of action.

 **Ethics Decision Tree' and an 'Approval & Disclosure Matrix' to help every employee make informed decisions**

 **'Q&A' and 'Dos & Don'ts' to understand the code better and translate the principles in practice**

 **Disclosures on various new governance initiatives with regards to Violation Reporting, Whistle Blower Policy etc.**

## IMPLEMENTATION MECHANISM

At the Corporate level, the implementation of the Code of Conduct is overseen by the CGC (Corporate Governance Cell) comprising four members of the Group Executive Board, who represent business sectors as well as the Corporate Centre.

**The CGC reports to the Board of Directors.**

To develop better understanding of the new Code of Conduct, all employees will submit a formal Compliance Declaration ensuring that they have read and understood the COC, agree with the Code and will abide by any amendments in letter and spirit. This declaration will mandate all employees to obtain all necessary approvals and make required disclosures as prescribed under the Code.

## MEMBERS OF THE CORPORATE GOVERNANCE CELL (CGC) as on 31st March 2015

### Rajeev Dubey

President, Group HR & Aftermarket Sector (Convenor)

### Pawan Goenka

Executive Director & President, Automotive and Farm Sectors (Member)

### Ruzbeh Irani

President, Group Communications & Ethics, Chief Brand Officer (Member)

### Ulhas Yargop

President, Information Technology Sector & CTO (Member)

### Mario Nazareth

EVP, Corporate Management Services (Member Secretary)

*For more details, please refer <http://www.mahindra.com/Investors/Mahindra-and-Mahindra/Governance>*

## COMPLIANCE

Compliance is an absolute essential at Mahindra and our compliance committee ensures that we abide by all regulatory frameworks applicable to the Group in everything we do. We strictly adhere to national and international standards of trust, transparency and integrity.

In this reporting year, there were no instances of non-compliance by the Group and no penalty or strictures were imposed on the listed companies of the Group by Stock Exchanges or SEBI or any statutory authority, on any matter related to the capital markets. We incurred no fines from any regulatory authority for non-compliance of laws and regulation in year 2014-15.

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We continued to abide by Competition Act 2002 - a mandatory legislation that deals with anti-competitive behaviour.

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### Regulatory Compliance

We are 100% compliant to regulatory laws, guidelines and specifications relevant to our business. Our audit committee ensures strict adherence and regulatory compliance, round the year. In case any related observations are made, they are immediately brought to the notice of the senior management and necessary corrective actions are executed.

Regulatory compliance is periodically reviewed by the Group Executive Board (GEB).

## POLICIES

Our commitment to ethics is enshrined in our policies which guide us on significant aspects of governance. We review our policies periodically and have set high standards of implementation.

Specific matters are addressed in detail in the extensive Corporate Governance Policies of M&M Ltd. Though these policies are not explicitly instituted across the entire Mahindra Group, it is an unstated decorum for all Group Companies to follow them in letter and spirit.

The Mahindra Group's governance policies include:

CORPORATE COMMUNICATIONS | DISASTER MANAGEMENT |  
EMPLOYEE RELATIONS | CAPITAL BUDGETING | CORPORATE REPRESENTATION  
IN TRADE AND INDUSTRY FORUMS | CORPORATE FINANCE |  
DEALING WITH DEALERS AND CUSTOMERS | E-BUSINESS SECURITY |  
ENVIRONMENT AND POLLUTION | HUMAN RESOURCES | INSIDER TRADING |  
INTRANET USAGE | INVESTOR GRIEVANCES | QUALITY | INVESTOR RELATIONS |  
SAFETY & OCCUPATIONAL HEALTH | SEXUAL HARASSMENT | SUPPLIERS AND  
VENDORS OF SERVICES AND PRODUCTS | TRADE MARKS | GREEN IT GUIDELINES  
| GREEN SUPPLY CHAIN MANAGEMENT POLICY



## BUSINESS RESPONSIBILITY POLICIES

We comply with Business Responsibility Policies encompassing economic, social and environmental responsibilities of business as approved by our CSR Committee Board. They are devised to be in alignment with the nine principles of Business Responsibility, required by SEBI as per clause 55 of the Listing Agreement.

## ANTI-CORRUPTION POLICIES AND PROCEDURES

We expect our employees to exhibit the highest level of integrity and ethics in every sphere of activity. We deem any act of corruption to be non-negotiable and take strict action against anyone found indulging in such unethical acts. Corporate Governance & Business Ethics are a mandatory part of our induction process and are an integral part of our Code of Conduct. No incident of corruption was found during the reporting period.

## PUBLIC POLICY ADVOCACY

### Anand Mahindra

*Chairman & Managing Director  
Mahindra & Mahindra*

**A few of the boards and committees that Mr. Mahindra serves on are:**

- India Design Council - Chairman
- The Nehru Centre, Mumbai - Executive Committee Member
- Board of Trade, Government of India - Member
- Chief Minister's Advisory Council, Govt. of Rajasthan - Member
- Empowered Committee on Mumbai Transformation - Member
- Harvard Business School - Asia-Pacific Advisory Board Member
- Harvard University Asia Centre - Advisory Committee Member
- Asia Business Council - Member
- Global Board of Advisors of the Council on Foreign Relations - Member
- World Bank Group's Advisory Board for Doing Business - Member
- US-India Business Council - Member of the Board
- Natural History Museum of London - Board of Trustees

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### Rajeev Dubey

*President - Group HR, Corporate Services and Aftermarket Sector*

- President of the Employers' Federation of India (EFI)
- President of the National Human Resource Development Network (NHRDN)
- Co-chair of the National Committee on Skill Development of CII
- Serves on the CII National Committee of Leadership and HR and the CII Apex Council on Affirmative Action
- A member of the National Executive Committee of The Federation of Indian Chambers of Commerce and Industry (FICCI)
- Serves on the Boards of Walchand Talent First, the Lal Bahadur Shastri Institute of Management and Technology (LBSIMT), the School of Inspired Leadership (SOIL) and Magic Bus - an NGO that works with underprivileged youth

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### Pawan Goenka

*Executive Director & President - Automotive & Farm Equipment Sectors*

- A fellow of SAE International and the Indian National Academy of Engineers
- Chairman of Board of Governors at IIT Madras
- Sits on the Board of National Skills Development Corporation (NSDC)
- CII National Council member

### Anita Arjundas

*CEO - Real Estate Sector and  
Managing Director,  
Mahindra Lifespace Developers*

- A member of the Federation of Indian Chambers of Commerce and Industry (FICCI) Real Estate Council, Asia Society
- Member of the Developer's Committee of the Export Promotion Council for Export-Oriented Units and Special Economic Zones (EPCES)

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### Ramesh Iyer

*Managing Director -  
Mahindra & Mahindra Financial Services  
and CEO, Financial Services Sector*

- A member of the Banking & Finance Committee of the Bombay Chamber of Commerce and Industry
- Member of the core committee of the Finance Industry Development Council (FIDC) and the Taskforce of NBFCs of the Federation of Indian Chambers of Commerce and Industry (FICCI)
- Co-chairman of the Group on Finance & Leasing and Insurance of the Council of Economic Affairs

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### Ulhas Yargop

*President - IT Sector & CTO,  
Mahindra Group*

- Member of the Advisory Board of Harvard Business School (HBS) Club of India
- Member of the Managing Committee of the Harvard Business School India Research Center

## AWARDS

Appreciation received from multiple industry bodies during the reporting period stands testimony that our intentions and policies are being translated into exemplary performance. The awards and recognitions we receive are a testament to our commitment and reinforce our faith in the path we have chosen to achieve our goals.

Some of the key recognitions received during the year include:

## LEADERSHIP

### Corporate

- M&M has been awarded the Dun & Bradstreet - Manappuram Finance Ltd. Corporate Awards 2014 for being No. 1 in the Automobile Sector in India
- Mahindra Insurance Brokers Ltd. (MIBL) won the 'Broker of The Year' award at the 18th Asia Insurance Industry Awards (AIIA)

### Individual

#### Laurels for the Leader

##### Anand Mahindra

- Named as one of the world's 50 greatest leaders by Fortune magazine
- Declared Best CEO at the Business Today Best CEO Awards in the Large Companies category. Also recognised as the Best CEO in the automobile industry
- Received the coveted Sustainable Development Leadership Award from The Energy and Resources Institute (TERI)
- Became the first Indian to receive the prestigious Harvard Medal for his dedication, generosity and service to the University

##### Rajeev Dubey

President - Group HR, Corporate Services & Aftermarket Sector and Member of the Group Executive Board was conferred the 'Lifetime Achievement Award' at the Global HR Excellence Awards, World HRD Congress 2014

##### Keshub Mahindra

Chairman - Tech Mahindra Foundation was honoured with the Lifetime Achievement Award from ASSOCHAM

##### Ramesh Iyer

Managing Director - Mahindra & Mahindra Financial Services Ltd. received the Best CEO - Financial Services Sector Mid Cap Award at the Business Today Best CEO Awards

##### V S Parthasarathy

CFO, Group CIO & EVP - Group M&A won the CFO Innovation Asia Award 2014 for Excellence in Mergers & Acquisition. He also received the prestigious 'CFO India Hall of Fame' Award at the Fourth Annual CFO100 Awards

##### Anita Arjundas

Managing Director & CEO of Mahindra Lifespace Developers Ltd. (MLDL) was ranked at No. 38 on Fortune India's list of the 50 Most Powerful Women in Business

##### Mr. Naresh Patil

##### Mr. Umesh Joshi and Mr. Anand Marathe

Three assessors from the Mahindra Group were honoured at the CII-ITC Sustainability Awards, instituted by the CII-ITC Center of Excellence for Sustainable Development

##### Haresh Kumar

MD Mahindra Intertrade Ltd. was conferred the Gold Award in the 'Leading CEO of the Year' category by the Greentech Foundation

##### Kiran Sarkar

Sustainability, AFS was awarded as the 'Sustainability Emerging Leader of the Year 2014' at Parivartan Sustainability Leadership Awards instituted by Sustainability Outlook

## ENVIRONMENT

Mahindra & Mahindra Ltd., Tech Mahindra and Mahindra Finance were among 22 companies that featured in the Carbon Disclosure Leadership (India) Index 2014

## **SOCIAL RESPONSIBILITY**

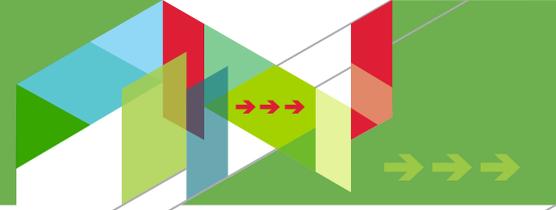
- Mahindra Group ranked at No. 3 in The Economic Times list of India's Best Companies for CSR 2014
- Tech M Fightback Application won the Digital Humanitarian Award at the TMF World 2014
- The Tech M Foundation was awarded the Madan Mohan Malaviya Award for Best CSR Practices in Education 2014, for its Shikshak Samman Awards scheme

## **PEOPLE**

- The Mahindra Group was awarded the 'HR Organisation of the Year' at the Global HR Excellence Awards, World HRD Congress 2014
- Tech M ranked #5 at the 2014 ATD Best Award for employee learning and talent development
- Mahindra Finance was recognised for its strong commitment to HR Excellence by CII at the 5th National HR Excellence Awards, 2014
- Mahindra Intertrade was awarded the Silver Award in the 'Best Strategy HR' category at the 4th Annual Greentech HR Awards 2014

## **QUALITY AND INNOVATION**

- Mahindra Powerol was awarded the prestigious Deming for their contributions to Total Quality Management (TQM)
- Tech M was awarded the prestigious Best ICT Delivery Partner - Land Transport Excellence Award 2014
- Mahindra Rural Housing Finance Ltd. was awarded the Skoch Order of Merit for nurturing creativity & innovation



## OVERVIEW

'Alternative Thinking' has been the driving force of our sustainability journey. It is directing us to think big but act lean, get ahead but give back, market globally but manufacture locally and target high profits but in harmony with a higher purpose.

Over the years, we have travelled a significant distance. We have been taking the lead and big leaps in sunshine areas, traversing alternative routes, finding rooms for improvement in seemingly perfect solutions and adding sustainable possibilities in our bouquet of offerings.

A native language of Mahindra's business narrative, today we almost subconsciously sieve our strategies, actions and policies through the triple bottom line filter.

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The essence of sustainability resides in the very core purpose of Mahindra **"We will challenge conventional thinking and innovatively use all our resources to drive positive change in the lives of our stakeholders and communities across the world, to enable them to Rise."**

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# SUSTAINABILITY STRUCTURE

Sustainability at Mahindra is governed by a top-down approach enabling strategic vision and action plan to not just steer grass-roots interventions, but also monitor its effectiveness and disclose it transparently.



# SUSTAINABILITY 2.0 YEAR ONE UPDATE

G4

Global Reporting Initiative™

ready

*In the last year itself, we commenced our migration to the new G4, GRI's fourth generation of Sustainability Reporting Guidelines, with an in-depth analysis to re-identify and prioritise stakeholders & material issues. Our new roadmaps were aligned with the emerging G4 requirements and we also built competencies across various Group Companies so that the data measurement and management happens smoothly.*

*In the reporting year, we have undergone a comprehensive gap analysis to identify the additional aspects required to fulfil G4 compliance. Our sustainability reporting team is therefore well poised to publish a G4 report in the next reporting year.*

In FY 2012-13 as we accomplished our 5-year Group-wide Sustainability Roadmap in just 3-years, we realised that each of our businesses possess exponential potential to raise their sustainability performance.

Mahindra is a confederation of diverse businesses spanning from manufacturing to services to retail. Each business, depending on its products, its scale of operation and the geography it caters to, has a unique set of stakeholders and material issues. Each business can therefore create a larger impact in areas specific to their operations.

Thus in FY 2013-14, we progressed to 'BusinessWise' sustainability where each business charted their individual roadmap in line with the company's vision, its materiality issues, sustainability maturity and business goals. Businesses could also time their targets depending on the scale of the goal.

Each company followed a comprehensive process to refresh, refine

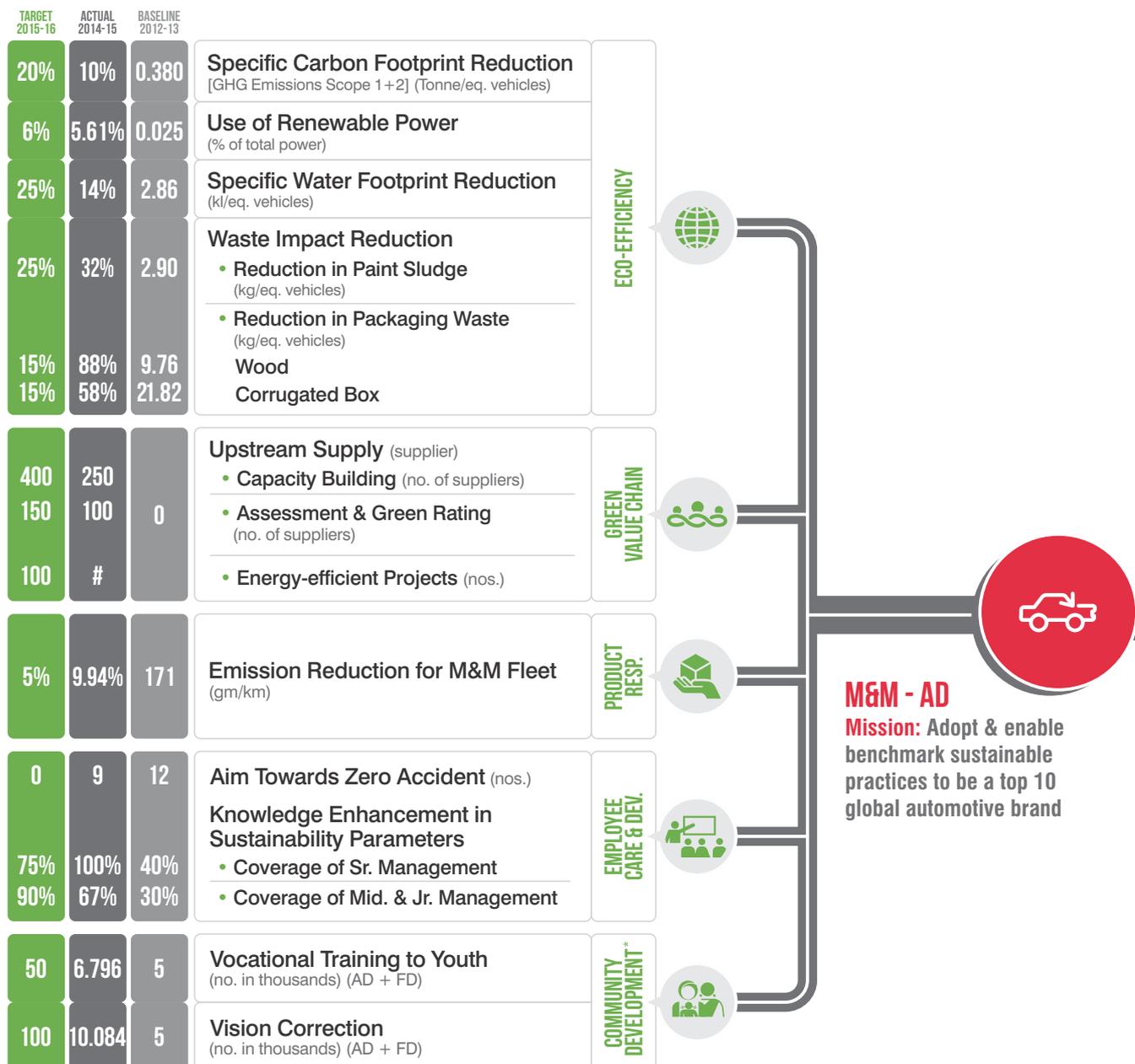
and redefine its sustainability focus. Each started with a detailed stakeholder engagement exercise, followed it up with a comprehensive materiality analysis and dovetailed the insights to formulate a business specific roadmap.

This year, marks our first year of action in the second leg of our sustainability journey. Each of the businesses has owned responsibility towards the roadmap and has constructively spearheaded processes and practices to address each materiality issue.

As the companies are focusing on their individual sustainability targets, our ambition is to achieve pole position in the sustainability sphere and inspire others to follow this ethical growth path. Companies like M&M, MLDL, Tech M and FSS have already contributed to this commitment by scoring leadership ranks in the globally recognised sustainability indices like DJSI and CDP, and other business are on their way to perform at peak potential.

# BUSINESSWISE ROADMAPS

In the first year of our sustainability 2.0 journey, we recorded many firsts. Businesses like AD and FD achieved their 2-year targets in just the first year. FSS surpassed four of its eight 2-year targets in the first year itself. MLDL too accelerated actions and achieved a couple of its 2020 goals like material procurement and community engagement. However, there are a few specific areas where the businesses are lagging behind and companies have channelised efforts to overcome the barriers and catch up with the targets.



# Process has been initiated for identifying projects through Sustainability Assessments and will be achieved in FY 16.

\* Community Development commitments are under review.

TARGET 2015-16	ACTUAL 2014-15	BASELINE 2012-13		
10%	24%	0.269	<b>Specific Carbon Footprint Reduction</b> [GHG Emissions Scope 1+2] (Tonne/eq. tractors)	ECO-EFFICIENCY
5%	0	0	<b>Use of Renewable Power</b> (% of total power)	
20%	26%	1.815	<b>Specific Water Footprint Reduction</b> (kl/eq. tractors)	
250	250	0	<b>Upstream Supply</b> (supplier)	GREEN VALUE CHAIN
50	100		<ul style="list-style-type: none"> <li>Capacity Building (no. of suppliers)</li> <li>Assessment &amp; Green Rating (no. of suppliers)</li> <li>Energy-efficient Projects (nos.)</li> </ul>	
100	#			
0	1	6	<b>Capacity Building</b>	EMPLOYEE CARE & DEV.
75%	65%	30%	<b>Aim Towards Zero Accident</b> (nos.)	
90%	75%	25%	<ul style="list-style-type: none"> <li>Coverage of Senior Management</li> <li>Coverage of Middle and Junior Management</li> </ul>	
50	5	5	<b>Agriculture School Education</b> (no. of youth in thousands)	COMMUNITY DEVELOPMENT*
200	10	10	<b>Rental Service for Agri Equipment</b> (no. in thousands)	

# Process has been initiated for identifying projects through Sustainability Assessments and will be achieved in FY16.

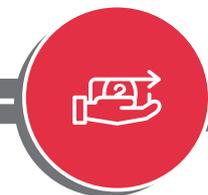
\* Community Development commitments are under review.



### M&M - FD

**Mission:** Adopt & enable benchmark sustainable practices to deliver FarmTech Prosperity

TARGET 2015-16	ACTUAL 2014-15	BASELINE 2012-13		
3.5%	-52.27%	9.976	<b>Reduce Specific Electricity Consumption by % YoY</b> (in GJ)	ECO-EFFICIENCY
3.5%	-16.02%	2.135	<b>Reduce Specific GHG Emissions by % YoY</b> (in tCO <sub>2</sub> )	
3.5	2.63	1.2	<b>Providing Happy Homes to Rural Families</b> (in lac)	PRODUCT RESPONSIBILITY
1	1.5	0.051	<b>Providing Health Products to Rural Customers</b> (in lac)	
10%	3.95%	264	<b>Empowering Communities by focusing on Financial Literacy % Increase YoY</b> (in thousands)	
2.96	2.82	3.3	<b>Unleashing the Passion of Our People through Capability Building</b> (in days per person)	EMPLOYEE CARE & DEV.
119	108	NIL	<b>Conducting Workshops on Employee Wellness, Awareness and H&amp;S</b> (no. of workshops)	
10%	31.26%	3,312	<b>Uplift Communities through Need-based Interventions and Employee Volunteering % YoY</b> (no. of employees)	



### FSS

**Mission:** To transform rural lives and drive positive change in the communities



## TECH MAHINDRA

**Mission:** Be in the top 3 sustainable organisations in India within our industry

		BASELINE 2012-13	ACTUAL 2014-15	TARGET 2015-16
 <b>ECO-EFFICIENCY</b>	Reduction in Power Usage Effectiveness of Data Centres	1.47	-17.69%	3%
	Reduction in Absolute Emissions Scope 1 + Scope 2 (tCO <sub>2</sub> in thousands)	119.47	3.82%	2.50%
	Reduction in Water Consumption (kl in thousands)	682.67	-47.57%	5%
	Use of Recycled Water	#	5%	95%
	Operations & Locations adhering to Centralised E-Waste Policy	^	100%	100%
 <b>GREEN VALUE CHAIN</b>	Capacity building on Sustainability Parameters, for the Number of Suppliers, by Market Spend	0	8	10
 <b>EMPLOYEE CARE &amp; DEV.</b>	Continuous Learning (hours per person per year)	40	40	40
	Reduction in Attrition Rate of Top Performers	16%	19%	10%
 <b>COMMUNITY DEVELOPMENT</b>	Tech M Foundation to reach out to Beneficiaries across Ten Locations (beneficiaries in lac)	#	1.25	1.25
	To establish SMART Centres across all Locations with a Target of 80% Placement. Support Large In-service Teacher Training Institutes in 4 Class A Cities (no. of smart centers)	3	65	75

Note: Roadmap has been revised in the current year

# Data not available

^ Policy drafted and process maintained as per laws.



**MLDL**

**Mission:** Transform urban landscapes by creating sustainable communities

		BASELINE 2013-14	ACTUAL 2014-15	TARGET 2020
<b>ECO-EFFICIENCY</b>	Energy Intensity Reduction (in MJ/sq. ft.)	0.62	*	10%
	Water Intensity Reduction (in cu. m./sq. ft.)	0.08	*	10%
	Waste Intensity Reduction (in gm/sq. ft.)	20.7	*	20%
	Build Sustainable Communities by Conducting Biodiversity Assessment for our Locations (in nos.)	DONE**	INITIATED WORK FOR 2 LOCATIONS	2
	Share of Renewable in Energy Mix	0.8%	1%	5%
<b>GREEN VALUE CHAIN</b>	Total Building Materials (by cost) to be Procured within a Distance of 400 km	^	50%	50%
	Build Sustainable Supply Chain by Capacity Building and Establishing Monitoring Mechanism of Carbon and Water Footprint (no. of top suppliers)	^	IDENTIFIED TOP 150 SUPPLIERS	100
<b>EMPLOYEE CARE &amp; DEV.</b>	Be Industry Leader in the 'Great Place to Work'	^	^^	TOP 5
	Increase Gender Diversity at Workplace	17%	18%	30%
	Achieve the Target in Fatalities for all Sites (in nos.)	1	3	0
	Achieve the Target in Reportable Accidents for all Sites and Continued Reduction in Lost Work Day Accident Rates (in nos.)	3	5	0
<b>COMMUNITY DEVELOPMENT</b>	Projects to have Community Engagement Programmes (CEP)	82%	85%	100%
	CEP to Reach Out / Cover the Target Group	^	#	30%
	Enable Employability by Driving Skill Development / Upgradation Programmes (in thousands)	^	0.9	10

Companies included: MLDL, MWC | \*\* Biodiversity study done for MWCC & MWCJ as a part of Environmental Impact Assessment study  
 Note: MWC denominator of acres is converted in sq. ft. for calculating the actual values of 2013-14 for consistency using 1 acre=43,560 sq. ft.

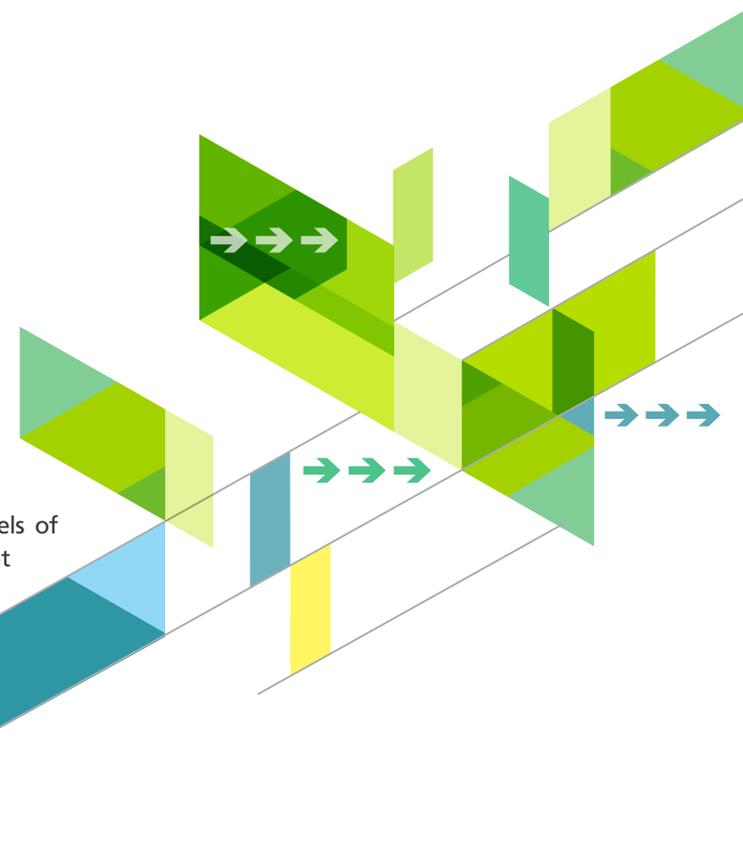
- \* The appropriate baseline and monitoring methodology is under development.
- # In progress. The monitoring template will be implemented in FY16.
- ^ Data unavailable.
- ^^ Participated in GPTW survey. Ranking to be obtained in FY16.

While roadmaps exist for all the Group Companies that are part of the report scope, featured here are roadmaps of those Companies that cumulatively contribute a substantial majority of the Group's turnover.

# STAKEHOLDER ENGAGEMENT

If sustainability is about ensuring value addition and long-term profitability while simultaneously managing and minimising negative social and environmental impacts of business, then stakeholder engagement is one of the key activities that enables this to happen successfully and effectively.

At Mahindra, we believe that forging strong and dynamic channels of communication with our stakeholders is mutually beneficial at multiple levels. It helps us plan our short- and long-term strategies better, identify scope for a new product or service and enhance the performance of existing products. At the same time, our stakeholders become part of our overall growth vision, understand our decisions much better and support our endeavours more fervently.



Whether it is a customer or an investor, a dealer or a supplier, an employee or a local community, we make it a point to address and listen to every stakeholder.

## GROUP-WIDE STAKEHOLDER ENGAGEMENT MECHANISMS:

As the mediums change, so must our modes of engagement. We evolve our engagement modules to be in sync with the changing times.

Stakeholder group	Engagement channels
Employees	Conferences, workshops, publications, newsletters & reports, online portals, employee involvement in CSR activities, feedback surveys and one-to-one interactions
Customers	Interviews, personal visits, publications, mass media & digital communications, feedback camps, plant visit and support programmes
Suppliers & Dealers	Supplier & vendor meets, workshops & trainings, audits, policies, IT-enabled information sharing tools and recognition platforms
Investors	Annual report, sustainability report, press releases, investor presentations, corporate website, quarterly and annual results
Local Communities	CSR activities

## EMPLOYEES

At Mahindra, we believe that only a well-engaged employee can be consistently productive. Not only does consistent engagement lead to better alignment with corporate goals, it also helps gauge employee needs and wants. Employees being privy to internal systems and decision-making processes, are also a rich source of insights to improve organisational processes and policies.

**We provide ample platforms for active dialogues with employees.**

### Jagruiti Competition | AD

'Jagruiti' Competition, earlier known as 'Quality First Competition' is an annual programme conducted at AD since last 4 years. It is a large scale initiative spread across seven plants and covering over 9,000 employees.

During this year's competition at Nashik plant, operators were assessed at four different levels: Basic Working Team Leaders, Managers, Paint Unit Managers and Manufacturing Heads / Plant Head. A total of 3,026 operators were assessed in the first round, of which 37 operators reached the final round and 20 operators were selected as final winners. Along with the individual level competition, a team level competition was also conducted and rewards were distributed to individual as well as team winners.

In February 2015, Anand Mahindra, Chairman, Mahindra Group, launched MeConnect, Mahindra's very own mobile app through which employees can access the latest news and announcements within Mahindra, apply for leave and track reimbursements even when they are on the move.



### Innovation Fair | MVML

In an endeavour to promote and nurture a culture of innovation at MVML, an 'Innovation Fair' was organised for the third time in November 2014. Over 16 projects were showcased and evaluated by jury members during the fair and a total of 10 probable patents were identified.



### MeConnect App | Group-wide



### Sustainable Product Expo-2014 | AFS

A Sustainable Product Expo was organised by AFS sustainability team in December 2014 at Kandivli as part of the 'Resource Conservation Month Celebrations' linked to the 'National Energy Conservation Week'. The purpose of the Expo was to enhance energy conservation awareness amongst employees and suppliers.



24 reputed exhibitors displayed their products related to energy efficiency, renewable energy, water management, waste management, green supply chain management, Mahindra CSR & innovation. About 1,000 employees from various functions of Auto, Farm and Mahindra Corporate, and key suppliers visited the exhibition.

The winners of the Founders' Day sustainability exhibition competition and the online energy quiz competition also received their awards on the occasion. In addition, the 'Green Spot', specially designed to mark out sustainability project locations in Mahindra AFS factories, was unveiled.

### Project Prayas | AD

On December 01, 2014, 950 employees from AD, Nashik took part in a mega AIDS awareness rally consisting of 15,000 students from 18 schools and colleges. An animation film on HIV/AIDS developed by us was screened at various schools, colleges and congregation points.

### Celebrating women and vibrancy | Multiple Businesses

On the occasion of International Women's Day and Holi, a fun-packed event was organised for over 60 women employees of Pune hub at Chakan. In addition to interactive session, there was also a Zumba activity conducted by a trained professional.

### Road safety awareness drives | MVML

A month-long Road Safety Awareness drive was carried out in January 2015 by Esops volunteers from MVML Chakan's Press Shop. In addition to appreciating road safety compliance by Mahindra employees, the volunteers also teamed up with an NGO and the highway traffic police to conduct a medical health check-up camp.

## CUSTOMERS

We exist to serve our customers. Hence, it is imperative that we engage them in an active dialogue where we not only receive valuable feedback from them, but also share our performance, direction, operational philosophy and organisational achievements with them.

Here are some engagement initiatives that were introduced during the reporting period:

### 'M-Plus' - Nationwide service camp | AD

A nationwide mega service camp 'M-Plus' was organised in March 2015 at over 450 Mahindra authorised workshops across the country for vehicles like Bolero, Scorpio, Thar, Xylo, Quanto, Verito, Verito Vibe, Logan, XUV500 and Rexton.

The customers availed an exhaustive 75-point free check on each vehicle by trained technicians. They also got discounts on spare parts and labour charges, and won exciting prizes. Data gathered during the camp helped gauge customer satisfaction.



### Uday Initiative for CV owners | AD

In May 2014, we launched Uday Initiative, a unique programme with multiple benefits targeted towards the new owners of our commercial vehicles.

As part of the Uday Programme, the CV owners are offered a wide range of monetary as well as non-monetary benefits. This includes

A personal accident insurance policy for vehicle drivers worth INR 200,000	10% discount on labour charges and 5% on spare parts	A mobile recharge of INR 100	A unique referral scheme with benefits of free service coupons
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The Programme also includes a unique scholarship whereby children of the CV owners scoring 75% and above in the class 10 board examination are given scholarship of INR 5,000 each and a certificate of appreciation. In 2014, a total of 1,000 boys and girls were awarded.

Apart from these monetary benefits, customers will have access to 'With You Hamesha' vehicle service and health check-up camps organised by Mahindra.

In June 2014, 'With You Hamesha' service camps were organised at various dealership locations in Bihar and Jharkhand for Maxximo owners and in Rajasthan for Alfa and Gio owners. The Rajasthan camp also featured the Alfa Guru Workshop – a one-of-a-kind DIY (Do It Yourself) training to Alfa owners on how to better maintain their vehicles.



### Training for Indian Air Force personnel | MILE

The Indian Air Force has chosen the Mahindra Scorpio for its ground operations. To impart proper understanding of Scorpio's features, operational insights and trouble-free performance, Mahindra's corporate & fleet management team in coordination with MILE (Mahindra Institute of Learning Excellence) Noida, arranged a special technical training session at the MILE facility which was attended by 10 Indian Air Force personnel.



During the course of training, participants underwent a theoretical session on different features and hands-on training on maintenance, aggregate repairs, electrical & electronic repairs on TPMS, RPAS, RLS, VMS, usage and advantages of 4-wheel drive, diesel engine (CRDe) technology, diagnostic methods, symptom-based diagnostics and usage of different equipment to trouble shoot.

### Swaraj Satkar | SD

The Swaraj Satkar initiative invites customers to visit the Swaraj manufacturing facility. The past quarter saw many farmers visiting Swaraj and providing the plant team with inputs towards achieving higher customer satisfaction.

### Farmtrails | FD

Under the Farmtrails programme, Mahindra employees get a unique opportunity to spend a weekend with farmers and experience their way of life. This helps the employees get unique insights into the needs and motivations of farmers, to design better products and services for them.

## LOCAL COMMUNITIES

Local communities play an important role as providers of a favourable ecosystem. We engage with them on a continuous and consistent basis to help them achieve their objectives as well as brief them about the company's activities and plans.



### 'Rise for Good' contest | CC

The 'Rise for Good' contest invited employees to share ideas on how Mahindra should get involved with the Bombay Development Directorate (BDD) Chawls surrounding the Mahindra Towers. BDD Chawls comprise over 200 three-storey buildings that were constructed during the British rule. The contest was preceded by need assessment meetings with building representatives, discussions with the municipal authorities and interactions with the PWD officials. The contest generated 63 different ideas which included interventions on environmental, health and educational initiatives.

The winners of the contest were recognised and rewarded in December 2014 in the presence of Esops and CSR team members. Taking note of the plans outlined by the three winners, Esops Mahindra Towers launched its first cleanliness drive in the 'BDD Chawls' in January 2015. The three winners were invited to participate and help lead this initiative.

A series of street plays were organised across the 'BDD Chawls' demonstrating behaviours / attitudes related to cleanliness.

### World Environment Day | Tech Mahindra

Not just 'Go Green' but 'Grow Green' was the motto of Tech Mahindra associates, while celebrating World Environment Day at the Bhoirwadi ZP School near Hinjewadi, Pune. The event, supported by TMF in coordination with Urmeem - a local NGO, saw children, their parents, villagers, the gram panchayat, the local police officials and Tech M associates come together to plant trees across the school.



### Green Army | MLDL

MLDL's Green Army is a volunteer-based campaign that aims to impart knowledge and practical skills to children on environmental conservation and thereby build a green army of one million caring citizens. A total of 100 employee volunteers spearheaded the campaign in its pilot phase across 13 schools in Mumbai.

### Relief work in Jammu and Kashmir | Group-wide

In the aftermath of the devastating floods in Jammu and Kashmir last year, Mahindra employees rose up to the occasion and provided timely on-site relief support. Relief materials were distributed in Malangpora and Padgampora villages of Pulwama District.

### Increasing Health Insurance Awareness | MIBL

MIBL launched 'Swaasthya Bima Jaagruti Abhiyaan' campaign to educate people in the rural areas on health insurance, its benefits and importance. Spread across 100 villages in the states of Maharashtra, Tamil Nadu, West Bengal & Uttar Pradesh, the campaign covered 14,000 people including 3,100 women.

### Dustbin distribution at schools | MIL

The Esops team at MIL distributed fibre dustbins in ZP Schools at Wadiwarhe, Sanjegaon, Morambi and Gonde in order to maintain hygiene and cleanliness within school premises. This will benefit around 1,800 students.

### Empowering the differently abled | AD

AD Igatpuri team volunteered to train 40 differently abled students of two schools at Igatpuri. 23 Esops volunteers helped these students develop skills in making handmade greeting cards, diwali lights and flower pots, eventually making them self-reliant.

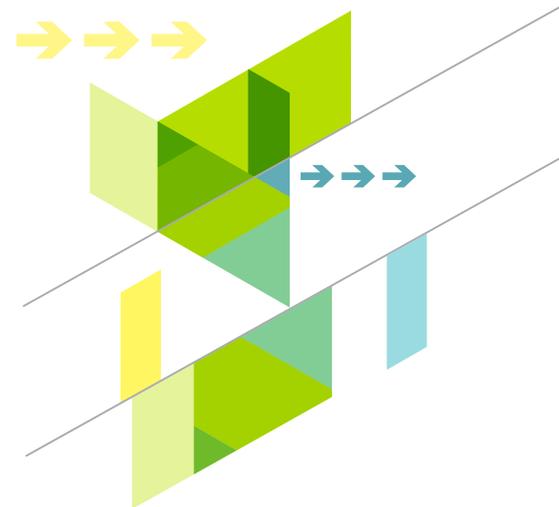
## SUPPLIERS

Suppliers are a key element in our chain of activities and their performance as well as input make a huge difference to the efficiency with which we serve the other stakeholders. Hence, we engage with them at various fora.

### Environmental Awareness Drives | AD

There are around 65 local vendors who currently supply material for Scorpio, Xylo, Quanto and Bolero models to Nashik Plant.

Our Safety and SCM teams engage them on a regular basis by organising different awareness drives as well as celebrating various events like Environment Day, World Water Conservation Day, Safety Week, Drivers Day with Transporters & Suppliers etc.



This also results in these suppliers implementing various SOH&E (Safety Occupational Health & Environment) best practices at their end. To build a competitive spirit around sustainability, a SOH&E competition was organised. 11 suppliers were shortlisted for presentations out of which the winners and runners-up were decided and felicitated.

## Sustainability Workshop for Suppliers | AFS

In conjunction with World Environment Day, June was celebrated as the 'Sustainability Month' at AFS. A 'Sustainability Awareness Workshop' for 100 participants from 50 supplier organisations was conducted. The objective was to look beyond Mahindra and start creating awareness and commitment within our ecosystem, extending it to our partners.

After the inauguration of the 'Sustainability Month', oath taking and sign-off, a tree planting event was also carried out. A full day workshop was held wherein Supplier Guidelines' were released and topics such as global best practices in suppliers' domain, best practices at M&M Ltd., assessment criteria and case studies by suppliers were covered.



## Suppliers' Meet | MLDL

MLDL organised suppliers and contractors' meets of South and West zone in Chennai and Mumbai respectively. Both meets saw an overwhelming response, with 65+ individuals from 50 companies and 100+ individuals from 80 companies attending the meets in Mumbai and Chennai respectively.

## Supplier Business Capability Building (SBCB) | AFS

Initiated in 2011, the SBCB is a comprehensive development exercise which deploys the 3E model of Education, Exposure and Experience. Through this initiative, we have been working with 80 strategic suppliers on strategic business planning, managing growth, people practices and execution excellence. This leads to building processes that ensure consistent quality and future readiness through an engaged workforce.

As part of the initiative, a workshop on 'Building a Transformational Leadership Culture' was conducted for CEOs & top management of AFS suppliers in January 2015. It was facilitated through Myers-Briggs Type Indicator® (MBTI®) and Fundamental Interpersonal Relations Orientation - Behavior® (FIRO-B®) instruments.

Sessions on building powerful teams using MBTI & FIRO-B, conflict resolution, making feedback work etc. were among the topics covered.



## DEALERS

Dealers directly interface with our customers and form the face of the company. Engaging with them helps us understand customer needs as well as effectively communicate our viewpoint to consumers.

### 5th Dealer Council Meet 2014 | FSS

The 5<sup>th</sup> Mahindra Finance Dealer Council (MFDC) Meet for M&M Auto Sector Dealers was held on May 21, 2014 in Mumbai, to provide dealers with a platform to share their feedback with the Company's top management.

40 dealers from across the country shared concerns about the operational functions affecting their business performance and provided their inputs towards improving the same.



### Contest for service technicians | Mahindra Powerol

Mahindra Powerol has a strong network of 138 service dealers called MAGIECs (Mahindra Authorised Gensets & Industrial Engines Centres), spread all over the country. In February 2015, Mahindra Powerol conducted its 2<sup>nd</sup> All India 'Champion of Champions' contest for MAGIECs at the Powerol Head Office in Kandivli, Mumbai. The participants included technicians, service supervisors and technical specialists from the Powerol dealerships across the nation.

Over 800 participants from 150 service dealerships were assessed on their passion for the Rise philosophy, customer centricity, in addition to their technical and practical knowledge. Winners were felicitated for the 'Individual Award for Best Rise Story' and team award for the quiz competition. The day concluded with an interaction with the senior management.



### Retailers' Meet | Mahindra Agribusiness



With an aim to boost confidence in our products and strengthen our relationship with retailers, the Crop Care division of Mahindra Agribusiness organised retailers' meets in Sonipat (Haryana) and Baraut (UP).

45 Crop Care retailers attended the programme in Sonipat, where future plans of Mahindra Agribusiness, including the progress of the formulation plant at Ankleshwar, Gujarat, was shared with them.

The 55 retailers who attended the meet in Baraut were briefed about Mahindra's growth, direction and new businesses like dairy, edible oil and pulses.

During the meet, farmer testimonials regarding benefits delivered by our key products were shown to the retailers and they were also encouraged to share their viewpoints.

## MAHINDRA ONLINE FOOTPRINT

With new-age consumers and progressive businesses increasing their online presence, the World Wide Web has become the world's biggest marketplace. Despite having a large portion of our business interest in manufacturing sectors that are traditionally not considered to be net-savvy, we have leveraged online space for wide-ranging engagements like increasing customer satisfaction, receiving feedback about the quality, building brand loyalty, and getting market responses from neutral observers and prospective customers to regular consumers.



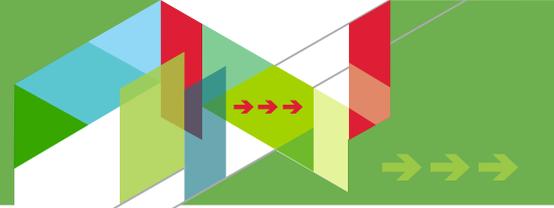
### Online status of our various businesses:

Mahindra & Mahindra Limited	27,476 likes
Mahindra Scorpio	3,188,773 likes
Mahindra Thar	1,141,268 likes
Mahindra Bolero	1,852,445 likes
Mahindra XUV500	2,098,193 likes
Mahindra Xylo	2,130,581 likes
Club Mahindra	1,190,799 likes
Mahindra Scooters	996,667 likes
Mahindra Rise	800,209 likes
Mahindra AQ	924,993 likes
Mahindra Adventure	1,247,413 likes
Mahindra Racing	2,029,790 likes
Mahindra Lifespaces	109,143 likes

### Online status of AFS

<b>facebook</b>	10 million+ fans on Facebook
<b>You Tube</b>	25 million+ views on YouTube

# Driven by our People



Our people are our pride. Their skills are our strengths. Their rigour enables us to rise, together.

## OVERVIEW

At Mahindra, employees are encouraged to challenge the status quo, dive deep into the still waters of unconventional thinking and unleash the pearls of innovation.

The cumulative result of this enterprising spirit of our 200,000 employees in over 100 countries across the globe, is Mahindra's leadership status across product and service spectrums.

Our talent management processes do not end at attracting and recruiting bright employees but also extend to nurturing, motivating, rewarding and retaining them. As we build capabilities, we keep a sharp focus on health and safety of our employees.

Institutionalisation of Mahindra Rise Awards and Mahindra Safety Awards are a testimony to our balanced focus on employee excellence and well-being.

## MANAGEMENT APPROACH

We aspire to be one of the Top 50 most admired global brands by 2021. In this ambitious flight to attain foremost position, we have ensured to keep our ears to the ground and understand the pulse of our employees. We connect with all our employees across designations and departments and create leaders across hierarchies and businesses.

Complementing our focus on employee engagement, is our thrust on empowering talent through a wide array of learning and development platforms and offering growth opportunities.



We have developed a two-tier HR management approach - one at the Group level and other at the Business level:

### THE GROUP HR

- Helps create a federation that is driven by purpose and is futuristic in its outlook to 'Create Tomorrow's Company'. In this endeavour, Group HR along with the businesses co-creates next generation practices in People Management and Governance to build a culture of excellence.
- Provides thought leadership in the field of Human Capital and brings in appropriate tools and methodologies so as to create an organisational climate where Mahindra Renaissance Leaders can achieve accelerated growth. Towards this goal, Group HR facilitates creation of Centres of Excellence.
- Becomes the custodian of cutting-edge practices in Talent Management and Leadership Development across the Group.

### THE BUSINESS LEVEL HR

- Ensures alignment with the Group HR philosophy and rolls out customised employee initiatives for their respective business.
- Manage routine processes for their businesses like employee performance management, industrial relations, recruitment, training & development, employee engagement, employee satisfaction surveys etc.

## LABOUR PRACTICES

We are an equal opportunity employer and do not tolerate discrimination in any form.

We adhere to all the labour legislations and also recognise and support the right to collective bargaining. Towards ensuring safe and healthy working conditions for our workforce, all units of AD, FD, MSSSPL and MIL are OHSAS certified.

A 'Corporate HR Cell' is in place at Mahindra that charts and monitors norms, policies and initiatives to maintain consistency of good people practices across our business segments. Additionally, our employees also undergo training periodically to remain updated with contemporary best practices.

In 2001, we became one of the first Indian companies to be a signatory to the United Nations Global Compact (UNGC), and we remain dedicated to operate in sync with its principles on labour standards.

**PRINCIPLE 3**  
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

**PRINCIPLE 4**  
The elimination of all forms of forced and compulsory labour

**PRINCIPLE 5**  
The effective abolition of child labour

**PRINCIPLE 6**  
The elimination of discrimination in respect of employment and occupation

**Since 2009, International Labour Organisation's core labour conventions have been embedded in our policies:**

- Freedom of association and the right to collective bargaining
- Right to organise and collective bargaining convention
- Forced labour convention
- Abolition of forced labour convention
- Minimum age convention
- Worst forms of child labour convention
- Equal remuneration convention
- Discrimination (Employment and Occupation) convention

## HUMAN RIGHTS

We prescribe to the highest standards of human behaviour and respect the dignity of everyone associated with us. Any act that violates human rights is unacceptable at Mahindra.

We strictly condemn acts like discrimination, forced & compulsory labour and child labour within and beyond Mahindra boundaries. We also discourage any form of corruption including bribery or other negative practices.

While respecting and protecting human dignity has always been one of our core values, in May 2009 we formally incorporated the 10th Principle of UNGC in our Human Rights policy.

We also adhere to the UNGC principles on Human Rights, which state:

### PRINCIPLE 1

Businesses should support and respect the protection of internationally proclaimed human rights

### PRINCIPLE 2

Ensure that businesses are not complicit in human rights abuses

### PRINCIPLE 10

Businesses should work against corruption in all its forms, including extortion and bribery



We strictly condemn acts like discrimination, forced & compulsory labour and child labour within and beyond Mahindra boundaries.

## DIVERSITY & INCLUSION

A Group Diversity Council and Sector-level Diversity Councils are in place at Mahindra to harness the power of diversity cutting across gender, physical abilities and race. In the reporting year, Mahindra Susten instated a Diversity and Inclusion Committee to induct, train and influence the employees on various diversity priorities

### Gender:

Encourage women to come at work by implementing employee-friendly leave policy for maternity, paternity and adoption

### Generation:

Foster an encouraging culture for the young organisation through a favourable sabbatical policy, and provision of gym and sport facilities

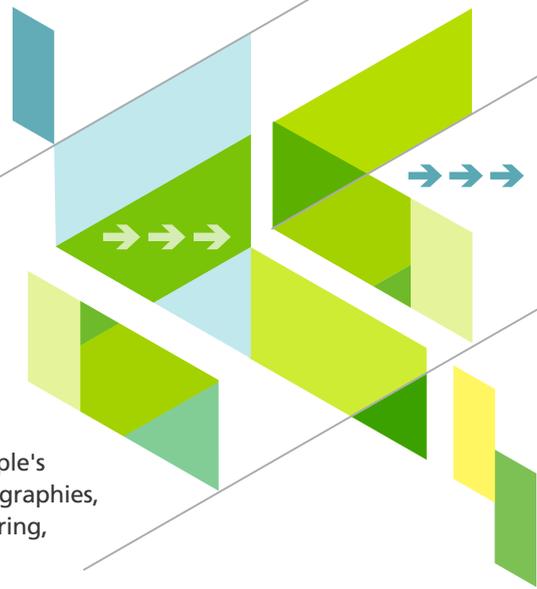
### Differently abled:

Conscious efforts are being taken to recruit differently abled candidates and provide them a conducive work environment

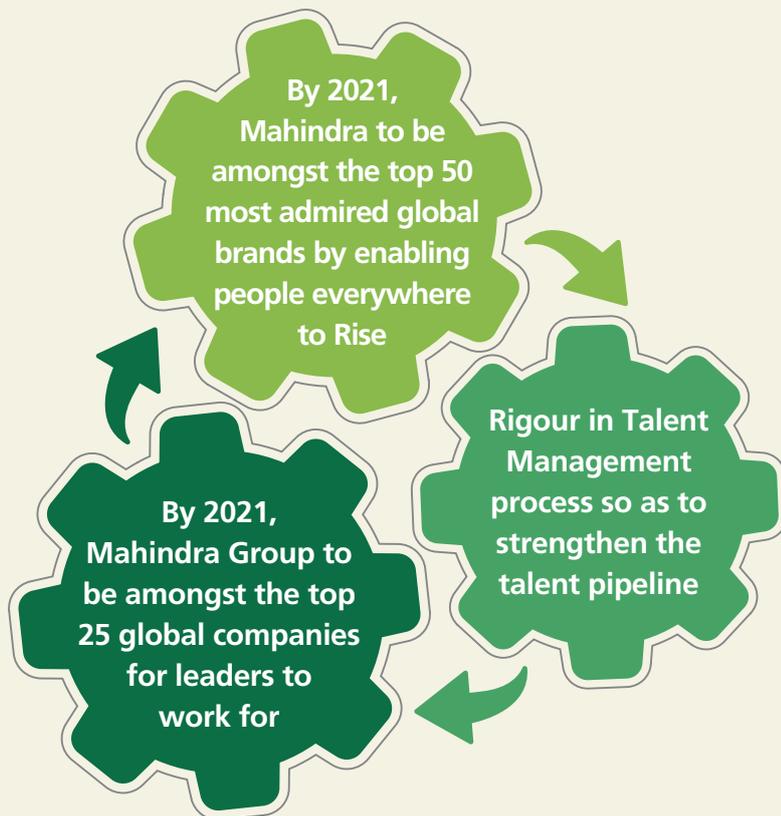
Towards this purpose, many policies and practices have been initiated to not only foster a favourable and friendly work environment, but also enable and enhance employees' productivity.

## TALENT MANAGEMENT

At Mahindra, talent management is not just an HR process aimed at increasing business value. It is more about adding value to our people's strengths, work and work life. We reach out to people across the geographies, departments and teams in the organisation and extend to them a nurturing, motivating, rewarding and welcoming environment.



### OUR TALENT MANAGEMENT ASPIRATION



### OUR IMPLEMENTATION STRUCTURE

A robust talent management process is in place at the Mahindra Group which enables the sectors to attract, nurture, revitalise and retain some of the finest talent from across the globe.

For an in-depth view of our strategic implementation structure and how it leverages individual and team strength to create value for the Group, refer our Sustainability Report, 2009-10.

We reach out to people across the geographies, departments and teams in the organisation and extend to them a nurturing, motivating, rewarding and welcoming environment.



### INTEGRATED DEVELOPMENT STRATEGY

The talent development processes at Mahindra are a fine blend of growth oriented strategies and diverse engagement tools to ensure continuous development of employee skills. This integrated approach allows us to get the best out of our employees at all times.

At Mahindra, we consider nurturing existing talent as an investment and continue to hone their skills through various programmes and tools.



## KEY LEARNING & DEVELOPMENT PROGRAMMES

Mahindra offers a cradle of opportunities to its employees to hone their skills, reinforce their learning, stimulate imagination and invigorate passion.

From shop floor to the top floor, the inroads of Mahindra are carved with care for its employees. Mentorships, training, knowledge-sharing are some of the methods that bring out the best in our employees. In the reporting year too, several new and ongoing development programmes were conducted for fresh, budding and experienced talent. Elaborated below are a select few:

### **MANTHAN**

#### **The mentorship programme**

Mahindra Finance launched Manthan, a mentorship programme for its high potential employees. The programme connects employees to mentors in the organisation who guide, support and encourage them to perform better. The initiative establishes a reciprocal dialogue between mentors and mentees to enhance collaborative learning.

### **PROJECT ASPIRE**

Project Aspire was a unique HR intervention by Mahindra Finance to provide growth opportunities to the employees of its subsidiary 'Mahindra Business Consulting Private Ltd.' by transferring them to Mahindra Finance. Employees were selected through a structured assessment programme based on meritocracy, transparency & fairness. In 2014-15, 3,188 employees qualified to bag the transfer.

### **PROJECT PARIVARTAN**

#### **Changing lives of workmen at MIL**

Project Parivartan is a residential leadership training programme for workmen of MIL. It focuses on imparting effective living and life skills training to the union leaders as well as empowering the spouses of workmen with life skills training.



### **YOUNG INTERTRADE COUNCIL**

Young Intertrade Council is a platform to connect, engage and involve the young generation of MIL towards making a future-ready Company. As part of this programme, young leaders are encouraged to engage with each other as well as with the senior leadership to share knowledge. This cross-learning platform is serving as an efficient lever for propelling entrepreneurial and innovation spirit.

## GROUP MANAGEMENT CADRE (GMC) PROGRAMME

GMC is Mahindra's flagship leadership development platform aimed to groom young professionals recruited from top Indian B-schools to become high potential managers, ready to take up leadership positions in a period of 12 to 15 years.

### The induction programme

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In FY 2014, 31 management graduates from India's best business schools joined the programme. Senior leaders from the Group interacted with the new joiners on subjects like organisational values, strategies and financial aspects of the business.

### The summer internship programme

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A much sought-after internship, every year this programme provides almost 70% of new recruits for the Company.

The internship comes with ample opportunities for students to interact with mentors and learn on-the-job skills. The progress of participants is closely monitored throughout the programme. The highlight of the programme is a personal interaction with Anand Mahindra who shares with them noteworthy insights and inspires them to excel in all walks of professional life.



In FY 2014, 66 bright students were handpicked from the premier B-schools of India to join the summer internship programme. Out of these, over 50 interns were selected for a Group-level evaluation by senior leaders for recruitment.

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## PREMIER LEARNING AT MIL

Learning is a lifelong journey and at MIL this journey is made special for the senior talent by rewarding them with premier learning opportunities. Senior leaders comprising 'Department Heads' and above can choose learning interventions at premier institutions such as XLRI, IIMs and ISB in order to gain specific domain knowledge from professional faculties.

## HARVARD MANAGE MENTOR (HMM)

The HMM is a unique leadership building programme which offers a host of interactive management modules.

This year, HMM trainees were felicitated by the top management executives of the Group. All the 59 executives who completed the programme went on to win at the Group-wide Individual Learning Implementation contest held during the year.



## Mahindra Dares the Young Turks to Dream

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The Mahindra War Room (MWR) has emerged as a cult brand among the students of India's top B-schools.

This year, its seventh season saw an enthusiastic participation of over 2,900 teams from 36 campuses across the country. Inspired by the Group's goal of 'emerging among the Top 50 most admired global brands by 2021 by enabling people everywhere to Rise', this season's theme was 'Dare to Dream' and it witnessed some of the finest ideas put forth by some of India's most talented young minds.

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**For the students,  
MWR is an opportunity  
to leverage their  
knowledge as well as  
accomplish their  
aspirations. For us, it  
is a trove of fine talent,  
disruptive ideas and  
infinite possibilities.**

## EMPLOYEE ENGAGEMENT

An engaged employee is enthusiastic about his work, excited about new opportunities, eager to learn new things and has an evolved sense of belonging to the organisation.

But we truly believe that employee engagement is more beneficial to the organisation than the employees. It enables us to motivate our people, gather feedback, enhance employee involvement, and increase individual productivity which amplifies our potential to Rise.

**We have a number of programmes to engage with our people. Detailed below are some of our new and continual engagement platforms:**

### DELIVERING INSIGHTS THROUGH REFLECTIVE CONVERSATIONS



Thoughtful exchange of dialogues and introspective exercises are at the core of Reflective Conversations (RC) Skill Building Workshops at Mahindra. During the year, over 400 senior executives from 13 businesses benefited from these workshops.

A number of programmes were organised for different sectors including Tech Mahindra and Mahindra Lifespaces Developers Ltd. (MLDL) in Pune, Mumbai as well as Australia. These programmes were facilitated by renowned faculties and saw enthusiastic participation from the sector employees.

Looking at the effectiveness of this programme, a sustenance plan has been put in place by the Group HR.

### INTERTRADE WOMEN'S COUNCIL

The Intertrade Women's Council acts as a physical and emotional support infrastructure to assist women employees in solving work related concerns and issues. The Council organises women centric events, sessions and workshops with a focus on increasing the participation levels of women at MIL.

### FIRST ANNIVERSARY OF 'MAHINDRA REMEMBERS'



'Mahindra Remembers' our alumni portal completed a successful year in 2014. During this year, the portal saw an overwhelming response and participation from ex-employees and 150 Mahindra Alumni were present in the function. To celebrate the first anniversary of the portal, the Group HR organised a celebration for the Mahindra alumni who were joined by several existing Mahindra employees including senior management executives.

## POLICIES

Our HR policies are a reflection of our people management practices. We have a well-structured framework to ensure harmonious implementation of policies through a central HR council, comprising business sector HR heads who address all matters related to labour practices.

**Each of our Group Companies ensures effective implementation of the following policies:**

## HUMAN RESOURCE

**Our HR policy aims to ensure equal dignity and equal opportunities for all employees by aiding in:**

Resource planning by mapping skills and opportunities of our employees leading to enhanced job satisfaction

Setting high standards of employee behaviour and ensuring dignity of each employee irrespective of their seniority or the hierarchy

Garnering valuable employee feedback through robust employee relations initiatives and periodic employee surveys

## EMPLOYEE RELATIONS

Our employee relations policy is aimed at fulfilling the following objectives:

- Achieve organisational goals with active involvement of employees
- Focus on attracting, retaining and nurturing people with relevant skill-sets and competencies
- Create a mutually beneficial and productive industrial climate
- Manage employees fairly and transparently

## EMPLOYEE ASSOCIATIONS AND COLLECTIVE BARGAINING AGREEMENTS

All our employees are free to choose the union and benefit from the right to collective bargaining agreements. We also strictly prohibit bias towards any specific employee group. A majority of our employees are members of:

- Bhartiya Kamgar Sena (BKS)
- Mahindra & Mahindra Workers Union
- Mahindra & Mahindra Employees Union

### EMPLOYEES WHO ARE COVERED UNDER THE COLLECTIVE BARGAINING AGREEMENTS FOR FY 2014-15



Breakup of Unionised Employees	No. of Employees
Bharatiya Kamgar Sena	4,064
M&M Employees Union	2,817
Mahindra & Mahindra Workers Union	2,207
Mahindra Conveyor Employees Union	31
Mahindra Engines Associates Union	114
Mahindra Two Wheelers Workers Union	574
MRRKS-Maharastra Rajya Rashtriya Kamgar Sangh	378
MVML Associates union	2,372
Punjab Tractors Workers' Union (Regd.)	315
Swaraj Tractors Workers' Union (Regd.)	299
Resort and Hotel Employees' Union (RHEU)	100
Swaraj Engines Workers' Union (Regd.)	141
Swaraj Automotives Workers' Union (Regd.)	125
Swaraj Foundry Division Workers' Union (Regd.)	128
<b>Total</b>	<b>13,665</b>

### MINIMUM NOTICE PERIOD OF OPERATIONAL CHANGES

During the reporting period, all the Group Companies employing unionised labour, followed all pertinent regulations in letter and intent.



One such regulation is The Industrial Disputes Act, 1947, which applies to labour relations. It specifically mentions a three-week notice period for all operational changes. It provides consultation and negotiation opportunities during the notice period. If consent is given, only then can the agreement be signed to reflect the changes.

For a comprehensive discussion on the act and its various facets, please refer our Sustainability Report 2009-10.

# WORKFORCE SNAPSHOT

## EMPLOYMENT DISTRIBUTION

Sector	Males	Females	Total
FSS	17,417	811	18,228
MWC	789	81	879
MHRIL	1,720	271	1,991
MSSSPL	2,206	11	2,217
FD	13,684	224	13,908
MTWL	2,145	58	2,203
MVML	7,021	177	7,198
MLL	3,001	157	3,158
AD	19,492	172	19,664
Tech M	42,719	17,286	60,005
SBU	2,009	27	2,036
MIL	589	15	604
MFCSL	830	135	965
MLDL	6,687	69	6,756
MReva	547	45	592
MEPC	222	20	242
EPC Industrie Ltd.	434	11	445
MRV	2,419	111	2,530
<b>Overall Result</b>	<b>123,940</b>	<b>19,681</b>	<b>143,621</b>



## EMPLOYMENT GRADE & TYPE GENDER BREAK-UP: PERMANENT EMPLOYEES

Sector	Junior Mgmt.			Middle Mgmt.			Senior Mgmt.			Workmen			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total
FSS	16,812	778	17,590	576	33	609	29	0	29	0	0	0	17,417	811	18,228
MWC	18	4	22	18	1	19	8	0	8	0	0	0	44	5	49
MHRIL	243	42	285	158	25	183	58	7	65	520	84	604	979	158	1,137
MSSSPL	396	3	399	66	0	66	18	0	18	377	0	377	857	3	860
FD	1,213	67	1,280	878	37	915	96	1	97	3,870	20	3,890	6,057	125	6,182
MTWL	696	42	738	230	8	238	20	0	20	573	0	573	1,519	50	1,569
MVML	422	36	458	166	5	171	12	0	12	2,363	1	2,364	2,963	42	3,005
MLL	1,470	125	1,595	163	14	177	11	1	12	0	0	0	1,644	140	1,784
AD	1,475	106	1,581	968	39	1,007	86	1	87	6,147	8	6,155	8,676	154	8,830
Tech M	32,142	15,738	47,880	9,060	1,276	10,336	458	45	503	0	0	0	41,660	17,059	58,719
SBU	44	2	46	40	1	41	13	0	13	0	0	0	97	3	100
MIL	97	9	106	38	4	42	9	2	11	34	0	34	178	15	193
MFCSL	296	37	333	36	4	40	4	0	4	278	0	278	614	41	655
MLDL	115	34	149	138	26	164	16	6	22	0	0	0	269	66	335
MReva	186	14	200	133	7	140	5	0	5	55	0	55	379	21	400
MEPC	160	13	173	42	5	47	11	1	12	0	0	0	213	19	232
EPC Industrie Ltd.	273	10	283	19	0	19	15	0	15	0	0	0	307	10	317
MRV	1,149	71	1,220	690	17	707	47	0	47	382	2	384	2,268	90	2,358
<b>Overall Result</b>	<b>57,207</b>	<b>17,131</b>	<b>74,338</b>	<b>13,419</b>	<b>1,502</b>	<b>14,921</b>	<b>916</b>	<b>64</b>	<b>980</b>	<b>14,599</b>	<b>115</b>	<b>14,714</b>	<b>86,141</b>	<b>18,812</b>	<b>104,953</b>

## EMPLOYMENT GRADE & TYPE GENDER BREAK-UP: NON-PERMANENT EMPLOYEES

Sector	Fixed Term Contract			Third Party Contract			Others			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total
FSS	0	0	0	0	0	0	0	0	0	0	0	0
MWC	4	0	4	750	76	826	0	0	0	754	76	830
MHRIL	321	32	353	297	62	359	123	19	142	741	113	854
MSSSPL	11	2	13	1,228	3	1,231	110	3	113	1,349	8	1,357
FD	202	15	217	4,341	45	4,386	3,084	39	3,123	7,627	99	7,726
MTWL	313	2	315	3	0	3	310	6	316	626	8	634
MVML	0	0	0	2,159	125	2,284	1,899	10	1,909	4,058	135	4,193
MLL	1,356	16	1,372	0	0	0	1	1	2	1,357	17	1,374
AD	4,731	0	4,731	4,731	1	4,732	1,354	17	1,371	10,816	18	10,834
Tech M	121	73	194	828	139	967	110	15	125	1,059	227	1,286
SBU	0	0	0	1,912	24	1,936	0	0	0	1,912	24	1,936
MIL	0	0	0	385	0	385	26	0	26	411	0	411
MFCSL	2	0	2	204	94	298	10	0	10	216	94	310
MLDL	10	3	13	6,408	0	6,408	0	0	0	6,418	3	6,421
MReva	4	4	8	164	20	184	0	0	0	168	24	192
MEPC	9	1	10	0	0	0	0	0	0	9	1	10
EPC Industrie Ltd.	79	1	80	0	0	0	48	0	48	127	1	128
MRV	11	0	11	76	14	90	64	7	71	151	21	172
<b>Overall Result</b>	<b>7,174</b>	<b>149</b>	<b>7,323</b>	<b>23,486</b>	<b>603</b>	<b>24,089</b>	<b>7,139</b>	<b>117</b>	<b>7,256</b>	<b>37,799</b>	<b>869</b>	<b>38,668</b>

## GENDER COMPOSITION & TURNOVER AND RATE OF NEW HIRES ENTERING & LEAVING

Sector	Head Count		Turnover		Rate of new hires joining		Rate of new hires leaving	
	Males	Females	Males	Females	Males	Females	Males	Females
FSS	17,417	811	25%	25%	42%	24%	8%	4%
MWC	798	81	1%	0%	1%	1%	0%	0%
MHRIL	1,720	271	22%	20%	24%	21%	8%	7%
MSSSPL	2,206	11	18%	55%	17%	36%	5%	0%
FD	13,684	224	6%	7%	4%	6%	0%	2%
MTWL	2,145	58	34%	37%	19%	17%	5%	0%
MVML	7,021	177	12%	37%	0%	4%	0%	0%
MLL	3,001	157	21%	17%	17%	35%	1%	5%
AD	19,492	172	1%	27%	1%	11%	0%	1%
Tech M	42,719	17,286	37%	35%	48%	54%	17%	15%
SBU	2,009	27	0%	4%	1%	0%	0%	0%
MIL	589	15	3%	7%	4%	7%	0%	0%
MFCSL	830	135	17%	6%	29%	7%	5%	2%
MLDL	6,687	69	1%	17%	2%	41%	0%	2%
MReva	547	45	10%	11%	17%	24%	0%	0%
MEPC	222	20	18%	37%	46%	21%	5%	0%
MRV	2,419	111	0%	0%	7%	10%	9%	24%
<b>Overall Result</b>	<b>123,940</b>	<b>19,681</b>	<b>20%</b>	<b>33%</b>	<b>25%</b>	<b>50%</b>	<b>8%</b>	<b>13%</b>

## AGE COMPOSITION

Sector	% Turnover			Rate of new joinee			Rate of new joinee leaving		
	< 30 yrs	Between 30 - 50 yrs	> 50 yrs	< 30 yrs	Between 30 - 50 yrs	> 50 yrs	< 30 yrs	Between 30 - 50 yrs	> 50 yrs
FSS	31%	18%	4%	58%	21%	0%	12%	4%	0%
MWC	0%	2%	4%	3%	2%	4%	0%	0%	0%
MHRIL	46%	13%	6%	50%	18%	2%	20%	3%	0%
MSSSPL	31%	11%	9%	43%	2%	0%	11%	2%	0%
FD	6%	3%	14%	6%	2%	0%	0%	0%	0%
MTWL	63%	11%	3%	36%	7%	0%	10%	1%	1%
MVML	7%	51%	85%	1%	1%	0%	0%	0%	0%
MLL	21%	21%	16%	22%	12%	11%	2%	1%	5%
AD	2%	1%	1%	2%	1%	0%	0%	0%	0%
Tech M	47%	23%	20%	68%	26%	11%	24%	6%	4%
SBU	1%	4%	0%	1%	12%	0%	0%	1%	0%
MIL	2%	3%	7%	5%	2%	7%	0%	0%	0%
MFCSL	7%	36%	33%	20%	40%	0%	4%	6%	0%
MLDL	24%	19%	33%	76%	35%	8%	5%	3%	0%
MReva	13%	6%	20%	24%	12%	20%	0%	0%	0%
MEPC	22%	22%	33%	53%	47%	17%	5%	5%	17%
EPC Industrie Ltd.	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
MRV	0%	0%	0%	9%	5%	1%	12%	7%	4%
<b>Overall Result</b>	<b>31%</b>	<b>16%</b>	<b>4%</b>	<b>46%</b>	<b>17%</b>	<b>1%</b>	<b>15%</b>	<b>4%</b>	<b>0%</b>

The age group bifurcation is not available for the Third party workforce for the sectors: MWC Chennai (female category).

## TRAINING (AVERAGE MAN HOURS / EMPLOYEE)

Sector	Junior Management								
	Training Hours			No. of Employees			Average Training Hours		
	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total
AD	37,823.28	1,694.00	39,517.28	1,475.00	106.00	1,581.00	25.64	15.98	25.00
FD	7,000.00	640.00	7,640.00	711.00	45.00	756.00	9.85	14.22	10.11
FSS	821,298.50	47,461.00	868,759.50	13,243.00	595.00	13,838.00	62.02	79.77	62.78
MEPC	161.50	44.00	205.50	160.00	13.00	173.00	1.01	3.38	1.19
MFCSL	3,679.00	624.00	4,303.00	296.00	37.00	333.00	12.43	16.86	12.92
MIBL	12,296.00	1,184.00	13,480.00	572.00	85.00	657.00	21.50	13.93	20.52
MIL	3,689.85	213.50	3,903.35	97.00	9.00	106.00	38.04	23.72	36.82
MRV	31,624.00	1,552.00	33,176.00	1,149.00	71.00	1,220.00	27.52	21.86	27.19
MReva	144.00	24.00	168.00	186.00	14.00	200.00	0.77	1.71	0.84
MRHFL	75,135.00	571.00	75,706.00	2,997.00	98.00	3,095.00	25.07	5.83	24.46
MTWL	17,504.60	962.56	18,467.16	696.00	42.00	738.00	25.15	22.92	25.02
MWC	67.40	8.00	75.40	18.00	4.00	22.00	3.74	2.00	3.43
MLDL	2,256.00	496.00	2,752.00	115.00	34.00	149.00	19.62	14.59	18.47
MHRIL	2,815.25	792.50	3,607.75	238.00	41.00	279.00	11.83	19.33	12.93
MLL	23,804.50	2,309.30	26,113.80	1,470.00	125.00	1,595.00	16.19	18.47	16.37
SBU	1,992.00	80.00	2,072.00	44.00	2.00	46.00	45.27	40.00	45.04
MSSSPL	3,176.00	26.00	3,202.00	396.00	3.00	399.00	8.02	8.67	8.03
Tech M	2,057,438.00	1,267,398.00	3,324,836.00	32,142.00	15,738.00	47,880.00	64.01	80.53	69.44
<b>Grand Total</b>	<b>3,101,904.88</b>	<b>1,326,079.86</b>	<b>4,427,984.74</b>	<b>57,202.00</b>	<b>17,130.00</b>	<b>74,332.00</b>	<b>54.23</b>	<b>77.41</b>	<b>59.57</b>

Sector	Middle Management								
	Training Hours			No. of Employees			Average Training Hours		
	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total
AD	15,061.92	668.00	15,729.92	968.00	39.00	1,007.00	15.56	17.13	15.62
FD	3,860.00	128.00	3,988.00	560.00	30.00	590.00	6.89	4.27	6.76
FSS	8,641.00	646.00	9,287.00	476.00	25.00	501.00	18.15	25.84	18.54
MEPC	112.00	43.50	155.50	42.00	5.00	47.00	2.67	8.70	3.31
MFCSL	962.00	87.00	1,049.00	36.00	4.00	40.00	26.72	21.75	26.23
MIBL	1,832.00	72.00	1,904.00	52.00	2.00	54.00	35.23	36.00	35.26
MIL	2,407.25	139.25	2,546.50	38.00	4.00	42.00	63.35	34.81	60.63
MRV	2,088.00	0.00	2,088.00	690.00	17.00	707.00	3.03	0.00	2.95
MReva	168.00	24.00	192.00	133.00	7.00	140.00	1.26	3.43	1.37
MRHFL	725.00	115.00	840.00	48.00	6.00	54.00	15.10	19.17	15.56
MTWL	4,068.08	0.00	4,068.08	230.00	8.00	238.00	17.69	0.00	17.09
MWC	54.40	0.00	54.40	18.00	1.00	19.00	3.02	0.00	2.86
MLDL	8,631.00	1,518.00	10,149.00	138.00	26.00	164.00	62.54	58.38	61.88
MHRIL	2,196.20	765.00	2,961.20	152.00	25.00	177.00	14.45	30.60	16.73
MLL	3,858.50	346.10	4,204.60	163.00	14.00	177.00	23.67	24.72	23.75
SBU	984.00	136.00	1,120.00	40.00	1.00	41.00	24.60	136.00	27.32
MSSSPL	2,416.00	2.00	2,418.00	66.00	0.00	66.00	36.61	0.00	36.64
Tech M	540,996.00	7,5841.00	477,406.00	9,060.00	1,276.00	10,336.00	59.71	59.44	46.19
<b>Grand Total</b>	<b>599,061.35</b>	<b>8,0530.85</b>	<b>679,592.20</b>	<b>13,413.00</b>	<b>1,502.00</b>	<b>14,915.00</b>	<b>44.66</b>	<b>53.62</b>	<b>45.56</b>

Sector	Senior Management								
	Training Hours			No. of Employees			Average Training Hours		
	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total
AD	1,054.00	8.00	1,062.00	86.00	1.00	87.00	12.26	8.00	12.21
FD	912.00	0.00	912.00	76.00	1.00	77.00	12.00	0.00	11.84
FSS	195.00	0.00	195.00	23.00	0.00	23.00	8.48	0.00	8.48
MEPC	120.50	8.00	128.50	11.00	1.00	12.00	10.95	8.00	10.71
MFCSL	239.00	0.00	239.00	4.00	0.00	4.00	59.75	0.00	59.75
MIBL	176.00	0.00	176.00	4.00	0.00	4.00	44.00	0.00	44.00
MIL	625.75	151.50	777.25	9.00	2.00	11.00	69.53	75.75	70.66
MRV	424.00	0.00	424.00	47.00	0.00	47.00	9.02	0.00	9.02
MTWL	63.84	0.00	63.84	20.00	0.00	20.00	3.19	0.00	3.19
MWC	40.40	0.00	40.40	8.00	0.00	8.00	5.05	0.00	5.05
MLDL	2,148.00	240.00	2,388.00	16.00	6.00	22.00	134.25	40.00	108.55
MHRIL	612.80	134.00	746.80	56.00	6.00	62.00	10.94	22.33	12.05
MLL	348.20	68.30	416.50	11.00	1.00	12.00	31.65	68.30	34.71
SBU	608.00	0.00	608.00	13.00	0.00	13.00	46.77	0.00	46.77
MSSSPL	1,809.75	0.00	1,809.75	18.00	0.00	18.00	100.54	0.00	100.54
Tech M	18,058.00	1,950.00	8,659.00	458.00	45.00	503.00	39.43	43.33	17.21
<b>Grand Total</b>	<b>27,435.24</b>	<b>2,559.80</b>	<b>29,995.04</b>	<b>914.00</b>	<b>63.00</b>	<b>977.00</b>	<b>30.02</b>	<b>40.63</b>	<b>30.70</b>

Sector	Workmen								
	Training Hours			No. of Employees			Average Training Hours		
	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total
AD	155,441.00	129.00	155,570.00	6,147.00	8.00	6155.00	25.29	16.13	25.28
FD	38,510.56	168.00	38,678.56	2,641.00	3.00	2644.00	14.58	56.00	14.63
MFCSL	5,872.00	0.00	5,872.00	278.00	0.00	278.00	21.12	0.00	21.12
MIL	655.58	0.00	655.58	34.00	0.00	34.00	19.28	0.00	19.28
MTWL	13,807.00	0.00	13,807.00	573.00	0.00	573.00	24.10	0.00	24.10
MHRIL	14,568.50	4,732.85	19,301.35	506.00	84.00	590.00	28.79	56.34	32.71
MSSSPL	1,667.00	0.00	1,667.00	377.00	0.00	377.00	4.42	0.00	4.42
<b>Grand Total</b>	<b>230,521.64</b>	<b>5,029.85</b>	<b>235,551.49</b>	<b>14,585.00</b>	<b>115.00</b>	<b>14,700.00</b>	<b>15.81</b>	<b>43.74</b>	<b>16.02</b>

Sector	Third Party Contract								
	Training Hours			No. of Employees			Average Training Hours		
	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total
FD	12,120.00	0.00	12,120.00	2,115.00	45.00	2,160.00	5.73	0.00	5.61
MIL	533.75	0.00	533.75	385.00	0.00	385.00	1.39	0.00	1.39
MRV	720.00	384.00	1,104.00	76.00	14.00	90.00	9.47	27.43	12.27
MReva	855.50	95.50	951.00	164.00	20.00	184.00	5.22	4.78	5.17
MTWL	30.00	0.00	30.00	3.00	0.00	3.00	10.00	0.00	10.00
MWC	1,974.00	373.00	2,347.00	750.00	76.00	826.00	2.63	4.91	2.84
MLDL	5,496.00	0.00	5,496.00	6,408.00	0.00	6,408.00	0.86	0.00	0.86
MHRIL	4,905.70	2,724.15	7,629.85	274.00	62.00	336.00	17.90	43.94	22.71
MSSSPL	2,457.00	0.00	2,457.00	1,228.00	3.00	1,231.00	2.00	0.00	2.00
<b>Grand Total</b>	<b>29,191.95</b>	<b>3,741.65</b>	<b>32,933.60</b>	<b>23,463.00</b>	<b>603.00</b>	<b>24,066.00</b>	<b>1.24</b>	<b>6.21</b>	<b>1.37</b>

Sector	Fixed Term Contract								
	Training Hours			No. of Employees			Average Training Hours		
	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total
MEPC	0.00	3.00	3.00	9.00	1.00	10.00	0.00	3.00	0.30
MLDL	24.00	0.00	24.00	10.00	3.00	13.00	2.40	0.00	1.85
MHRIL	7,272.55	964.00	8,236.55	282.00	29.00	311.00	25.79	33.24	26.48
MLL	22,701.40	117.45	22,818.85	1,356.00	16.00	1372.00	16.74	7.34	16.63
<b>Grand Total</b>	<b>30,237.95</b>	<b>1,348.45</b>	<b>31,586.40</b>	<b>7,133.00</b>	<b>146.00</b>	<b>7,279.00</b>	<b>4.24</b>	<b>9.24</b>	<b>4.34</b>

Sector	Others								
	Training Hours			No. of Employees			Average Training Hours		
	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total	Sum of Males	Sum of Females	Sum of Total
FD	11,809.64	804.00	12,613.64	2,310.00	17.00	2,327.00	15.11	47.29	5.42
MFCSL	132.00	36.00	168.00	10.00	0.00	10.00	13.20	0.00	16.80
MIL	602.97	0.00	602.97	26.00	0.00	26.00	23.19	0.00	23.19
MRV	22,002.50	2,369.50	24,372.00	64.00	7.00	71.00	343.79	338.50	343.27
MTWL	1,367.20	324.96	1,692.16	310.00	6.00	316.00	4.41	54.16	5.35
MHRIL	9,716.60	111.00	9,827.60	123.00	19.00	142.00	79.00	5.84	69.21
MSSSPL	494.25	76.50	570.75	110.00	3.00	113.00	4.49	25.50	5.05
<b>Grand Total</b>	<b>46,125.16</b>	<b>3,721.96</b>	<b>49,847.12</b>	<b>7,139.00</b>	<b>117.00</b>	<b>7,256.00</b>	<b>6.46</b>	<b>31.81</b>	<b>6.87</b>

## HUMAN RIGHTS TRAINING (MAN-HOURS)

Sector	Junior Mgmt.		Middle Mgmt.		Senior Mgmt.		Workmen	
	No. of hrs of training on Human Rights	% of employees trained	No. of hrs of training on Human Rights	% of employees trained	No. of hrs of training on Human Rights	% of employees trained	No. of hrs of training on Human Rights	% of employees trained
MEPC	0	0	0	0	0	0	0	0
MIL	0	0	0	0	0	0	0	0
MTWL	36	2.39	4	0.84	0	0	0	0
MWC	1	100	1	100	1	100	0	0
MHRIL	349	43	145	900	44	86	800	55
MSSSPL	33	3.01	6	4.55	6	11.11	0	0

Sector	Fixed Term Contract		Third Party Contract		Others	
	No. of hrs of training on Human Rights	% of employees trained	No. of hrs of training on Human Rights	% of employees trained	No. of hrs of training on Human Rights	% of employees trained
MEPC	0	0	0	0	3	100
MIL	0	0	55	11.69	0	0
MTWL	0	0	30	46.88	0	0
MWC	0	0	0	0	0	0
MHRIL	57	95	566	95	27	100
MSSSPL	0	0	0	0	0	0

## RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE BY GENDER

Sector	Employees entitled for parental leave		Employees who availed parental leave		Employees who are employed 12 months after availing parental leave		Employees who returned to work after availing parental leave		Retention Rate of employees who returned to work after leave ended	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
AD	0	143	0	2	0	0	0	0	0%	0%
FD	3988	136	0	4	0	2	0	2	0%	50%
FSS	0	809	0	41	0	27	0	37	0%	90%
MEPC	213	19	1	0	0	0	1	0	100%	0%
MIL	204	15	1	0	0	0	1	0	100%	0%
MLDL	279	66	13	5	0	0	12	4	92%	80%
MRV	0	111	0	1	0	0	0	4	0%	400%
Mreva	0	21	0	0	0	0	0	0	0%	0%
MTWL	0	57	0	0	0	0	0	0	0%	0%
MWC-C	11	4	2	0	2	0	2	0	100%	0%
MHRIL	256	50	0	2	0	0	0	1	0%	50%
<b>Grand Total</b>	<b>4,951</b>	<b>1,431</b>	<b>17</b>	<b>55</b>	<b>2</b>	<b>29</b>	<b>16</b>	<b>48</b>	<b>94%</b>	<b>87%</b>

## HEALTH & SAFETY

The first step to create a great workplace is to foster a safe working condition for the employees. Rigorous safety procedures are in place at all Mahindra locations which are continuously improved year-on-year.

Despite our efforts in making our organisation injury free, we still face unfortunate incidences of fatalities and accidents. Five fatalities were reported in the reporting period.



Acting as a silver lining to this grey cloud is the zero-accident status of our multiple businesses. It is satisfying to witness that this could be achieved not only for permanent workforce but also the contract workforce.

SECTORS WITH  
**ZERO**  
**Accidents**  
REPORTED

**Permanent Workforce**

FD | MVML | MRV | MHRIL  
| MWC | MTWL | MIL |  
MReva | MLDL | MRV |  
MFCSL | MSSSPL | MEPC

**Contract Workforce**

FD | MRV | MTWL |  
MIL | MReva |  
MRV | MWC |  
MHRIL | MSSSPL

**Fire safety**

In an unfortunate incidence last year, fire broke at our Scorpio TCF plant in Nashik. This incidence resulted in strengthening of fire safety norms and practices across the factories. Some of the important initiatives that we have implemented for fire safety are:

- Reduction in use of combustible packing materials

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- Isolated storage area for batteries and combustible material

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- Use of induction / CFL lamps in place of tube lights and metal halide lamps

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- Installation of automatic heat and smoke detection system at all sub-stations & engine testing labs

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- Centralised fire alarm system with additional feature of auto generated SMS in case of fire

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- Upgradation of sprinkler system

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- Firefighting & disaster management training by civil defence organisation for over 900 employees

**Safety Parameters in Formal Agreements**

We engage in constructive dialogue with our employees on issues regarding occupational health, workplace and general plant safety. Specific issues such as the use of equipment for personal protection, sanitation, safety and education measures are outlined in formal agreements with our workers' unions.

**The major benefits covered in the formal agreements are:**

- Medical scheme covering all illnesses is applicable to the workmen under settlement.
- Treatment is provided through fixed panel of doctors and panel hospitals.

**OUR SAFETY FOCUS**

We are committed to avoid unsafe incidents through adoption of key safety tools and practices:

-  Installing state-of-the-art firefighting system at our plants
-  Conducting safety awareness and training for all employees
-  Instituting safety mechanisms based on the recognised Kaizen and Poka-Yoke concepts

**OUR CENTRAL SAFETY COUNCIL**

We have a collective and collaborative approach to enhancing safety. A Central Safety Council with representatives from all sectors creates a pool of ideas, resources and practices to improve safety levels across the Group. The Council regularly monitors safety initiatives and devises proactive mechanisms to provide maximum security against occupational hazards.

**The Council functions to fulfil following broad objectives:**

- Improving safety awareness

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- Sharing best practices for ensuring safety

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- Promoting proactive measures to prevent accidents and occupational hazards

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- Rewarding and recognising commendable achievements

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- Regularly briefing the Group Executive Board on safety performance

**KEY HEALTH & SAFETY INITIATIVES**

We have a number of initiatives in place to ensure that safety is prioritised, practiced and reinforced on a regular basis. Some of the major initiatives undertaken during the year include:

**Zero Eye Injury**

At our AD sector, workers used to face a number of eye injuries due to the nature of the work. An in-depth analysis at the plants revealed that the main reason for the eye injury were dust and smoke emitted from the milling machine. We set a target to achieve zero eye injuries at the plant and initiated some fundamental changes at the plant. These included replacing dry cutting machines with wet cutting machines, installation of eco-friendly roof smoke extractor, improving the design of the safety goggle and installing smoke and dust extractors on milling machines. As a result, we are a zero eye injury organisation for the last two years.

- Family medical allowance is disbursed yearly.
- Medical insurance policy with a cover of up to INR 2.5 lac p.a. towards hospitalisation is granted for spouse and two children.
- Ever workman is entitled to group accident insurance policy of INR 5 lac
- State-of-the-art occupational health centre exists for pre-employment and yearly medical check-up for all employees.
- Personal sickness and employment injury cases are immediately treated through first aid and if need be are sent to panel hospitals.
- Discussions are held with the plant safety committee along with department level safety subcommittee members on specific issues related to hazard identification, risk assessment, determination and mitigation.
- Accident investigation reports are shared with the safety committee members for corrective and preventive actions to avoid recurrence through one point lesson.
- PPEs are made available for all employees

### Encouraging Near Miss Reporting

Mahindra Susten regularly monitors near misses to avoid reportable accidents. The Company has introduced a reward and recognition programme 'appreciating near misses' in order to create a culture of near miss reporting.

### Health Camp at Zaheerabad Plant

AD conducted a health camp for Zaheerabad plant's workers as well as their families. A total of 74 employees and their family members took advantage of the camp and received preventive medical care.

### Celebrating Road Safety

MVML applied alternative thinking in conducting Road Safety Awareness drive. During the awareness drive the volunteers spread the message of Road Safety by giving roses to those employees who were wearing helmets and seat belts.



The volunteers also interacted with MVML employees and Bus drivers to create awareness about traffic rules and the importance of following them. As a result, employees were well sensitised towards road safety rules.

### Good Health Drives

Mahindra commitment to OHS extends beyond ensuring a safe and healthy work environment for the workforce and also involves encouraging employees to adopt a safe and healthy lifestyle. In the reporting year, many health

awareness drives were conducted by various sectors:

#### Cancer Awareness

CIS-Delhi organised a Cancer Awareness Talk comprising a special session for women employees.

#### Gastro & Digestive Wellness

An interactive session on Gastro and Digestive wellness was conducted at MRV which focussed on various dos and don'ts of colon and rectal health.



#### Run for Wellness

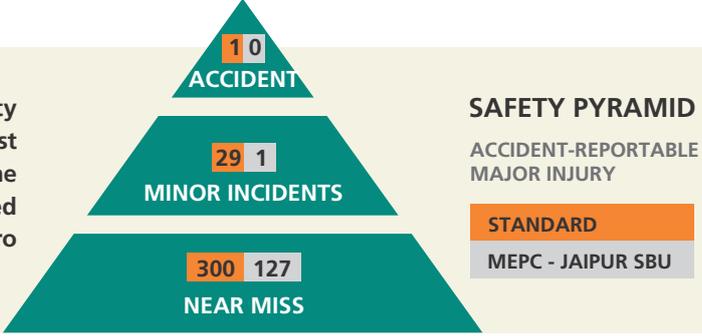
Over 200 employees from Mahindra Swaraj took part in the health marathon.



#### Women Healthcare

For the female employees, AD & FD organised an expert's session on 'female reproductive health and fertility' which cleared many myths circling aspects like pregnancy and infertility.

Mahindra Susten also capture and analyse safety pyramid data comprising near miss, minor incidents, first aid instances and major accidents on a regular basis. The Company's safety pyramid figures are benchmarked against industry standards and there have been zero reportable accidents till date.



**Health Talks**

Awareness sessions were held by specialists to educate employees of Mahindra Sustain about relevant lifestyle diseases and necessary preventive measures that can be taken to avoid them.

**'PAHEL'**  
Beyond the Boundary

Pahel, a worker welfare initiative of Mahindra Two Wheelers Ltd. (MTWL) has been operating a welfare centre for the family of its worker's since 2012. During the year, MTWL launched an initiative focussed on upgrading skills of the spouses of its workers.

**They were encouraged to take up a livelihood training programme to learn and earn by developing new skills. The programme offered courses on stitching clothes, soft toy making, doll making etc.**

Many of the participating spouses are now selling the hand-made items and making a decent earning out of it.

**Over 63 families enrolled for the stitching and around 15 families opted for the soft toy making courses.**



**SAFETY DASHBOARD**

**PERMANENT EMPLOYEES**

Sector	Lost Time Injury Rate			Lost Day Rate		
	Male	Female	Total	Male	Female	Total
AD	0.025468	0	0.025222	0.203748	0	0.201779
FD	0.138947	0	0.135749	1.11158	0	1.08599
MSSSPL	0.458399	0	0.456528	55.00792	0	54.78331

## CONTRACT + OTHER EMPLOYEES

Sector	Lost Time Injury Rate			Lost Day Rate			Fatality
	Male	Female	Total	Male	Female	Total	
AD	0.180075	0	0.179804	0.180075	0	0.179804	1
FD	0.19997	0	0.198526	16.73082	0	16.61001	0
MVML	0.203857	0	0.193326	1223.142	0	1159.958	1
MRV	2.190331	0	1.949797	74.47125	0	66.29309	0
MReva	3.529777	0	3.265967	63.53599	0	58.78741	0
MTWL	0	0	0	0	0	0	0
MLDL	0.339503	0	0.326926	1222.686	0	1177.391	3
MWC	0	0	0	0	0	0	0
MHRIL	0.919137	0	0.786187	12.86792	0	11.00662	0
MIL	0.789402	0	0.789402	58.41578	0	58.41578	0
MSSSPL	0.421616	0	0.419922	50.59397	0	50.3907	0

## FATALITY REPORTING

During the year, there were five unfortunate cases of fatality, one of them was as a result of a fall from the roof while undertaking repair work at the Kandivli unit of AD.

**A comprehensive root-cause-analysis of the incidence was conducted based on which the following corrective and preventive measures were devised, some of which have been implemented and some are under way:**

### Zaheerabad unit, AD:

- Provision of crawling boards / roof ladders whenever the roof work is undertaken
- Provision of safety nets for all types of roof works

### Iris Court, Chennai, MLDL:

- Institutionalization of Standard Operating Procedures (SOPs) for scaffolding erection and inspection

- Display of do's and don'ts at prominent locations of the site
- Special workforce training for erecting scaffolding.
- More stringent procedure for work permit
- Cross auditing each month followed by compliance
- Involvement of corporate safety function in daily safety round observations

### Ashvita, Hyderabad, MLDL:

- Deployment of dedicated supervision for critical work
- Removal of loose material laying on open edges
- Conducting tool box talks, task briefing, job specific training, safe behaviour observation, and risk communication
- Removal of concrete waste immediately before drying

- Emphasis on permit system for all jobs
- Strengthening safety infrastructure

### Chakan unit, MVML

- Restricted terrace entry
- More focussed tool box talks and provision of additional safety sign boards in local language
- More stringent and continuous monitoring by site civil engineer and safety officer
- Installation of safety net for high altitude jobs, apart from hard railing and soft barricading
- Review of critical safety issues by civil head, project engineers and safety officers
- Horizontal deployment of all the above actions at rest of the sites



# MTWL Pithampur becomes an accident free unit

## 'All accidents are preventable'

*This premise formed the foundation of the ambitious goal of Pithampur plant to become an accident free unit.*

A few years back, the plant was facing serious safety issues. The accident rates of the plant were high with no pro-active prevention strategy in place. There was a need to review and revamp the safety management practices at the plant to ensure well-being of its workforce.

The factory team took a three-tier approach to make the plant safer for its employees:

### 1. Extensive Investigation

The investigation procedures put more emphasis on gathering facts than finding faults. A well planned investigation model took care of the end-to-end procedures to be followed at the time of accident analysis.

The investigation process looked into important issues like:

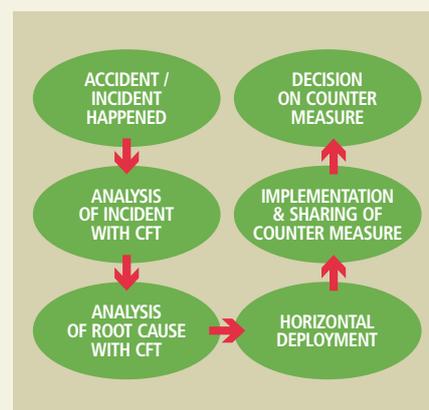
- Causes and reasons for the incident
- Remedies to improve safety measure
- Risk control and prevention of reoccurrence of the event
- Identification of accident prone areas
- Developing stringent safety rules and imparting training

### 2. In-Depth Analysis

The process of daily collection and analysis of accident data was initiated. The data was shared with the SHE team to review and implement preventive measures.

A progress report was shared with the top management on a daily basis and was also made available to all the employees for analysis and feedback.

A detailed methodology to achieve zero accident rate was derived from this analysis.



### 3. Flawless Implementation

The plant adopted a number of safety measures and implemented procedures. Some of them include:

- Institution of safety committee meeting with the department safety coordinator and other department safety representative to capture the unsafe condition.
- Reinforcement of Behavioral Based Safety (BBS) practices by designing process specific checklist for gathering employee observations & feedback to identify and improve safe behaviour of employee.
- Display of safety signage at all strategic locations inside the plant for safety awareness.
- Communication of accident status to all employees by the Plant Head on a monthly basis.

## RESULT

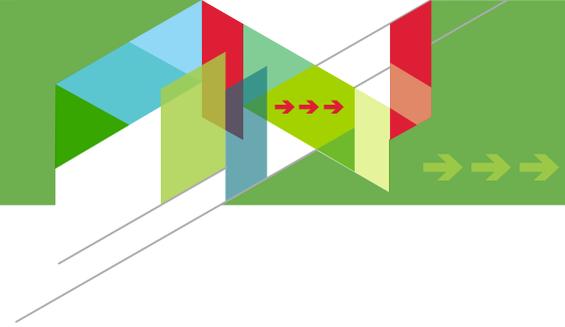
Zero reportable & non reportable accident for two consecutive years

69% reduction in minor accidents in 2014 over 2013

Frequency & severity rate is zero for second consecutive year

Accident free man days in FY 14 and FY 15

# Product Performance



## OVERVIEW

We believe that the purpose of a product is to enrich lives, enhance lifestyles and augment livelihoods. Thus product innovation at Mahindra is directed to achieve a three pronged goal - organisational profitability, environmental responsibility and social accountability.



Over the years, 'Alternative Thinking' has helped us introduce revolutionary products as well as systematically transform our existing product range, enabling a significant fillip to the ecology, the economy and the equity.

## OUR PRODUCT DEVELOPMENT AGENDA:



Exploring alternative fuel technologies.



Sustainable tourism, sustainable economies.



Enabling farm-tech prosperity.



Green living spaces and cities.



Bringing insurance & credit to rural markets.



Spearheading large-scale solar projects.

The expanse of our portfolio allows us to touch lives of more than one demographics, in more ways than one.

## MANAGEMENT APPROACH

A host of our products which are 'Made in India' have long been recognised as global success stories.

With an aim to bridge the gap between aspirations and access, we not only deliver products and services, but also create possibilities. Our core purpose is to enable people to Rise and from manufacturing to disposal, all our actions and decisions across the entire product development lifecycle are driven by this singular goal.

We have institutionalised a structured process called The Mahindra Way that provides key assistance to our Group Companies in their pursuit of excellence by integrating management technology, process technology and product technology in areas of manufacturing, vendor management, product development and marketing.

### Some of our key areas of interventions remain:

- Making our engines fuel-efficient, lowering frictional losses from engine and increasing use of alternate fuels like CNG, LPG and biofuels
- Providing quality pre-owned and refurbished cars to elongate product life and ease demand on natural resources
- Investing in micro-irrigation to enhance resource optimisation
- Using handheld devices in rural finance to cut courier commute to distant destinations
- Providing Green Data Centre Management as well as Enterprise Carbon and Energy Management (ECEM) services
- Promoting electric cars as a viable alternative to conventional fuel engines
- Leveraging Mahindra's patented forging processes to save substantial amount of energy during forging process of vehicle parts
- Creating affordable housing to further the cause of societal inclusion
- Providing sustainable solar energy solutions

# ENVIRONMENTAL IMPACTS

## SPEARHEADING SUSTAINABLE MOBILITY

Mahindra is committed and geared to develop smart mobility for the 21st century. All our mobility products, existing or new, are regularly put under the scanner and need to pass the 5C test: Clean, Convenient, Connected, Clever and Cost Effective.

Be it making conventional fuel vehicles more fuel efficient to pioneering the world's first hydrogen powered three-wheeler - we remain focussed on augmenting sustainable mobility by adopting 'continuous improvement' as a key plank.

## NEW DEVELOPMENTS

### AD - NEW PRODUCTS

#### Power horses with a difference

The success of introducing the most fuel-efficient SUV in its class, steered our team to extend the product line of XUV500 with the limited edition 'XUV500 Sportz' and 'XUV500 Xclusive'. Both these power horses run on Mahindra's new-age, fuel efficient mHawk engine and boast of a unique combination of aspirational styling, advanced technology, safety features, comfort and convenience.

Taking the symbol of adventure to the next level, we unveiled the New Generation Scorpio powered by the mighty and fuel-friendly mHawk engine (120 PS power and 280 Nm torque) to tackle all types of terrain and a new generation transmission for a smoother fatigue-free gear shift. In addition, the new generation platform with its advanced cushion suspension and anti-roll technology has taken safety and riding pleasure of the Scorpio to new heights.

We have also boosted the mileage significantly with the Next Generation Scorpio. It now delivers an ARAI-certified fuel efficiency of 15.37 kmpl as compared to 11.2 kmpl in the previous generation.



2014 marked the rollout of the 100,000<sup>th</sup> XUV500.

#### Means of mass conservation



Buses are not just a means of mass transport, but also a platform for mass conservation. With this philosophy, we forayed in the Bus segment and launched the Cosmo School Bus in CRDe and CNG versions. Both promise best-in-class fuel efficiency.

Safety is paramount in a school bus and Cosmo sports a host of safety features, like no-skid vinyl flooring, a buzzer switch to signal stop requests, large emergency exit, first-aid kit and fire extinguisher.

Successfully launched in over 17 markets, nearly 2,000 Cosmo buses are already plying on Indian roads.

#### Innovation with responsibility

With a commitment to offer sustainable urban transport solutions to a new generation of US consumers, Mahindra GenZe recently unveiled GenZe eBike and the GenZe 2.0 - a smart, carry-all scooter with a removable lithium-ion battery that can be recharged at any standard electrical outlet.

Mahindra GenZe is also the industry's first cloud-based smart scooter equipped with the GenZe Cruise-Connect System™, which allows riders to control settings through a mobile app and also charge their phone while on the go.

True to its name, GenZe is a mobility solution of the future, one with zero emission.



## The green route to Taj Mahal

Mahindra launched an Electric Vehicle pilot project, under the aegis of the Government of India's ambitious National Electric Mobility Mission Plan (NEMMP). As part of the project, four battery-powered Maxximo Electric Vans were handed over to the Agra Development Authority, which will be used along the clean, green Taj Zero Emission Corridor, to help reduce vehicular emissions.

This initiative by Mahindra is the first such project under the central government's NEMMP. Developed by Mahindra Reva, a pioneer of Electric Vehicle (EV) technologies, the four Maxximo Electric Vans will initially be used to ferry tourists from Shilpgram to the East Gate of the Taj Mahal. Mahindra will also provide charging stations, technical assistance, spare parts and additional service support for this project.



## TWO WHEELERS

Fuel efficiency has always been a key thrust area for Mahindra Two Wheelers. In the reporting year too, it continued to launch new scooters and motorcycles which are low on emissions and high on performance.

- **Launched a range of two wheelers in Uganda** - two stylish motorcycles, the Arro and Centuro, and a powerful scooter, the Duro DZ. Both Centuro and Arro are powered by the indigenously developed, advanced MCI-5 (Micro Chip ignited-5 Curve) technology engine that uses an Electronic Control Unit (ECU) to adjust engine performance according to road conditions and deliver superior fuel efficiency. The Duro DZ on the other hand, is equipped with a Dual Curve Digital ignition system and delivers better mileage, compared to other 125cc scooters.

- **Introduced in India, the stylish new Centuro Rockstar** provides great mileage and unmatched ride comfort. Like other Centuros, the Centuro Rockstar is also powered by Mahindra's MCI-5 engine and a patented lubrication system, to not only deliver an astounding ARAI-certified mileage of 85.4 kmpl, but also ensure longer engine life.
- **Announced its much awaited global scooter 'Gusto'** which sports an all-aluminium M-TEC engine with advanced features such as a stronger crankshaft, high inertia magneto, high energy HT coil and series regulator to deliver superior fuel efficiency as well as power and reliability.

- **Rolled out Rodeo UZO 125,** a new variant of the Rodeo RZ, with superior fuel efficiency and technologically the most advanced scooter on Indian roads. Powered by a four-stroke, 125cc, air-cooled, single cylinder engine, it is packed with advanced DCDI technology and delivers an ARAI certified mileage of 59 kmpl.
- **Expanded the Centuro portfolio with Centuro N1,** a motorcycle that offers an impressive mileage of 85.4 kmpl. It is powered by an indigenously built 110cc MCI-5 engine and equipped with an anti-theft alarm as well as an engine immobiliser. The sales exceeded over 1 lac within a short span of 6 months.

## FD

### India's first CRDe tractor

We introduced CRDe technology, which is usually present in an automobile, in tractors. The CRDe technology is a modular, electronically controlled diesel fuel injection system, which offers high performance over varying load ranges and provides a better driving experience due to lower engine noise.

With the CRDe technology, the new Arjun 605 MAT, which is India's first multi-application tractor, offers better fuel efficiency and enhanced performance in agri-applications as well as haulage.



## BUILDING GREENER LANDSCAPES

A pioneer of sustainable development in India, MLDL is committed to transforming urban landscapes by creating sustainable communities. The company designs and develops green homes as well as sustainable cities which improve quality of life, while preserving the planet.

MLDL has a mandate to construct only green buildings and all its projects - residential or commercial - are certified under the IGBC Green Building Rating System.

Championing urbanisation that is responsible and responsive.

## GREEN BUILDING PORTFOLIO

1,625,617 sq. ft.

Residential Footprint<sup>#</sup>

# Certified / Pre-certified as of FY 14-15

2,759 acres

Integrated Cities Footprint<sup>##</sup>

## Area developed and maintained as of 31<sup>st</sup> March, 2015

**Green Homes** offer greater water and waste efficiency, reduced dependency on conventional energy, higher comfort, cleaner environment, healthier lifestyle, optimisation of operation and maintenance.

**Green Cities** are strong generators of employment which are close to nature, abounding with large public places, open grounds, well-ventilated homes, decongested streets and not more than a 20-minute commute between home and work.

In the reporting year, one project (The Serenes at Alibaug) received Pre-certified Platinum ratings for its green credentials.

## INITIATIVES

### MLDL

#### LIFE IN FULL BLOOM



Proving that success stories have sequels, the keenly-awaited Phase 3 of Mahindra Lifespaces' Bloomdale project in Nagpur was launched and received a splendid response. This phase has a choice of 1, 2 and 3 bedroom compact & premium apartments. The project offers large open areas for children and a clubhouse with exciting amenities to indulge every family member. Possession commenced from December 2014.

#### THE START OF A GREAT WEEKEND

Mahindra Lifespaces forayed into the weekend homes segment with 'The Serenes'. The first project of 'The Serenes' is located at Alibaug which is a favoured weekend destination for Mumbai's elite. Tucked away just 0.7 km off Nagaon beach, this exclusive lifestyle, gated villa project offers the freedom to stop and pay life its due; a private retreat where one can rejuvenate, refresh and reclaim life. Designed by SAV, a well-known architectural and design studio based out of London, the project is inspired by the ocean and the distinctive white sands of Alibaug.



### MHRIL

#### A GETAWAY CLOSER TO NATURE

Club Mahindra, India's leading player in the leisure hospitality, expanded its footprint to Kanha, Madhya Pradesh. Club Mahindra Kanha is a greenfield project and is spread across 15 acres of land.



The resort offers all the facilities and comforts of modern living along with the thrill of wildlife to Club Mahindra members. The highlight of the resort is that it is a short drive away from the Kanha National Park, with lush Sal and bamboo forests, grassy meadows and ravines. Club Mahindra Kanha hence, is the perfect option for nature enthusiasts looking for a tryst with majestic tigers, sloth bears and leopards.

## HARNESSING GREENER ALTERNATIVES

### MAHINDRA EPC IS NOW MAHINDRA SUSTEN

In the reporting year, Mahindra EPC was rechristened as 'Mahindra Susten'. The name Susten is derived from two words, Sustainability and Enabler, and reflects the aspirations of the company that seeks to positively impact lives and emerge as a thought leader in the sustainable engineering space. Mahindra Susten began by offering turnkey EPC services for solar projects in 2011 and now has four business divisions - Utility Scale Solar, Distributed Solar, Build Solutions and Operations & Monitoring - and a portfolio of over 350 MW of solar projects in both Utility and Rooftop.

In the reporting year, Mahindra Susten added two revolutionary solar solutions - the Solar Generator and the DG-PV Hybrid System - to help customers reduce their carbon footprint and save on operational costs.

#### The Solar Generator

is a plug and play 2 kW system that allows customers to obtain power directly from the sun, at their convenience and within their premises. It comes with a battery backup for energy to be stored for night use.

#### The DG-PV Hybrid System

harnesses solar energy and optimises the use of DG - ensuring up to 40% diesel savings. This system has India's highest solar-to-diesel capacity ratio of over 80% and is already in operation at the M&M Engine Plant in Igatpuri.

This intelligent solution provides significant benefit to power intensive industries like textiles, pharmaceuticals and automotive as well as commercial establishments like malls, hospitals and resorts.

Mahindra Susten is also being entrusted the responsibility to design, engineer and install a solar PV installation on the rooftop of Mahindra Towers, Worli. This will green the energy mix and enable the Corporate Office to reduce its carbon footprint.

## HEALTH & SAFETY IMPACTS

Product safety is our top priority and HSE considerations are built into our products as well as projects, right at the drawing board.

Each Mahindra offering is subjected to intensive prototype testing for achieving durability and longevity. This helps identify and address, all possible health and safety concerns before commencement of commercial production.

Periodic testing is also undertaken across the lifecycle of the products, to monitor and manage conformation of health and safety norms.

Safety initiatives undertaken by our sectors during the reporting year include:

### AD

Safety is a key performance parameter built into all Mahindra vehicles. We are committed to ensure safety of not only the occupants of the vehicle, but also for the community they ply in.

Safety highlights of our mobility solutions:

- Our vehicles are currently meeting BS-IV emission norms in 24 cities where these norms are implemented. In rest of the places, we are meeting BS-III norms.
- OBD-II is implemented in all domestic models from April 2013.

We have the current European emission norms of Euro Vb with On Board Diagnostic (OBD) system on all our export models of Scorpio SC / DC, Scorpio SUV, XUV500 (AWD, TWD), Quanto, Genio and Xylo. We have also certified our Scorpio SUV for L6 emission norms for Brazil.

- All the export vehicles are complying with applicable OECD & country specific regulations including those for noise and safety. 50% of our vehicles, meant for export market are designed in accordance with European,

Australian, South African & South American motor vehicle safety standards and regulations like front, offset, side and rear impact with dummy injury criteria.

- The XUV500 is designed to meet global crash standards and is equipped with latest safety systems such as Antilock Braking System (ABS) with Electronic Brakeforce Distribution (EBD), Electronic Stability Programme (ESP) with rollover mitigation, 6 airbags (front, side and curtain), Hill Hold Control and Hill Descent Control.

## MTWL

Air pollution is a worrying threat to human health. Mahindra Two Wheelers comply with the pollution laws of the land in letter and spirit.

Presently, BS-III norms are applicable to two-wheelers. BS-IV emission norms have been notified by the Government and are applicable for new types of vehicle models manufactured from April 01, 2016 and for all types of vehicle models manufactured from April 01, 2017.



Mahindra Two Wheeler is proactively working on multiple fronts to gear up for BS-IV norms:

- Change in driving cycle from IDC to WMTC, as per global regulation.
- Reduction in mass emission values in g/km.
- Promulgation of evaporative emission system.
- Promulgation of control on crankcase emissions.
- New idling emission norms notified by the Government and applicable to all vehicles manufactured from April 01, 2010.
- EMI / EMC applicable for vehicles manufactured from October 01, 2015.
- Improved Speedometer calibration applicable for vehicles manufactured from October 01, 2015.

## SABORO

The Saboro Lounge made its first splash as the 4x4 cafe at Mahindra's Kandivli campus. The Lounge is a new concept that will offer fresh fruit-based products like cold-pressed juices and smoothies, in addition to fresh fruits. The juices, smoothies and salads will not have any added sugar, dilution or preservatives. Each product has a measured health benefit for the consumer and has been prepared in consultation with a well-known nutritionist.

## SOCIAL IMPACTS

Driving positive change in the society, is one of the three core pillars of Mahindra's philosophy, and our products and services act as efficient change agents.

From empowering farmers through our innovative agri-prosperity initiatives to providing loans to rural entrepreneurs and from leveraging technology to reach out to the rural customers right at their doorsteps to empowering marginal farmers with know-how and market linkages - we are enabling the nation and its citizens to Rise.

## FD

Our Farm Division provides a host of offerings which play a pivotal role in strengthening the rural fabric of India.

Initiative	Services Rendered to Farmers
Mahindra AppliTrac	Agri-mechanisation
Samriddhi	Market linkages, Distribution, Agri-support information ranging from water management to crop solutions and counselling
Mahindra EPC	Micro-irrigation, Interrelated requirements of fertilisation and agronomic support
Crusade	Improved cost structure and supply chain efficiency, Delivery of quality products and joyful experience for the customers

## FD



Farm operations are intrinsically rugged and demanding. Our products are designed to effortlessly cope with the harsh working conditions, keeping the user safe and comfortable, and thereby enhancing productivity. We deploy specialised software to embed good ergonomics in our tractors and equip them with fatigue-free seating, which provides a safe, relaxed, stress-free and easy to operate workspace for the tractor driver.

## MAHINDRA LIFESPACES

All the buildings designed and developed by Mahindra Lifespaces are in accordance with the safety standards set by the National Building Code (NBC), Government of India and other relevant IS codes. All project locations ensure safe working conditions and are OHSAS 18001:2007 (Occupation Health & Safety Assessment Series) certified.

## NEW DEVELOPMENTS

### TRACTORS THAT YIELD EFFICIENCY

At Mahindra, we have always pioneered equipment which increase farm productivity and enhance rural prosperity. In the reporting year, we launched new tractors which cater to farmers across different economic and demographic strata.

#### M-Star - touching new heights

The M-Star tractor is built on a completely new platform, in the higher than 50 hp segment with best-in-class technology. It incorporates insights gathered after meeting hundreds of customers and undergoes some rigorous testing.

#### Swaraj 735 XT - expect more from this tractor

The XT in the new model, the Swaraj 735 XT, stands for 'Xtra' performance across parameters - extra power, extra comfort and extra productivity.

A 40 hp tractor, it is extremely powerful and fuel efficient. It has been especially created for farmers who want enriched features like a side shift gear, power steering, Sensilift hydraulics and a dual clutch.



#### Arjun Novo - the tech-savvy tractor

Arjun Novo, a new generation tractor, based on a whole new high horsepower (hp) platform, was launched. Arjun Novo is a class-leading product with many first-of-its-kind features including highest torque in class at 236.9 Nm as well as the best-in-class fuel efficiency.

It is also the first tractor to be designed and developed in-house at Mahindra Research Valley, the company's global research facility in Chennai. With new benchmarks in technology, comfort and ergonomics, this tractor is all set to change the farming practices, improve efficiency and quality of output.

### SEEDS OF COLLABORATION AND GROWTH

Mahindra Farm Division signed a joint venture agreement with HZPC, Holland, a company whose majority equity is held by farmers, and specialises in potato breeding, seed potato growing and trading across the globe.

The aim of this collaboration is to offer the best quality seed potatoes to farmers, within and outside India. Towards this objective, a state-of-the-art facility to produce tissue culture plants and mini-tubers has been set-up.

### SAMRIDDDHI EXPANDS ITS WINGS

A new Samriddhi Centre was established in the Vidisha district of Madhya Pradesh. This is the fifth such centre in Madhya Pradesh, and it offers all agriculture products and services under one roof, including tractors, drip & sprinkler micro irrigation systems, seeds, fertilisers, crop care products, agri-counselling, soil testing, electric pumps and greenhouses.

## INITIATIVE

### PROGRESS REPORT ON SAMRIDDDHI SEEDS

In the very first year of its inception, our R&D team has identified mega-environments and has initiated testing cultivations with an aim to develop proprietary corn hybrids.



The evaluation trials of corn seeds from the Rabi 2014-15 cropping season are in progress in two mega-environments viz. dry season-north & dry season-south. The dry north mega-environment is Bihar with Muzaffarpur, Begusarai, Bhagalpur and Purnea representing the testing locations. The dry south mega-environment is Andhra Pradesh & Telangana with Eluru, Vijayawada, Tenali and Nizamabad representing the testing locations.

The trial results will help identify the corn hybrid ideal for each environment, their performance vis-a-vis competition and help choose the hybrid best suited for commercialisation.

**Mahindra is the only company in the world, offering a complete range of farm solutions under one brand.**

## MLDL

In line with the Mahindra Group's philosophy of enabling people to Rise, MLDL launched Happinest - a new vertical focused on quality housing at affordable prices.

**Happinest is built on three pillars** **1 TRUST** **2 BETTER LIVING** **3 AFFORDABILITY**

The homes are aimed to cater to families with a combined monthly income of INR 20,000 - INR 40,000 and will enable a large cross section of Indians to fulfil their dream of home ownership. Our strategic endeavour is to address the large and underserved home ownership market in India, by using our manufacturing and innovation prowess to create mass solutions at affordable prices.

The first two projects will be launched at Avadi in Chennai and Boisar in Mumbai Metropolitan Region. All Happinest projects will be environment-friendly and will continue to exemplify the green development philosophy of Mahindra Lifespaces.



The Happinest initiative epitomises the concept of 'Shared Value', where companies seek to do business in a manner which combines profitability with advancing the economic and social conditions of the communities in which they operate.

**Anand Mahindra**  
Chairman & Managing Director  
Mahindra & Mahindra Limited

## CUSTOMER-CENTRIC INNOVATIONS

We believe that 'a customer's wish is our brief'. Our innovations stem from a desire to cater to the unfulfilled wishes of our customers. Be it a big game-changing idea or a micro addition - if it can bring a smile on our customer's face, we pursue it with equal zeal.

A few of our customer-centric innovations include:

### THE THIEF-PROOF MOTORCYCLE

Mahindra Centuro sports a host of internationally patented category innovations and features like Anti-theft Alarm with Engine Immobilizer, an encrypted Remote Flip Key, Find Me Lamps and Guide Lamps, all of which have been developed in-house.



## SUCCESS STORIES

In Nagaland, the Anti-theft Alarm deterred a thief from starting the motorcycle because of its loud noise. The thief tried everything possible, dragged the bike away, and even manipulated the engine wires and locking system, but the Engine Immobilizer brought all his efforts to a naught and he eventually abandoned the bike.

I am very happy to be reunited with my stolen motorcycle, as it is next to impossible to trace stolen bikes in this part of the country.

**Longri I. Aier**, the proud Centuro owner

In Haryana, the thieves tried everything possible from manipulating the engine wires and locking system to taking out the entire locking system - but they were unsuccessful. Their desperate attempts finally alerted the guards in the building, leaving the thieves with no option but to abandon the motorcycle and flee.

I am glad to have purchased a Mahindra Centuro with its anti-theft mechanism, as it has helped me from losing my hard earned money.

**Samay Singh**, Centuro owner

## A SEAT FOR EVERY HEIGHT

In an effort to make two-wheeler driving more comfortable and safe, the Mahindra Gusto has been equipped with patented height-adjustable seats. This revolutionary mechanism, comprising a swinging joint in the rear and a telescopically adjustable locking arrangement in the front, makes it easier for people of varying heights to use the vehicle comfortably. The adjustment also enables the driver to control the vehicle more effectively by putting down their foot when the need arises.



## SAFEYE - THE SAFEST SCHOOL TRANSPORT SOLUTION

With its robust design, efficient brakes, frontal crash protection and innovative technology, the Maxximo Mini Van VX is positioned as the safest school transportation solution in the country.

The major technological breakthrough in the Maxximo Mini Van is the SafeEye, a path-breaking innovation through which parents and school authorities can do real time tracking of the vehicle. Here are some of its prime features:



Through GPS, one can access the exact location and even the speed of the vehicle in real time, on their smartphone or PC.



In addition to live feed from the webcam inside the Maxximo, up to 48 hours of video recording is also available for effective surveillance.



Any deviation from the route, rash driving or accident, will trigger an SOS message to the guardians and the authorities.



## A MOVE BEYOND LEGACY

Tech Mahindra has been chosen by New Hampshire's Division of Motor Vehicles (DMV) to implement its Motor Vehicle Enterprise System (MOVES), a configurable Microsoft Dynamics CRM-based solution which will replace and modernise DMV's existing legacy system.

This flexible and highly configurable solution is specially designed for motor vehicle agencies and will digitally manage all driver licences, financials, hearings, inventory, dealers and inspection stations. This will allow DMV to provide superior customer service, compliance checks,

performance measures and fraud prevention mechanisms.

Tech Mahindra has worked closely with Microsoft to develop this solution and it will be implemented over a span of 22 months, starting April 2015.

## COMPLIANCE

Compliance is the starting point of our responsibility journey and we continuously transcend minimum requirements by recording higher benchmarks.

All our businesses have established strategic systems, procedures and review mechanisms to ensure compliance with laws and regulations, relevant to the products and services.

During the year, we continued to comply with all applicable statutes and no non-compliance incident related to product or service was reported.

## Health and Safety Regulations

We abide by the regulations and codes concerning health and safety, and aim to achieve 100% compliance.

## Product and Service Information

Our customer service philosophy is based on three imperatives:

Customer centricity

Information security

Delivery of high quality & timely information

The information stated in our products and services, and on our product brochures, clearly lists out the known potential risks and mention ways to counter or eliminate such risks. We provide appropriate and accurate information, in line with the regulatory and mandatory requirements pertaining to labelling, brand promotions, sponsorships and advertising.

# MARKETING & COMMUNICATIONS

At Mahindra, we leverage the marketing opportunity to reach out to our customers, in the most honest and holistic manner. Our marketing plans are chalked out with utmost responsibility. Multiple communication channels have been formulated to promote our products and services, and provide accurate information about them, so that the customers are aware of their benefits and impacts. Integrated systems are in place to conform to all the statutory laws and standards related to marketing communication, advertising, promotion and sponsorship.

## TV AND PRINT COMMUNICATION

### MAHINDRA FINANCE



The TVC campaign of Mahindra Finance, 'Bharat ko pehchante hain hum', demonstrates the company's in depth knowledge of the Indian economic narrative. The campaign featuring true stories of customers who could turn their dreams into realities with Mahindra Finance, has been very well received and is being broadcast in Hindi and several regional languages.

### AFS, REAL ESTATE, TWO WHEELERS AND MMFSL

All electronic and print ad campaigns are in strict adherence to the code of conduct defined by Advertising Standards Council of India.

## SOCIAL NETWORKING

Mahindra was one of the early adopters of social media and over the years, has built a strong digital footprint with a robust presence across various channels such as Facebook, Twitter and blogs. Not only is it proving to be an extremely cost-effective mechanism to connect with our diverse audiences, it is also helping us communicate in real time, receive instantaneous feedback on our products and services, and further our HR goals. Social media is now an integral communication channel, and many announcements and launches are first featured there.

### OUR ONLINE PRESENCE

#### On Facebook |

Tech Mahindra, M&M (Mahindra Xylo, Mahindra Scorpio, Mahindra Bolero, Mahindra XUV500, Mahindra Quanto, Mahindra Thar), Mahindra Tractor, Mahindra Lifespaces, Mahindra Rise, Mahindra Finance, Mahindra Reva, Club Mahindra.

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In the reporting year, MLDL crossed the 1 lac milestone on Facebook. The company's Facebook page offers useful tips to community members on improving their lifestyles and exciting contests, in addition to providing key information of the company's projects.

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#### On Twitter |

Mahindra Rise, Auto Division, Tech Mahindra, Club Mahindra, Mahindra Susten, Mahindra Reva, Mahindra Lifespaces.

#### Blog |

Club Mahindra has a travel and holiday blog called Clay, while Spark the Rise is Mahindra Finance's blog.

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There has been an increase in engagement on Twitter and LinkedIn too, reflecting the growing interest across all Mahindra Lifespaces' social media pages.

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#### Websites |

Being a key source of information for the audience, we regularly update our corporate and individual company websites. In the reporting year, we redesigned the websites of MLDL and MWC. Both are easy to navigate, are full of imagery, have added features and refreshed information to better engage with visitors.

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Anand Mahindra is one of the few top management executives in India, who regularly communicates on Twitter to connect directly with customers and various stakeholders in an open forum.

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## FEATHERS IN OUR PORTFOLIO

Innovation is not just a tool to stay ahead of the curve, but also an opportunity to continuously improve, come out of our comfort zones and traverse new market territories. Mahindra has always believed in improving its range and the quality of products on offer. This year, we leveraged the power of technology to achieve breakthrough innovations, overcome insurmountable challenges and touch uncharted shores:

### TECHNOLOGY OF AN SUV. COMFORTS OF A SEDAN

**M&M launched a new model of the SsangYong Rexton**, the RX6, with 5-speed manual transmission, a 2.7 l RX270 XDi engine and a host of special technology as well as luxury features including electrical sunroof, 8-way electrically adjustable driver's seat with memory function, automatic headlights, rain sensing wipers, an intelligent 4x4 Torque On Demand (TOD) system and premium leather upholstery.

An authentic manual-gearbox SUV experience complemented with the luxury that one desires, RX6 is a significant addition to the existing Rexton range which has received a rave response in India, with the Rexton becoming No. 2 selling brand in the high-end SUV segment in FY 2013-14.



### BELGIUM TO GO 4G

Tech Mahindra is the sole managed network and IT services partner for BASE, and is spearheading its 4G network roll-out in Brussels. The team has successfully completed a challenging transition from the incumbent network managed services partner at BASE.

4G services are now available across 10 communes in Brussels, covering more than 56% of its population. The coverage will be further expanded to provide access to the whole of Brussels and other parts of Belgium.

This successful 4G launch has further cemented Tech Mahindra's capabilities in delivering 4G services for global telecom service providers.

### THE TECH SAVVY FIFA

The globally revered FIFA 2014 will go down in history as the most hi-tech and interactive tournament till date - thanks to an Indian intervention. World soccer body FIFA continued its association with Tech Mahindra, as the official IT services provider for the 2014 event.

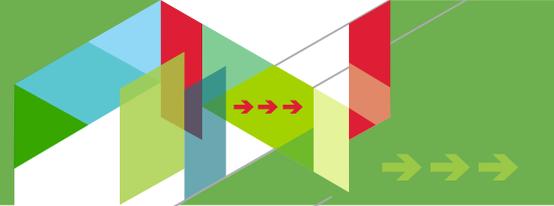
**Tech Mahindra is the first Indian company to be associated with one of the world's biggest sporting event.**

Tech M solutions helped manage over USD 1 billion in assets (such as cell phones, flat-screen TVs, laptops and other expensive equipment) used in the World Cup as well as coordinate and transport over 230,000 staff, volunteers and delegates from over 40 countries, including 10,000 daily trips in a fleet of 1,000 cars, buses, trucks and vans. It enabled electronic ticket sales and accreditation for the event, watched by 2.4 billion people across over 214 countries. Its applications for the tournament also covered systems for space management, infrastructure, intranet and extranet at the venues, apart from helpdesk services.

### MIL - CORE COIL ASSEMBLY

Mahindra Intertrade Ltd. (MIL), Vadodara, successfully rolled out its first Core Coil Assembly (CCA) for ABB (Dry Type Transformer Division) on March 27, 2014. It was indeed an achievement for Team Vadodara to have designed and built this core assembly themselves, without any formal training. Besides, no capes were involved and all the tools were developed in-house.





## OVERVIEW

FY 2015 was a year that began with a lot of hope in India. A new government had just come into power and was expected to shake policies and decision-making processes out of limbo. But it takes time for hope to turn into reality and till that time, one needs to continue having faith in it. Although India's economy grew by 7.3 percent during FY 2015, growth 'hastened slowly', constrained by weak demand at home and abroad.

Against the backdrop of such an economic condition and subdued consumer interest, Mahindra Group saw a minor blip in its financial performance in FY 2015. The consolidated Gross Revenues and Other Income for the Group was INR 760.15 billion as against INR 787.36 billion in the previous year. The consolidated Profit After Tax, after deducting minority interests, stood at INR 313.7 billion as compared to INR 466.7 billion in the previous year. Similar performance was seen in Auto and Farm Sectors as well, which is usually our biggest revenue contributor.

Automotive Division saw de-growth in sales across all major segments. Passenger vehicles including UVs, MPVs and cars saw an 11.9% decrease in volumes due to the increasing preference for new launches, petrol engines and compact UVs. Yet we continued leadership of the domestic UV market by posting a market share of 37.4%. Bolero retained the title of being India's largest selling SUV for the 9th consecutive year and became the 5th highest selling passenger vehicle in India. Sales of commercial vehicles also came down by 4.8% due to slowdown in agricultural income and finance availability.

Similarly Farm Division (including Swaraj Division) recorded sales of 234,766 tractors, a decrease of 12.6% over last year. This mirrors the overall decline of 13% in sales for the Indian tractor industry in FY 2015. That said, we still command a leadership position with a market share of 40%. The business performance did not dampen our efforts of promoting technology and innovation in our products.

We introduced Arjun Novo, the first tractor model to roll out of the all-new high horsepower (hp) platform. It is set to create new benchmarks in performance, technology, comfort and ergonomics.



Meanwhile, our Group Companies continued to forge ahead on the road to prosperity. Mahindra Lifespace Developers Ltd. posted a consolidated Total Income and PAT (pre-minority interest) of INR 11.48 billion and INR 2.83 billion respectively - an increase of 52% in the former and a highly satisfying 157% increase in the latter. Mahindra & Mahindra Financial Services Ltd. also reported a 14% increase in its consolidated income and also expanded its network to 1,108 offices in 26 states and 5 union territories in India.

Our financial performance in FY 2015 however had no bearing on the general market perception of our business abilities. During the reporting period, CRISIL assigned its highest 'CRISIL AAA/Stable' level rating for the long-term bank facilities and Non-Convertible Debenture programme of Mahindra & Mahindra Ltd. It also reaffirmed the Company's short-term facilities and debt programme with a CRISIL A1+ rating. This reflects upon the healthy business profile of the Company, its ability to maintain market share, robust product development capability and enhanced revenue diversity in the core Auto and Farm Equipment businesses and at the Group level.

In September 2014, Government of India led by Prime Minister Narendra Modi launched the 'Make in India' initiative with an aim to boost India's manufacturing sector.

During the reporting period, CRISIL assigned its highest 'CRISIL AAA/Stable' level rating for the long-term bank facilities and Non-Convertible Debenture programme of Mahindra & Mahindra Ltd.

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As a diversified business conglomerate, we are proud to support the nation's flagship manufacturing initiative. This support was exemplified with the launch of the new generation Scorpio which is a truly 'Made in India' SUV.



"We have to make 'Make in India' work. We all have to do our bit. I am very delighted to say that we are first off the block. The new generation Scorpio makes us proud not only in India, but also validates 'Make in India' around the world."

**Anand Mahindra**, Chairman & Managing Director, Mahindra & Mahindra Group

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## MANAGEMENT APPROACH

Over the years, sustainability has become well-entrenched in the Mahindra ethos. When we call our social and environmental expenditures as investments, it is not for political correctness; it is because they have started bearing us rich returns.

Mahindra Group Companies continue to blur the lines between being good and doing well by exploring business opportunities in sustainability practices. In addition to extensive business interests in alternative energy and technology sectors, we are also focussing on introducing newer business models based on 'Rise for Good' and realigning existing businesses. Thus, this year Mahindra EPC Services Ltd. was rebranded as Mahindra Susten in line with its core business of developing alternative energy infrastructure. Mahindra Reva's Future of Mobility concept continues to encompass the 5Cs framework of Clean, Convenient, Connected, Clever and Cost-effective vehicle technology. In the reporting year, we introduced a limited period INR 1 lac incentive on the Mahindra Reva e20 even before the Government of India's FAME India (Faster Adoption and Manufacturing of Hybrid and Electric vehicles in India) came into force, starting April 01, 2015.

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Innovation is one of the key tools that enables us to achieve responsible business excellence. Over the years, we have continued to invest significantly in R&D. The aim is to build on our culture of innovation and unveil products & services which are both disruptive and sustainable, enabling India to Rise.

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## KEY HIGHLIGHTS

### FINANCIALS

Mahindra Group's consolidated Gross Revenue and Other Income for the year ended 31<sup>st</sup> March 2015 stood at INR 760,150 million as against INR 787,357.2 million for the previous year.

The consolidated Group Profit for the year, after exceptional items and tax, and after deducting minority interest was INR 31,370 million as against INR 46,669.3 million earned last year.

### BEYOND FINANCIALS

#### GIVING WHEELS TO GLOBAL DREAMS

##### MTWL acquires 51% stake in Peugeot Scooters



Over the past few years, Mahindra has strengthened its position in the two-wheeler segment globally. In January 2015, the global ambitions of Mahindra Group received a tremendous shot in the arm when Mahindra Two Wheelers Ltd. (MTWL) completed all the necessary formalities for acquiring 51% stake in Peugeot Motorcycles (PMTM), part of the Euro 54 billion PSA Group based in France.

PMTM (a.k.a. Peugeot Scooters), a key player in urban mobility in Europe for 116 years, is the oldest motorised two-wheeler manufacturer in the world. It offers one of the most comprehensive range of scooters and mopeds, from 50cc to 400cc, including the successful three-wheeled scooter 'Metropolis' in the European market.

The coming together of Mahindra and Peugeot is expected to benefit the two-wheeler businesses of both companies. Mahindra offers access to the India market, mass market product technology and competence in marketing while Peugeot brings premium range, a strong European footprint and a globally recognised brand.

This partnership would enable both MTWL and PMTM to speed their international expansion by driving synergies and leveraging respective strengths of both parties.

### FOREIGN EXCHANGE AND R&D

INR million

Particulars	FY 2012-13	FY 2013-14	FY 2014-15
Foreign exchange earnings	23,533.00	22,599.30	23,360.00
Amount spent on R&D	10,605.40	7,381.45	15,796.11

**Notes:**

Foreign Exchange Earnings: Figures are only for M&M Ltd.

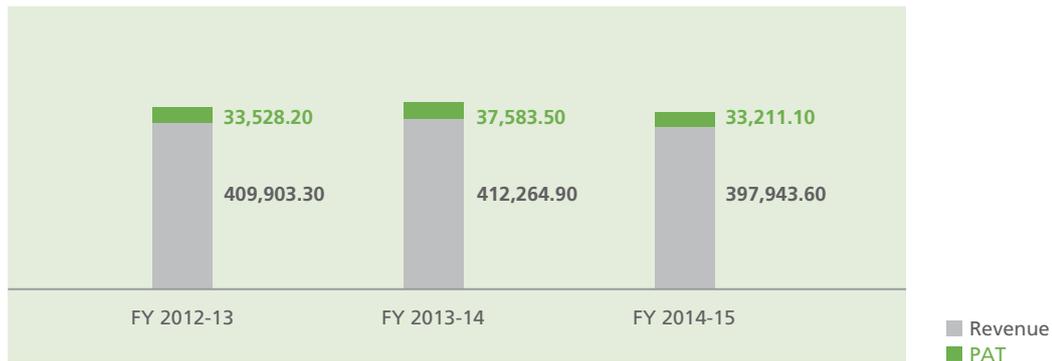
Research and Development: FY 2014-15 data is for M&M, MTWL and MREVA



## REVENUE AND PAT

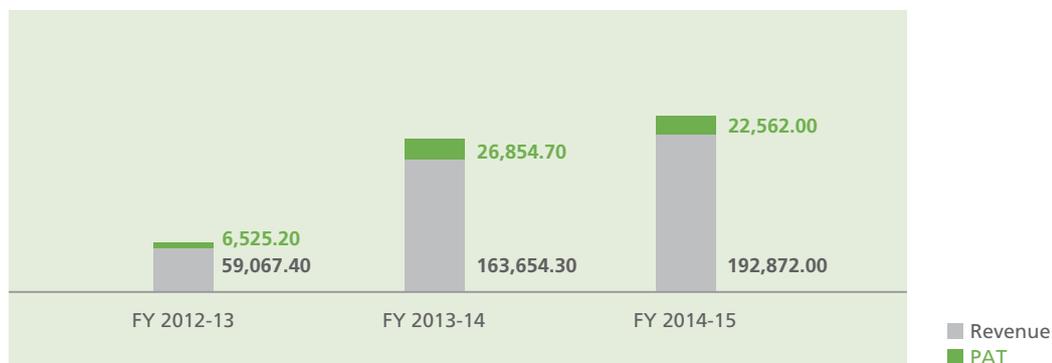
### MAHINDRA & MAHINDRA LTD.

INR million



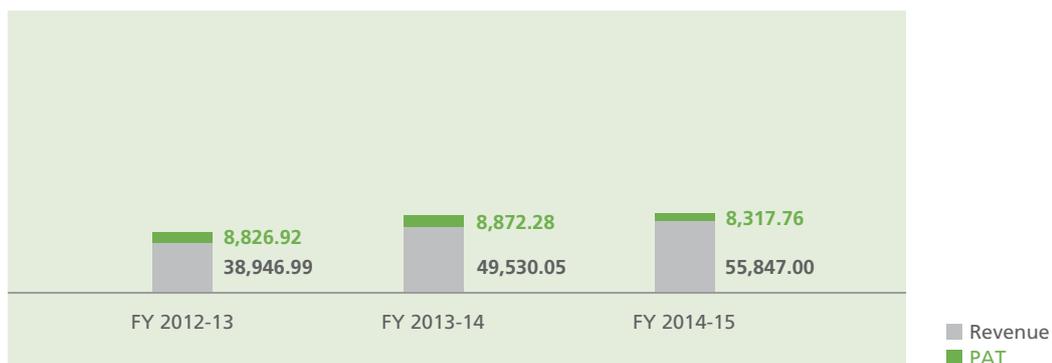
### TECH MAHINDRA LTD.

INR million



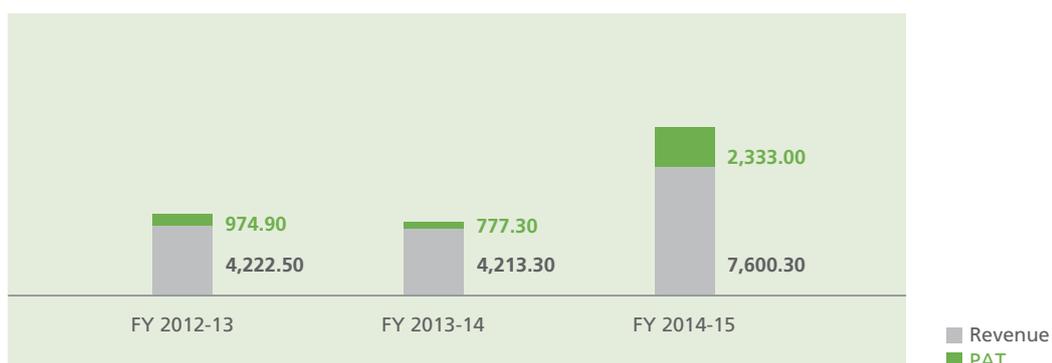
### MAHINDRA & MAHINDRA FINANCIAL SERVICES LTD.

INR million



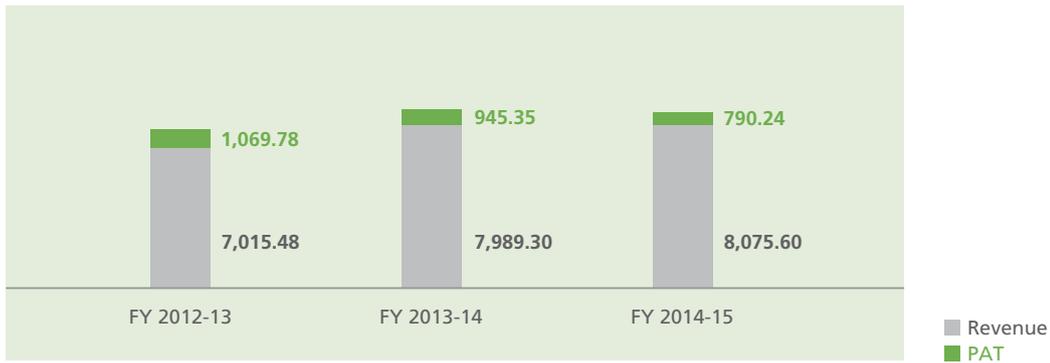
### MAHINDRA LIFESPACE DEVELOPERS LTD.

INR million



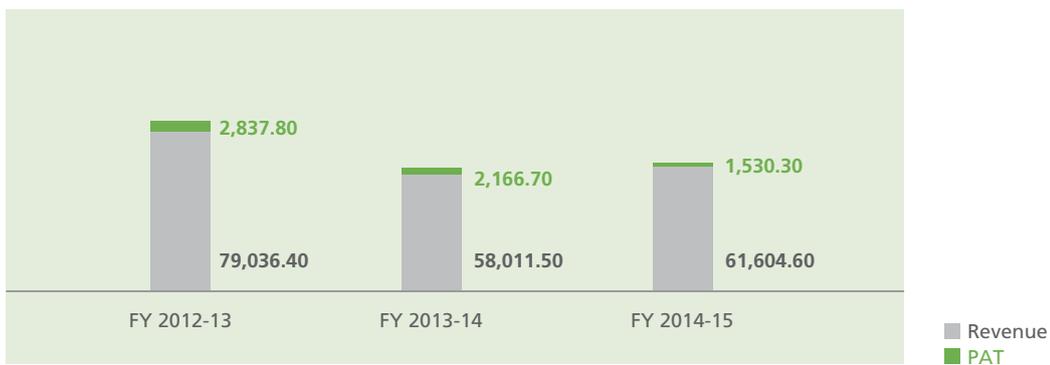
### MAHINDRA HOLIDAYS AND RESORTS INDIA LTD.

INR million



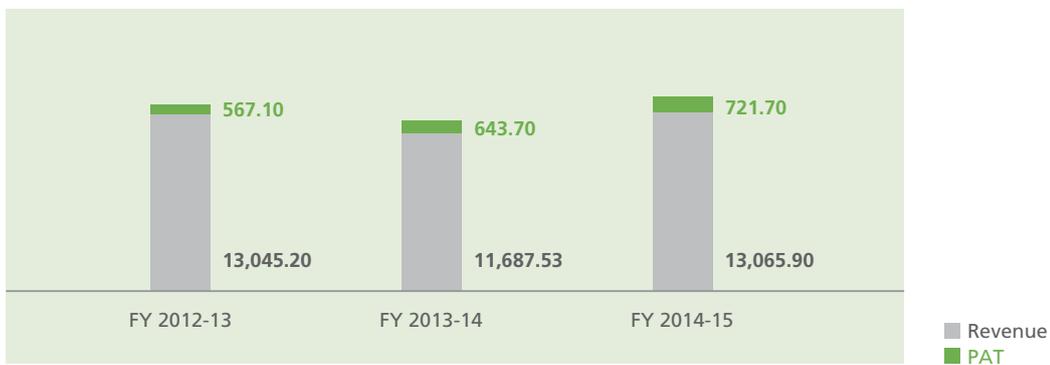
### MAHINDRA VEHICLE MANUFACTURERS LTD.

INR million



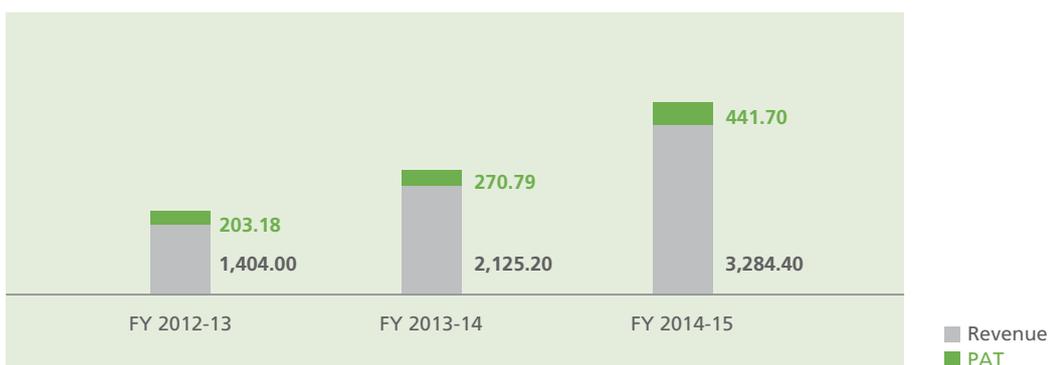
### MAHINDRA INTERTRADE LTD.

INR million



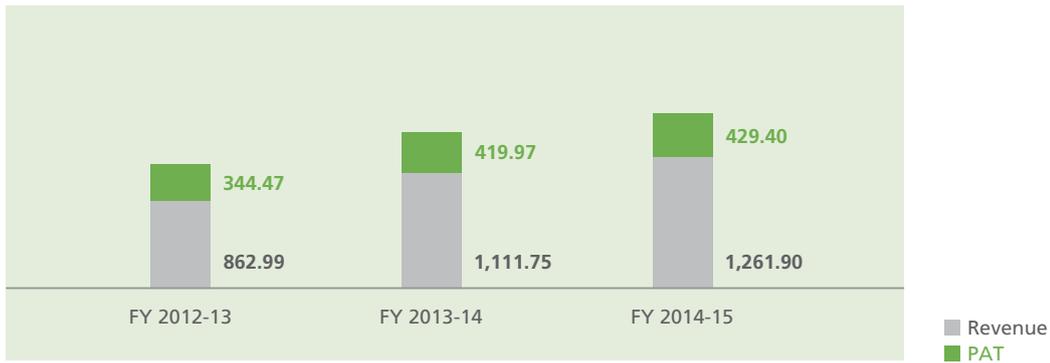
### MAHINDRA RURAL HOUSING FINANCE LTD.

INR million



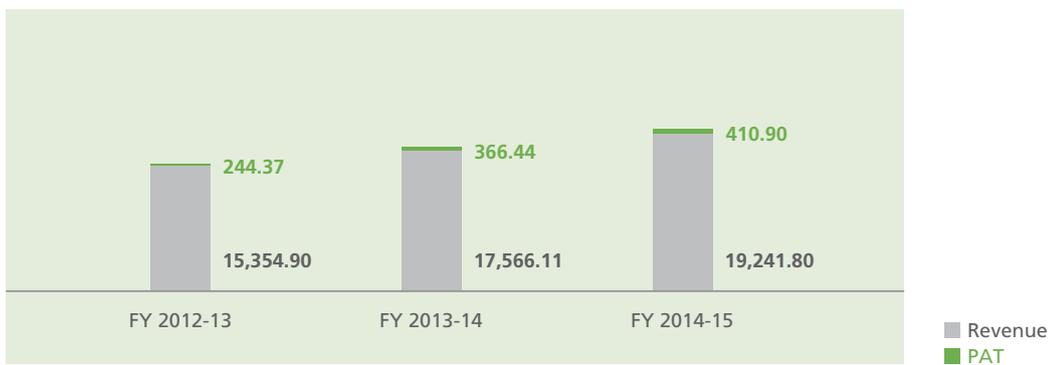
### MAHINDRA INSURANCE BROKERS LTD.

INR million



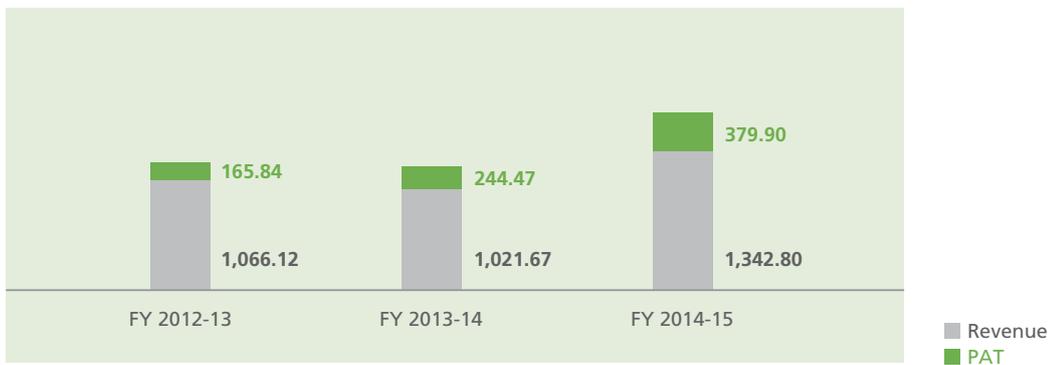
### MAHINDRA LOGISTICS LTD.

INR million



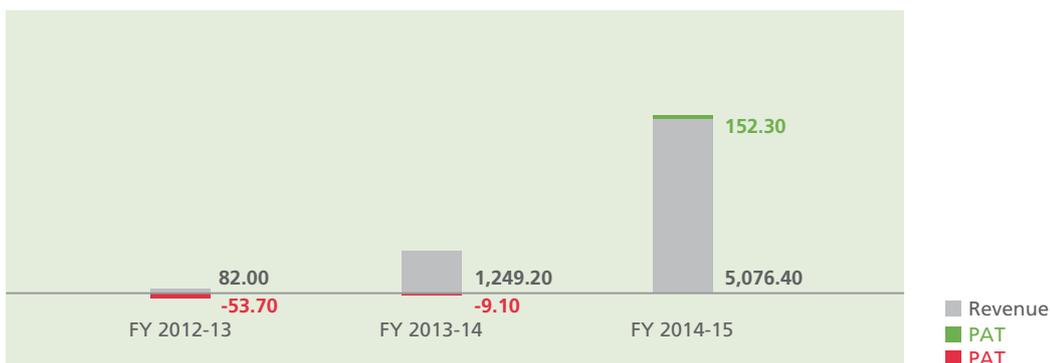
### MAHINDRA WORLD CITY JAIPUR LTD.

INR million



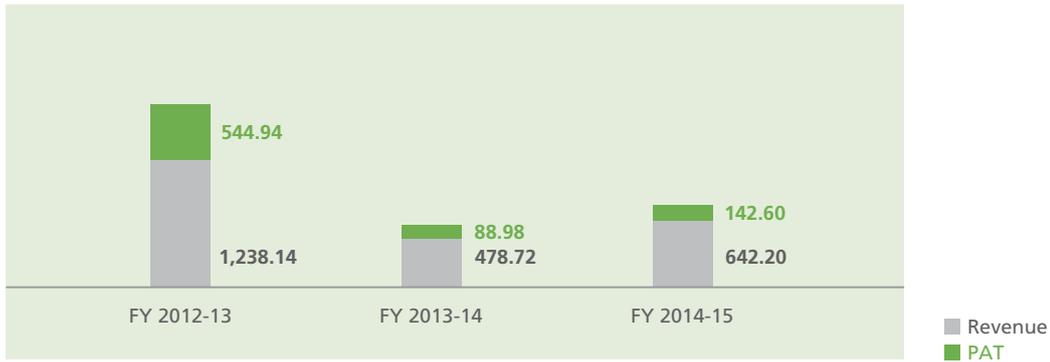
### MAHINDRA EPC SERVICES PVT. LTD.

INR million



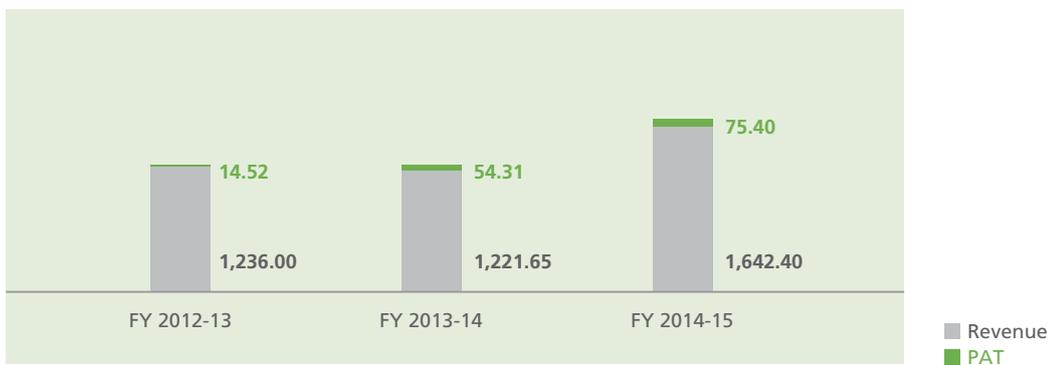
### MAHINDRA WORLD CITY DEVELOPERS LTD.

INR million



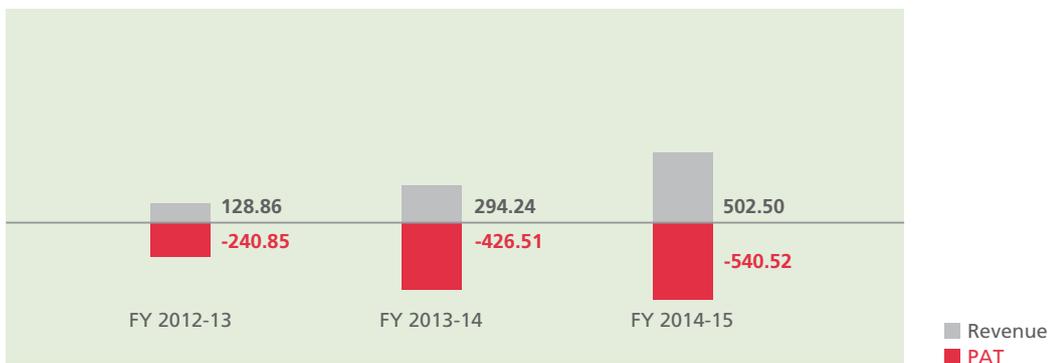
### MAHINDRA STEEL SERVICE CENTRE LTD.

INR million



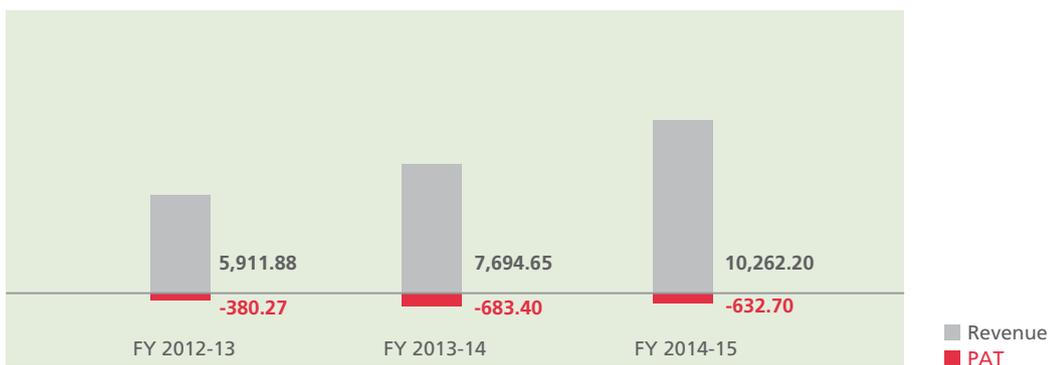
### MAHINDRA FIRST CHOICE SERVICES LTD.

INR million



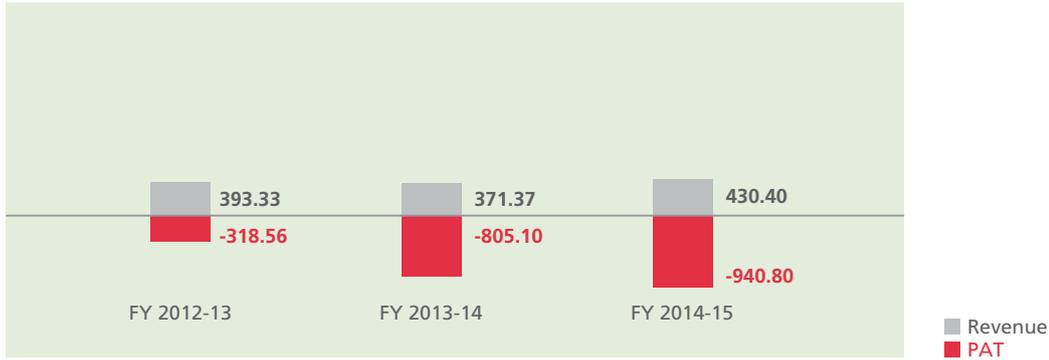
### MAHINDRA SANYO SPECIAL STEEL PVT LTD.

INR million



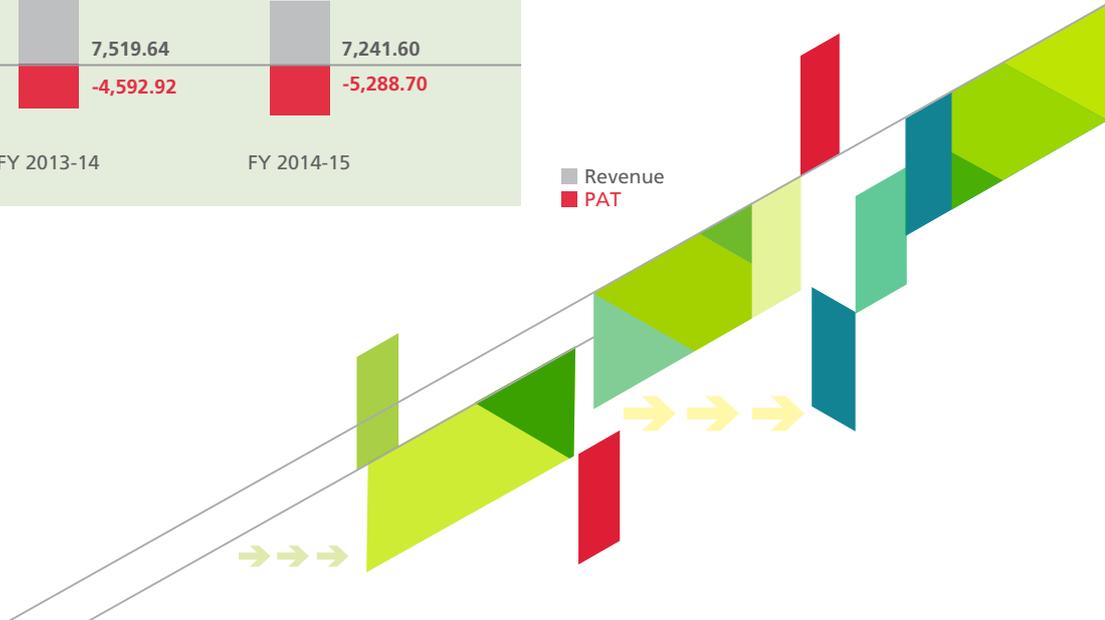
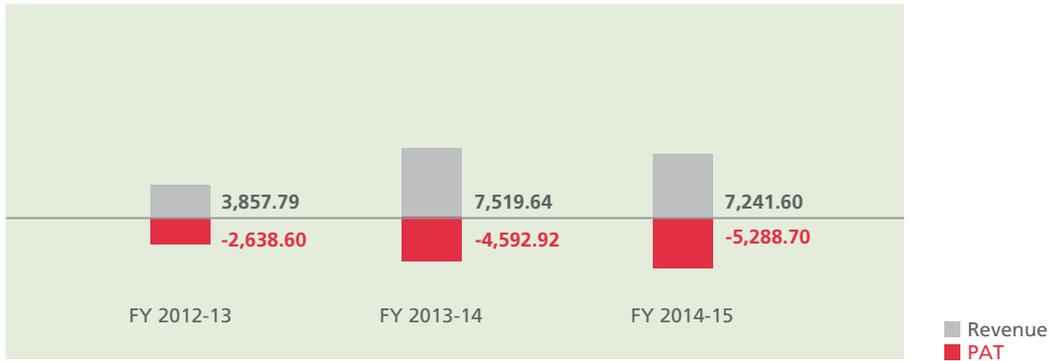
**MAHINDRA REVA ELECTRIC VEHICLES PVT. LTD.**

INR million



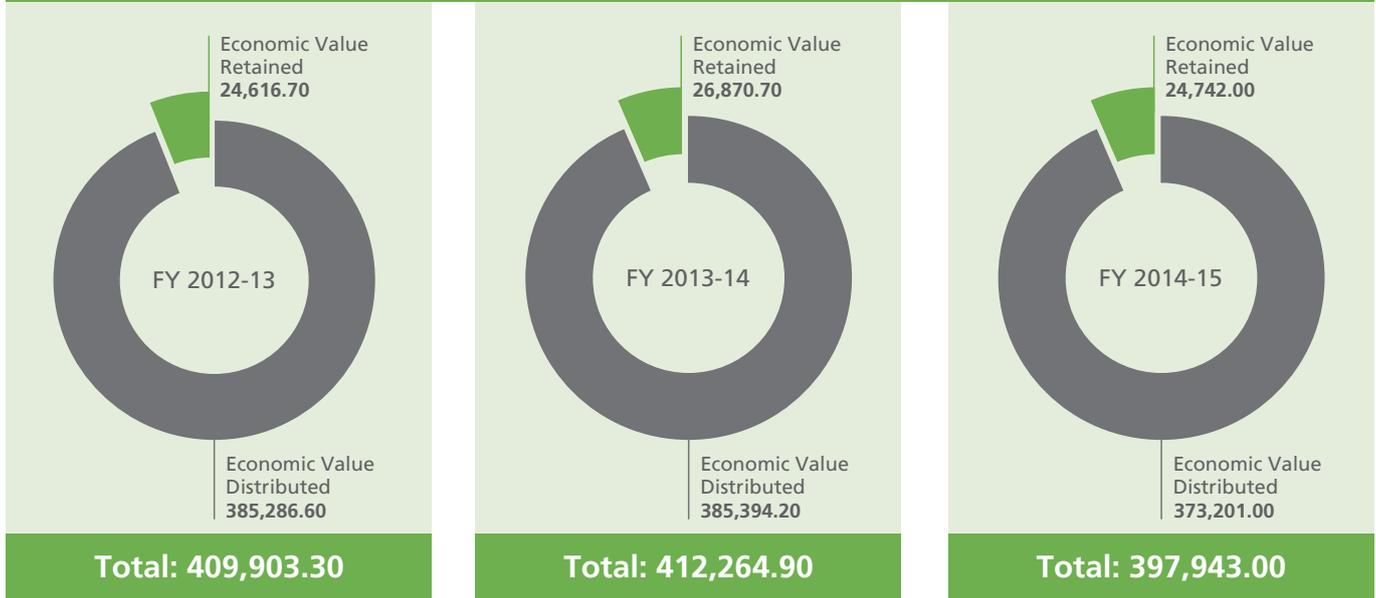
**MAHINDRA TWO WHEELERS LTD.**

INR million



**ECONOMIC VALUE GENERATED AND DISTRIBUTED**

INR million



## FINANCIAL ASSISTANCE RECEIVED FROM THE GOVERNMENT

	INR million
Tax relief / credits	---
Subsidies	---
Investment grants, R&D grants and other relevant types of grants	---
Awards	---
Royalty holidays	---
Financial assistance from Export Credit Agencies	---
Financial incentives	735
Other financial benefits received or receivable from any government for any operation	1,446
Duty drawback + Focus Market Incentive for Export	542.22
<b>Total</b>	<b>2,723.22</b>

## FINANCIAL IMPLICATION OF CLIMATE CHANGE

Climate change is real and here for us to see, feel and endure. It affects the natural world directly, which in turn affects the corporate world. In the long run, it can change consumer preferences, increase energy costs, restrict access to resources like water and adversely affect human capital. Moreover, it has already started influencing an organisation's perception in the minds of its customer and consumer base. Our businesses involve both manufacturing and agricultural sectors, thereby making us all the more susceptible to temperamental weathers and changing climates.

Most often, an opportunity is a problem turned inside out. Our sustainability journey started, as it usually does, by identifying and implementing energy saving and emission reducing mechanisms in our processes. The results were quick and encouraging. But over the years, our abilities and expertise have graduated to a level where today, we see tremendous business opportunities in addressing climate change.

While we continue to keep a sharp focus on our carbon footprint, we understand

that the march of climate change can only be arrested through a collaborative effort. Hence, we take part in diverse national and international think tanks, councils and advisory bodies to effect a larger and more long-term positive change.

As one of the thought leaders in sustainability, it is our privilege to distil and disseminate climate change best practices to a wider audience. The process of cascading begins from our supply chain and other stakeholders. Hence, we engage with relevant stakeholders and mentor them on climate risk and sustainable practices that will help mitigate this risk.



Tech Mahindra was ranked 2nd and became one of the only five Indian companies to feature in CDP's Climate Leadership Index 2014. This is testament to its commitment in adopting measures to cut emissions and decelerate, if not mitigate climate change.

## LOCAL SUPPLY

In recent years, we have been steadfast towards achieving our global ambitions. But while we have trained our vision to foreign shores, our intention to localise our production and operation remains strong as ever. Although the boundaries of India remain the de facto definition of local supply, some businesses have their own definition and boundary of what constitutes as local. This is based on its industry requirements and other on-ground realities like access to technology and know-how, tax and duty regimes, and supply of skilled manpower. But the objective remains to promote local talent and give it an opportunity to flourish on a larger scale.

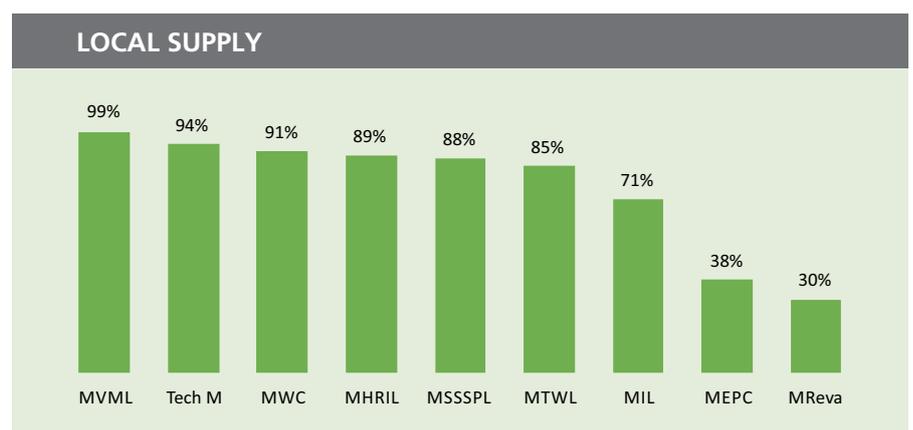
That said, we have exacting quality standards and stringent processes to identify and empanel our suppliers. Some of the factors influencing supplier selection include:

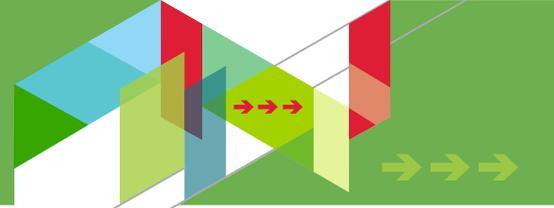


Nine out of 15 sectors source 90% or more of their total requirements from local suppliers.

An analysis of the top 10 suppliers as per monetary value for each business shows that on an aggregate basis, Mahindra Group sourced 85.6% of its requirement locally. This is a slight decrease over last year's figure of 89% because at MReva, we are now procuring certain parts which were previously being produced indigenously.

Sector	Purchases from Top 10 Suppliers (INR million)	Purchases from Local Suppliers (within top 10) (INR million)	% of Local Suppliers (within top 10)
AD	32,255	32,255	100
MEPC	5,100	1,938	38
MFCSL	73	73	100
MIL	10,826	7,702	71
MLDL	1,316	1,316	100
MReva	223	67	30
MTWL	2,187	1,864	85
MVML	15,145	15,004	99
MHRIL	41	37	89
MWC	143	130	91
MSSSPL	3,331	2,933	88
MLL	3,254	3,254	100
FD	13,032	13,032	100
FSS	880	880	100
TechM	1,730	1,619	94





## OVERVIEW

During the reporting period, we progressed well on our environmental agenda. Notable milestones include turning Water Positive as a Group and Mahindra Lifespaces conducting a Natural Capital profiling - a first in the Group.

While we marched ahead to achieve our big goals faster and sooner, we kept a sharp focus on introspective small steps that eliminated roadblocks and helped lay the foundation for big impacts. This resulted in enhanced environmental performance in areas of energy conservation, water reduction and waste management across the Group.

We embarked on new initiatives across our value chain to ensure that we created better value for our customers and our stakeholders while growing our business.

## MANAGEMENT APPROACH

Our approach to environment management stems from our core purpose to drive positive change in the lives of our stakeholders and enable them to Rise. It is rooted in our belief that only businesses that embrace sustainability and environment efficiency will generate long-term value for their stakeholders.

Thus environmental efficiency is central to all our processes, products and premises. We are committed to make a positive difference across our entire product lifecycle. From green manufacturing facilities to imbuing green consciousness in our people, our approach to environmental sustainability covers all the high-impact material issues across our businesses.



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We consistently raise the bar and set ourselves ambitious targets and goals. We leverage Alternative Thinking to unleash new ideas to achieve these goals.

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## ENVIRONMENT POLICIES

Mahindra is committed to make its products and services environmentally sound and secure. This commitment to environment management is reflected in our Environment Policy. The aim of the Policy is to reduce the organisation's carbon and ecological footprint, maintain balance in the eco-system, and create long-lasting value for business and society.

The Policy, which was originally formulated for Mahindra & Mahindra Ltd., has been cascaded across Group Companies. The Group Companies not only comply with all the laws and regulations pertaining to environment, they also assume leadership roles in various green disciplines.

Adherence to the policy is the responsibility of each employee at Mahindra. This implementation is overseen by plant managers of respective facilities.

*For our Environment Policy; please refer to Sustainability Report 2009-10. All manufacturing plants of M&M are certified with ISO-14001-2004 Environment Management System.*

### GREEN IT GUIDELINES

To ensure that we use Information Technology (IT) more efficiently, we formulated the Green IT guidelines in 2008-09. These guidelines help us embrace more efficient processes for sourcing, management and disposal of IT equipment. All Group IT agencies and users are committed to adhere to these guidelines.



### GREEN SUPPLY CHAIN MANAGEMENT POLICY

We recognise that integrated management approach works best, when one wants to achieve sustainability throughout the value chain. We therefore proactively engage with our suppliers and vendors to incorporate environment-friendly practices beyond our factory gates and encourage them to adopt green initiatives.

#### ENGAGING WITH SUPPLIERS

MLDL organised suppliers and contractors' meets in the West, North and South zones in Mumbai, Delhi and Chennai respectively. Participating suppliers at all the three places witnessed presentations on sustainable operational practices as well as a dialogue session.

Suppliers gained knowledge on various sustainability aspects such as energy conservation, water efficiency, waste management, use of alternate energy, local sourcing, operational safety and biodiversity. MLDL's Sustainability Roadmap 2020 was also shared during the meetings.

All three meets saw an overwhelming response with around 65+ individuals from 50 companies in the West zone, 50+ individuals from 35 companies in the North zone and 100+ individuals from 80 companies attending the South Zone meet.

## ENVIRONMENTAL MANAGEMENT

Our Environment Management approach aims to achieve continuous improvement in environmental performance in all our activities. We follow a well-structured process to manage waste, water and energy resources across the Group operations. Environment parameters are now aspects of roadmap. Employees at all levels are responsible for Company's environmental performance. Robust monitoring practices, stringent feedback measures, continuous introspection along with a well-defined reporting structure, enables us to be ahead of the industry curve on environment KPIs.

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Sustainability reporting contributes to our sustainability agenda in more ways than one. While we report, we also reflect. Disclosures result in deliberations and figures transform into ground level initiatives and strategic interventions.

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## INVESTMENT IN ENVIRONMENT MANAGEMENT

INR million

In the reporting period, we spent over INR 63.23 million towards environment protection which includes investments in waste disposal, treating chemical waste, and controlling air pollution.

Type of Expenditure	Amount
STP/ETP Maintenance Contract cost and expenses incurred for treatment chemicals	14.66
Expenses incurred for air emission monitoring (Stack and ambient)	3.55
Cost for water quality monitoring	1.55
External Certification of Management Systems	1.49
Expenditures for the purchase and use of emission certificates (Renewable Energy Certificates)	11.58
Fees paid to Pollution Control Boards for consent application/renewal	13.87
Cost for Waste Disposal/Treatment	16.53
<b>Total Environmental Expenditure</b>	<b>63.23</b>

## CALCULATING SPECIFIC CONSUMPTION

We measure our environmental performance on absolute as well as specific basis. The specific consumption is calculated by dividing absolute consumption by a denominator based on the nature of business. For e.g., in case of manufacturing business units, it is the number of units produced, whereas for services, it is the number of employees, or units of services offered etc. The denominators for the Group Companies are delineated in the following table:

Business	Unit of Measure	Denominator		
		2012-13	2013-14	2014-15
AD	Equivalent number of vehicles manufactured	355,310	345,702	335,055
FD+SD	Equivalent number of tractors manufactured	316,258	407,572	345,318
MSSSPL*	Tonnes of production	139,967	132,047	159,730
MIL	Tonnes of production	251,841	242,229	238,466
MTWL	Number of vehicles manufactured	112,235	212,849	173,066
MVML	Number of vehicles manufactured	156,143	115,101	93,180
SBU	Tonnes of packaging material	4,880	5,329	7,188
MReva	Number of vehicles manufactured	296	405	581
MEPC	Power generated in MWh	9,301	102,169	130,856
MWC	Acres of area developed and maintained	2,425	2,759	2,759
MLDL	Built up area in sq. ft.	836,926	1,625,617	1,669,673
MLL	Full time equivalent employees	1,030	1,378	1,747
MHRIL	Room nights booked	259,387	267,760	411,664
FSS	Full time equivalent employees	1,270	1,304	1,011
Tech M	Full time equivalent employees	52,483	55,560	60,005
MFCWL	Area of facility in sq. m.	9,422	NIS	NIS
MFCSL	Number of vehicles serviced	20,502	41,996	46,633
MRV	Full time equivalent employees	2,294	2,371	2,530
SFD	Tonnes of production	NIS	23,970	21,172
NPD	Equivalent dies	NIS	464	403
CC	Area of facility in sq. m.	NIS	14,680	14,680
EPC	Tonne of production	NIS	5,705	4,299

## NIS- Not In Scope

\*In June 2013, Mahindra Group and Spain's CIE Automotive SA signed a global alliance agreement that resulted in creation of Mahindra CIE Automotive. As part of the agreement the automotive component businesses of the Group under Mahindra Forgings Ltd., Mahindra Composites Ltd., Mahindra Hinoday Industries Ltd., Mahindra Gears and Transmissions Pvt Ltd. were merged with CIE Automotive.

From 2014-15 onwards, out of all the Systech companies, only MSSSPL is part of the Group. Hence, throughout the chapter, Systech values have been replaced by MSSSPL values alone.

## AIR QUALITY

Breath is the most significant representation of life and the quality of the air we breathe, directly determines the health and longevity of our life. Good air quality is vital and we have an important role to play. We not only adhere to all statutory norms, but also effectively use an efficient monitoring mechanism to keep a check on various pollutants.

The Particulate Matter PM10 (size less than 10 µm) & PM2.5 (size less than 2.5 µm), Sulphur Oxides (SO<sub>x</sub>) and Nitrogen Oxides (NO<sub>x</sub>) are commonly monitored at all our manufacturing & service locations, in line with the revised National Ambient Air Quality Standards (NAAQS 2009). Some manufacturing plants also monitor more specific pollutants related to their processes like Respirable Suspended Particulate Matter (RSPM), Carbon monoxide (CO), Methane (CH<sub>4</sub>), Ozone (O<sub>3</sub>), Lead (Pb) among others.



### AMBIENT AIR QUALITY 2014-15

microgram/m<sup>3</sup>

Sectors	PM 10	PM 2.5	SO <sub>x</sub>	NO <sub>x</sub>
<b>NAAQ LIMITS 2009</b>	<b>100</b>	<b>60</b>	<b>80</b>	<b>80</b>
AD	69.70	33.15	9.15	15.25
FD+SD	83.76	46.20	8.52	12.66
MIL	51.15	14.06	18.61	17.97
MLDL	63.69	27.17	10.30	26.03
MRV	48.21	19.77	5.34	6.53
MReva	62.91	24.10	4.66	13.45
MTWL	62.92	00.00	6.33	15.01
MVML	69.52	31.15	18.39	28.98
MWC	59.32	32.41	8.91	18.94
MFCSL	42.12	18.18	10.47	24.57
MHRIL	61.45	33.80	14.10	34.14
MSSSPL	71.72	44.22	5.86	26.25
Tech M	47.53	21.42	5.01	15.77

#### Notes:

The sector-wise concentrations of the ambient air pollutants are the average concentrations of commonly monitored pollutants at various monitoring stations of various plants / locations of each sector.

The ambient air quality standards represented in the table above are for the industrial area and time weighted average of 24 hours.

## AIR EMISSIONS (Stacks) 2014-15

Sectors	SPM	SO <sub>x</sub>	NO <sub>x</sub>
AD	13.77	42.84	19.84
FD+SD	2.53	10.25	2.03
MFCSL	0.00	0.00	0.01
MHRIL	0.77	11.61	5.67
MIL	0.00	19.89	0.00
MLDL	0.18	2.26	8.43
MRV	5.98	14.28	59.90
MTWL	2.60	DNRM	DNRM
MVML	0.02	1.14	0.05
MWC	0.86	4.65	7.61
MSSSPL	6.20	44.47	6.40
Tech M	0.23	1.37	2.89

tonnes

## OZONE-DEPLETING SUBSTANCES

We, at Mahindra, are sensitive to the harmful impacts of Ozone Depleting Substances (ODS) and thus have geared our processes to reduce consumption of resources and emission of ODS like Chlorofluorocarbons (CFCs), halons and Hydro Chlorofluorocarbons (HCFCs). In 2014-15, the Non-ODS (R134a) consumption stood at 111.26 tonne vis-à-vis 126.08 tonne in 2013-14.

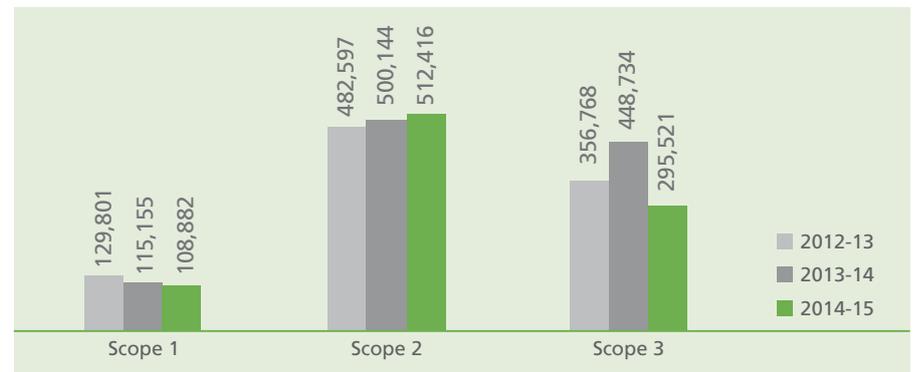
An increased UV exposure due to ozone depletion, results in variety of biological consequences such as increases in sunburn, skin cancer, cataracts and damage to plants etc.

*DNRM: Do not require monitoring as per the pollution control board*

## GREENHOUSE GASES

Alleviating a problem starts with its evaluation. Hence at Mahindra, we continuously and consistently measure our emissions across the three scopes and follow it up with multiple initiatives to mitigate them.

## TOTAL ABSOLUTE GHG EMISSIONS



*Notes: In the year 2012-13 and 2013-14, data of Systech sector is replaced with that of MSSSPL.*

## GHG EMISSIONS SEGMENTED BY SOURCE

### Scope 1 - Direct Emissions

Source	2012-13	2013-14	2014-15
Diesel / HSD	45,941	32,392	33,169
LDO	1,474	1,018	1,062
Petrol	316	466	538
FO	46,916	47,261	44,740
LPG + (Bharat Metal Cutting Gas)	22,810	14,136	4,996
Natural Gas + CNG	10,799	16,846	21,231
Propane	1,545	2,892	2,978
Others ( Charcoal + Gel fuel )	DNA	144	168
<b>Total</b>	<b>129,801</b>	<b>115,155</b>	<b>108,882</b>



## Scope 2 - Indirect Emissions tCO<sub>2</sub>

Source	2012-13	2013-14	2014-15
Electricity Purchased	482,597	500,144	512,416

## Scope 3 - Other Direct Emissions tCO<sub>2</sub>

Source	2012-13	2013-14	2014-15
Inbound Logistics, Outbound Logistics, daily commutation, air travel, paper consumption	356,768	448,734	295,521

Note:  
In the year 2014-15, the emissions from LPG decreased because it has been replaced with Natural Gas at some sector locations. At times the usage of fuels is determined by availability and thus different kind of fuels like diesel / HSD, natural gas / CNG, LPG, FO and propane are used by sectors.

DNA - Data Not Available

## GHG EMISSIONS SECTOR-WISE COMPOSITION tCO<sub>2</sub>

	Sector	2012-13			2013-14			2014-15		
		Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3
MANUFACTURING SECTORS	AD	27,287	106,696	168,927	20,908	103,959	169,536	18,713	96,302	129,135
	FD+SD	17,605	67,513	108,917	15,162	74,766	192,557	14,362	65,856	69,156
	MSSSPL	47,987	125,651	2,400	47,729	115,316	1,220	45,502	129,716	1,335
	MIL	97	2,435	3,088	164	2,396	22,079	467	2,437	13,092
	MTWL	1,438	3,444	2,327	1,757	5,112	4,513	1,127	2,592	3,194
	MVML	9,797	45,340	35,606	7,845	41,531	14,348	6,220	34,756	15,908
	SBU	153	768	4,816	137	802	1,380	179	978	4,143
	MReva	56	643	146	43	754	4,840	45	826	3,010
	SFD	NIS	NIS	NIS	1,399	22,265	95	952	19,312	806
	NPD	NIS	NIS	NIS	17	1,656	19	15	1,887	10
EPC	NIS	NIS	NIS	4	3,588	6	4	2,896	756	
SERVICE SECTORS	M EPC	NA	60	6	DNA	520	81	DNA	892	99
	MWC	744	6,322	341	658	7,236	167	497	8,588	170
	MLDL	475	601	639	2,172	1,280	2,274	2,085	1,346	1,246
	MLL	31	569	348	42	635	198	48	465	285
	MHRIL	2,332	7,878	279	1,941	8,943	703	3,227	14,536	580
	FSS	79	2,633	668	87	1,810	735	479	2,025	668
	Tech M	13,661	105,813	28,061	11,068	89,531	32,118	10,839	104,103	37,185
	MFCWL	46	145	3	NIS	NIS	NIS	NIS	NIS	NIS
	MFCSL	21	189	97	45	477	79	70	756	140
	MRV	7,992	5,897	99	3,979	15,140	1,786	4,051	19,677	14,603
CC	NIS	NIS	NIS	DNA	2,426	DNA	DNA	2,471	DNA	

NIS - Not In Scope, DNA - Data Not Available, NA - Not Applicable

## TOTAL SPECIFIC EMISSIONS

tCO<sub>2</sub> / unit of measure

	2012-13	2013-14	2014-15	% change in 2014-15 over previous year
	Scope 1+2	Scope 1+2	Scope 1+2	Scope 1+2
<b>MANUFACTURING SECTORS</b>				
AD	0.377	0.361	0.343	5
FD+SD	0.269	0.221	0.232	-5
MSSSPL	1.241	1.235	1.097	11
MIL	0.010	0.011	0.012	-15
MTWL	0.043	0.032	0.021	33
MVML	0.353	0.429	0.440	-3
SBU	0.189	0.176	0.161	9
MReva	2.361	1.968	1.499	24
SFD	NIS	0.987	0.957	3
NPD	NIS	0.630	0.675	-7
EPC	NIS	3.610	4.718	-31
<b>SERVICE SECTORS</b>				
M EPC	0.0064	0.0051	0.0070	-34
MWC	2.914	2.861	3.293	-15
MLDL	0.001	0.002	0.002	3
MLL	0.583	0.491	0.294	40
MHRIL	0.039	0.041	0.043	-6
FSS	2.135	1.454	2.477	-70
Tech M	2.276	1.811	1.916	-6
MFCWL	0.020	NIS	NIS	NIS
MFCSL	0.010	0.0124	0.018	-42
MRV	6.054	8.604	9.379	-9
CC	NIS	0.165	0.168	-2

NIS - Not In Scope

### Notes:

The specific emissions of AD, MSSSPL, MTWL, SBU, MReva, SFD, Mahindra Lifespaces, MLL, have shown a drop in the current year, due to various conservation initiatives implemented by the respective sectors.

The increase at FD is due to a new fuel mix and projects implemented at Zaheerabad plant.

Increase in MIL is due to a new annealing process at Kanhe location.

Increase in consumption of NPD is due to additional machineries at die shop.

MEPC has recorded an increase in consumption due to enhancement in scope of reporting.

MHRIL and MFCSL have recorded increase in consumption due to addition of 7 resorts and 9 locations respectively.

MRV recorded an increase due to increase in engine testing.

MVML, EPC, MWC, Tech M, CC have recorded an increase and have been alerted accordingly.

FSS has an increase because of better quality of data, while in Tech M, the increase is due to increase in denominator as well as better quality of data.



## GHG MITIGATION

During the reporting period, sector-wise reduction in emissions was as follows:

Sector	Reduction in Emissions
AD	6,006
FD+SD	5,607
MVML	2,211
MHRIL	136
MIL	72
MRV	372
MWC	804
MSSSPL	884
MTWL	192
SBU	83
<b>Total</b>	<b>16,367</b>

tCO<sub>2</sub>

# INITIATIVES

Combating GHG emissions is deep-seated among Mahindra Group companies. Detailed below is an example of how individual companies undertake holistic GHG reduction initiatives wherein they focus on Scope 1, Scope 2 and Scope 3 emissions.

## Mahindra EPC

Initiatives undertaken by Mahindra EPC include



### Scope 1 emissions:

PUC check for vehicles & diesel generators  
emission check



### Scope 2 emissions:

Resource (electricity) optimisation by installing local control systems for light and HVAC



### Scope 3 emissions:

Regular monitoring of air, rail and road travel and optimising vehicle use

Processes redesigned to eliminate paper use like vendor payment process form reduced from 10 pages to 1 page and Document Management System (DMS) to avoid printing.

As part of the portfolio, MEPC installed and commissioned a 1 MW solar plant at IIT Mumbai. Over and above green power, it gave a huge commercial advantage to the institute, as the cost of power from the plant is INR 4.10/kWh, which is almost 50% of the cost at which they are currently buying power.

## AD Zaheerabad

Reduction in Scope 2 emissions was achieved through process & energy efficiency improvements, minimising the need for DG power and renewable power purchase.

Due to these initiatives, the GHG emissions have reduced from 103.66 in FY 14 to 90.44 kg / eq.veh. in FY 15.

## Tech Mahindra Employee Commutation Survey

At Tech Mahindra, we continuously strive towards a sustainable culture within the organisation and connecting business growth with responsibility. Business growth is coupled with employee growth which in turn leads to a growth in the number of vehicles deployed for their commute, leading to an increase in the carbon footprint as well as pollution.

As an IT firm, business travel including employee commute is a significant issue and one of the biggest contributors to Scope 3 emissions. Hence, we continuously monitor it as well as take initiatives to reduce it.

An employee commute survey was conducted in March 2015, with an easy to fill questionnaire which captured the travel mode, vehicle type, fuel type and the distance travelled. In a period of one and a half months, about 2,500 employees took the survey. It was encouraging to see that over and above participation in the survey, a host of employees were enthusiastically sharing ideas on how to reduce Scope 3 emissions. This led to co-creation of ideas and greater ownership.

Results of the interventions will be seen in the next reporting period.

## BIODIVERSITY

Conservation is better than restoration. The Mahindra Group believes in preserving the biodiversity of ecosystems and its services which are beneficial for the communities and the businesses rather than quick fix solutions for its revival.

As part of the conservation strategy, during the reporting period, we signed India Business and Biodiversity Initiative (IBBI) declaration. This was not only to take the lead and inspire other organisations, but also to mitigate risks and identify new business opportunities in the emerging green sector.

As part of the IBBI declaration, Mahindra World City, Chennai went through assessment of impacts and dependencies on biodiversity to develop strategies for effective management.

Biodiversity and human development need to progress together, in synergy. We supported the empowerment of Adivasis in the Araku Valley in Andhra Pradesh by creating livelihood opportunities for them.

The Group's commitment to increase green cover by planting trees under the Hariyali project continued this year.

## INITIATIVE

### Project Hariyali



During the reporting period, the Group planted 1,557,347 trees under Project Hariyali through the combined efforts of its employees and community partners. Project Hariyali is our biggest environmental initiative yet. In 2007, we set ourselves the ambitious goal of planting 1 million trees nationwide to increase India's green cover and offset national greenhouse gas emissions.

### SECTOR SNAPSHOT

Sector / Location	Number of trees planted
Auto Sector	40,261
Farm Equipment Sector + Swaraj	260,613
Power Train Division	53,398
Mahindra Real Estate	25,150
Mahindra Partners Division	4,066
MSSSPL	12,105
Financial Sector	78,141
Corporate Centre	1,000
After Market Sector	4,015
Mahindra Hospitality (MHRIL)	41,213
IT Sector	3,810
Defense Sector	1,045
Araku	1,024,663
<b>Total</b>	<b>1,557,347</b>

# Cultivating Livelihoods for Communities



## CHALLENGE



The Adivasi community in Araku already had a robust centuries-old food cropping pattern that is subsistent by nature. But a traditional production system was inadequate, without technological improvements and resource planning, to feed an increasing population. Modern life mandated sufficient cash income for health, educational and other aspirational needs.

## INTERVENTION

In consultation with the Adivasi community, our NGO, the Naandi Foundation evolved a horticultural development project on marginal, degraded community lands to enrich their local nutrition, their ecosystem and augment the community's income.

## OUTCOME

The Adivasi farmers, who became part of this horticulture project, started growing Arabica coffee through organic agriculture. They use only bio-fertilisers, bio-pesticides and encourage natural predators such as spiders and ladybirds to keep pests under control.

Today, these farmers harvest, process and export this organic coffee to different countries across the world. The coffee has received an international organic and fair-trade certification. They also grow food fruits such as papaya, mangoes, mud apples (chikoo) and oranges to provide a nutritionally rich food basket to their own families.



## IMPACT

'Fair trade' coffee grown organically and mostly exported overseas, is now a viable livelihood option for these Adivasi farmers and brings the coffee-growers annual income of INR 100,000 plus.

Naandi Foundation also encouraged the Adivasi farmer community to form the largest organic coffee cooperative in the world -- the Small and Marginal Farmers Mutually Aided Cooperative Society (SAMTFMACS). This coffee cooperative ploughs its profits into village development projects like healthcare, ambulances and drinking water.

Naandi Foundation's work in the Araku region began over 15 years ago and embraces the Adivasi values of caring for the community and the forests. This makes the programme a success and it continues to positively impact over 100,000 Adivasi lives.



# Conserving Biodiversity



## CHALLENGE



India accounts for nearly 7% of globally recorded species while supporting 18% of global human population with just 2.4% of the world's land area. As population rises, urbanisation is imperative, but the real estate development needs to tread carefully and grow in a sustainable manner. Conservation of biodiversity and reducing the effects of developmental activity on environment is the only way to promote and sustain the real estate sector in today's ecological fragile world.

## INTERVENTION

Being India's first green home developer, Mahindra Lifespaces is leading the way on both these fronts. Mahindra Lifespaces has formulated a biodiversity management plan for its Happinest project in Boisar, situated in Palghar district of Maharashtra. The purpose of this plan is to develop strategies that can enhance biodiversity and nurture the local ecosystem. The plan assumes added significance since the project is located in the sub basins of Western Ghats, around 5 km away from the mountainous patch designated as a reserve forest area in Dahanu, which is rich in floral and faunal biodiversity.



As part of the plan, a biodiversity assessment study was undertaken to create an inventory of the flora and fauna, identify endangered and threatened species if any, and study the vegetation profile in a 2 km radius from the boundary of the proposed construction area. Transects were strategically marked in different directions from the core area. On every transect, survey methods for individual component of flora and fauna was carried out at a suitable interval. The interval of every 500 m was decided for the study whereas if any special feature viz. streams etc. were encountered, extra effort of sampling was taken at these locations.



## Conserving Biodiversity

### OUTCOME

The field study found several species of flora and fauna in the area.

FLORA DIVERSITY	FAUNA DIVERSITY
	
46 species of trees belonging to 24 different families	64 species of birds belonging to 35 different families
16 species of shrubs belonging to 13 families	40 species of butterflies belonging to three families
52 herb species belonging to two families	Two reptile species belonging to two families

Along with the field study, a socio ecological survey was also initiated to understand from the local communities the wildlife they have encountered in and around the project area, identify problem animals and possible CSR opportunities.

Eight villages - Bategaon, Birwadi, Vakore, Sarpada, Umroli, Man, Padgha and Kahirpada were included in the survey and the presence of two types of venomous snakes was detected in the area apart from other non-venomous snakes.

### KEY RECOMMENDATIONS

The findings of the assessment study have been discussed in depth with landscape architect and an action plan has been drawn. Some of the key recommendations on how Mahindra Lifespaces can sustain and enhance the biodiversity in the area include:



# Valuing Natural Capital



## CHALLENGE



**Businesses value their core resources: products, customers and employees, yet when it comes to the most critical resource - natural capital, most of them are yet to acknowledge their dependencies on it.**

**Natural capital - air, water, and land are material to the business and impact continuity and profitability. Still natural capital doesn't get reflected in corporate accounting.**

## INTERVENTION

To measure and evaluate environmental costs, Mahindra Lifespaces participated in the India Business & Biodiversity Initiative (IBBI) baseline assessment, which offers an overview of the relations between the organisation and the Natural Capital, covering the entire value chain, and the extent to which the organisation manages these relations.

IBBI baseline assessment was conducted at Mahindra World City, Chennai. The assessment is designed to create a Natural Capital Profile (NCP) of the Company focusing on Company's products or services.

Based on the recommendations during the assessment and the NCP, Mahindra Lifespaces will formulate a Natural Capital Action Plan, which will take into consideration the quantum of natural capital it deploys and aim to make its business model more sustainable.

The IBBI has been set up to mainstream sustainable management of biodiversity into business with endorsement by the Ministry of Environment, Forests & Climate Change (MoEFCC) India and it is supported by the German International Cooperation (GIZ).



## Valuing Natural Capital

### OUTCOME

Following are the outcomes of the IBBI Baseline Assessment conducted in Mahindra World City Chennai which formed the basis of Natural Capital profiling.



Mahindra Lifespace Developers Ltd. can be considered a front runner in sustainability, as per the assessment. The Company focuses on green design of buildings, and undertakes strategic plantation within its integrated business cities to strengthen biodiversity and facilitate reduction in temperature. It also institutionalises effective and efficient waste management, energy management and water management within the cities it develops.

The Company's performance on sustainability is considered to be a strong brand differentiator. This can be further reinforced by enhancing stakeholder understanding of the Company's potential contributions to the wider ecological system.

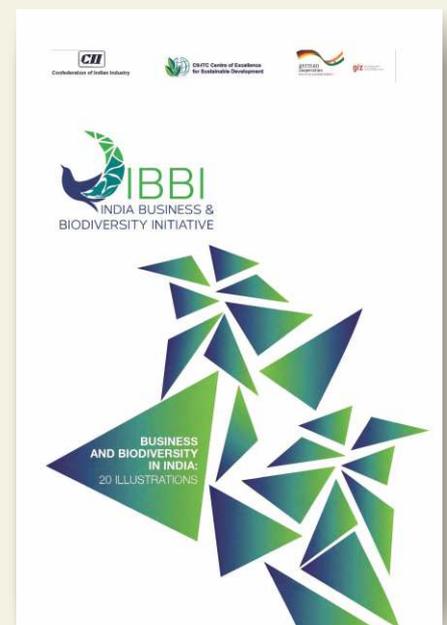
The Company may be able to create an interesting USP for new developments by showing how the Company's long term presence in an area contributes to the creation and preservation of ecosystem services available to local stakeholders. Moreover, communicating within the cities about the steps taken by Mahindra on natural capital management, will strengthen the support for Mahindra's approach and will contribute to a sense of pride among employees, companies and residents.

Through its role within the integrated business cities, Mahindra may also wish to explore the opportunities to involve companies within the city in the conservation and sustainable use of biodiversity. Such an initiative could focus on biodiversity not only within the city, but also on biodiversity policies within the companies, where companies exchange experiences and best practices.

The next step in this journey should be to integrate natural capital considerations in the Company's supplier requirements, thereby further improving the Company's sustainability performance in the design and construction of residential homes.

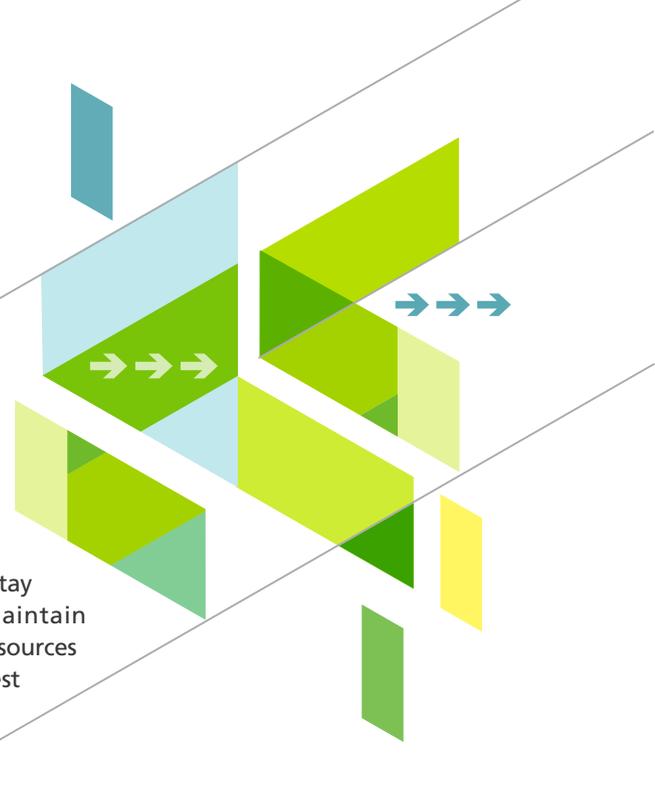
### RECOGNITION

Mahindra Lifespace Developers Ltd. (MLDL) was featured in the India Business & Biodiversity Initiative report 'Business and Biodiversity in India: 20 Illustrations' in 2014. With this MLDL became the first real estate developer in India to be featured in this report.



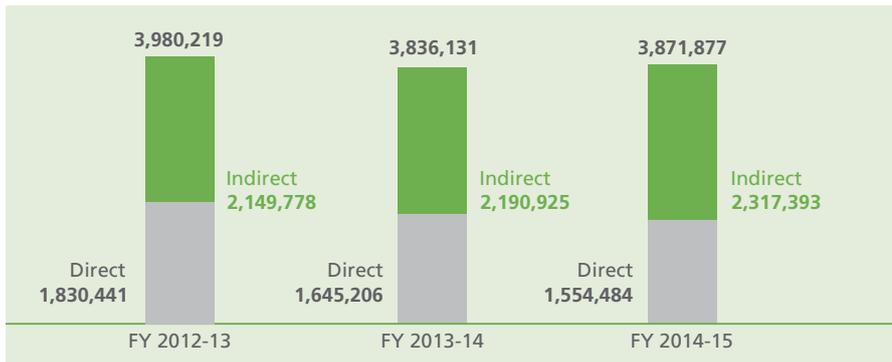
# ENERGY

Energy is the lifeline of industry as it moves men and machines. But energy comes at a price, a commercial price and an environmental price. To stay commercially competitive and environmentally sustainable, we maintain an unwavering focus on our energy consumption and constantly invest resources to make our processes more energy efficient. Learning from global best practices, sharing successful initiatives within sectors and functions, and implementing the best interventions, are all an integral part of our system.



## ABSOLUTE ENERGY CONSUMPTION

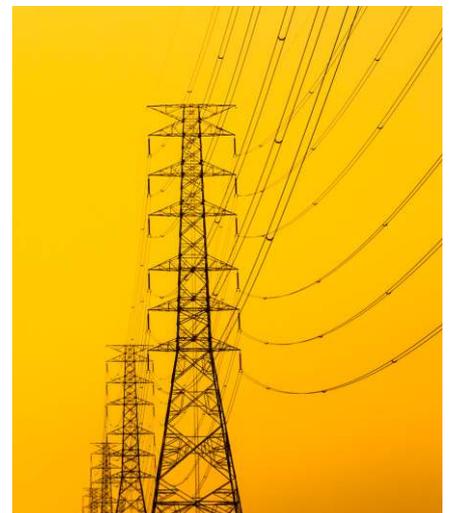
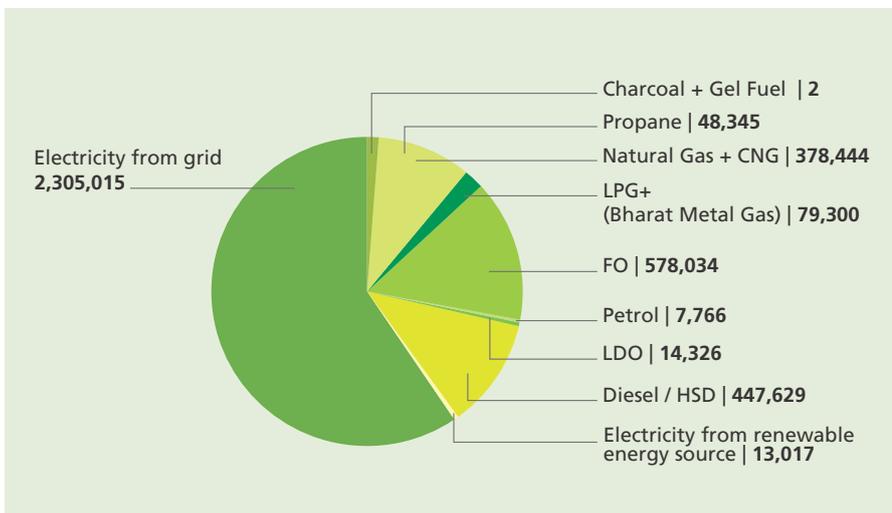
GJ



*Our conservation efforts are paying results and we are witnessing a year-on-year drop in direct energy consumption.*

## TOTAL ENERGY CONSUMPTION BY SOURCE

GJ



## TOTAL ENERGY CONSUMPTION

GJ

## ENERGY SAVINGS

GJ

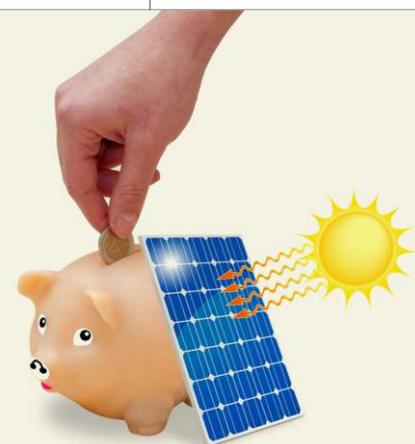
	Energy	2012-13	2013-14	2014-15	
	MANUFACTURING SECTORS	AD	896,715	791,612	758,494
FD+SD		557,304	560,202	506,721	
MSSSPL		1,172,348	1,123,604	1,188,074	
MIL		12,012	12,876	17,716	
MTWL		34,778	47,299	32,258	
MVML		353,208	322,217	270,696	
SBU		5,444	5,358	6,712	
MReva		4,073	4,016	4,511	
SFD		NIS	116,636	97,633	
EPC		NIS	15,801	12,772	
NPD		NIS	7,504	8,482	
SERVICE SECTORS		MEPC	264	2,284	3,915
		MWC	38,289	40,394	44,409
	MLDL	9,107	34,879	34,069	
	MLL	3,011	3,332	2,691	
	MHRIL	69,294	64,181	107,193	
	FSS	12,669	9,090	15,357	
	Tech M	672,930	543,292	603,384	
	MFCWL	1,310	NIS	NIS	
	MFCSL	1,135	2,668	4,262	
	MRV	136,328	118,234	141,647	
	CC	NIS	10,650	10,880	

Sector	Energy Savings
AD	28,952
FD+SD	38,066
MVML	24,168
MHRIL	597
MIL	956
MRV	1,633
MWC	3,530
MSSSPL	3,881
MTWL	843
SBU	364
<b>Total</b>	<b>102,990</b>

## SPECIFIC ENERGY CONSUMPTION

GJ / unit of measure

	Energy	2012-13	2013-14	2014-15	% change in 2014-15 over previous year	
	MANUFACTURING SECTORS	AD	2.524	2.290	2.264	1
FD+SD		1.762	1.374	1.467	-7	
MSSSPL		8.376	8.509	7.438	13	
MIL		0.048	0.053	0.074	-40	
MTWL		0.310	0.222	0.186	16	
MVML		2.262	2.799	2.905	-4	
SBU		1.116	1.005	0.934	7	
MReva		13.760	9.915	7.764	22	
SFD		NIS	4.866	4.611	5	
NPD		NIS	16.815	21.048	-30	
EPC		NIS	2.770	2.971	-7	
SERVICE SECTORS		MEPC	0.028	0.022	0.030	-34
		MWC	15.789	14.641	16.096	-10
	MLDL	0.011	0.021	0.020	5	
	MLL	2.923	2.418	1.540	36	
	MHRIL	0.267	0.240	0.260	-9	
	FSS	9.976	6.970	15.190	-118	
	Tech M	12.821	9.778	10.056	-3	
	MFCWL	0.139	NIS	NIS	-	
	MFCSL	0.055	0.063	0.091	-44	
	MRV	59.428	49.867	55.987	-12	
	CC	NIS	0.725	0.739	-2	



Diverse initiatives undertaken across sectors helped us record cumulative energy savings of 102,990 GJ during the reporting period.

# INITIATIVES

## Energy Saving Initiatives

Sector	Location	Initiative
<b>FD</b> 	Nagpur	Certified for Energy Management System (EnMS) - ISO 50001:2011
		<b>Effective and efficient energy management</b> Installed a smart energy monitoring system comprising on-line monitoring, data banking, instant and daily alerts plus an auto-generated MIS report. This resulted in reduction of man-hours invested in collection of energy consumption data.
		<b>Monitoring, the first step to minimising</b> Replaced HPMV bulbs and tube lights with Induction lights. <b>Savings - 3.5 Lac kWh per annum</b> Implementing waste heat recovery unit. <b>Savings - INR 21 Lac per annum</b>
<b>AD</b> 	Igatpuri	Photovoltaic (DG-PV) hybrid solution (66 kW solar plant).
	Zaheerabad	Retro fitment of tube light fittings, from T8 to T5 (256 numbers) <b>Savings - 41,779 kWh per annum</b>
		Replaced 80W induction street lights by 50W lights <b>Savings - 10,264 kWh per annum</b>
		Replaced the existing 250W induction lighting in the store with 150W lights <b>Savings - 9,374 kWh per annum</b>
		Installed LED 43W street lights in place of the existing 150W metal halide <b>Savings - 9,174 kWh per annum</b>
	Heat pump installed to recover the heat form process and use it to heat water <b>Savings - INR 85.8 Lac per annum</b>	
<b>MTWL</b> 	Pithampur	Replaced conventional derated motors with energy efficient motors. STP water delivery pump and motor replaced by energy efficient pump and motor Replacement of water cooled pump with air cooled pump. Installation of energy efficient air compressor and VFD compressors <b>Cumulative Savings - 25,778 kWh per month</b>

# INITIATIVES

## Energy Saving Initiatives

Sector	Location	Initiative
		<p><b>Chilling plant interventions</b></p> <p>Installed a screw type compressor running on variable load instead of reciprocating type running on fixed load</p> <p>Installation of VFD in ABS booth exhaust blower plus energy efficient pump</p> <p><b>Cumulative Savings - 31,903 kWh per month</b></p> <hr/> <p><b>Lighting &amp; ventilation interventions</b></p> <p>Replacement of HPMV (250 W) lamps by 150 watt energy efficient lamps</p> <p>Energy saver installed for lighting</p> <p>Replacing conventional AC with energy efficient ones</p> <p>250 watt lamps replaced with CFL 85 watt</p> <p>15 watt CFLs installed in place of 40 watt tube light in toilets of all shops</p> <p>Motion sensors installed in the war room, V.P. conference room and V.P.'s office</p> <p><b>Cumulative Savings - 3,698 kWh per month</b></p> <hr/> <p><b>Solar Energy</b></p> <p>Receiving Solar Power through open access, capacity - 1 MW</p> <p>Solar water heater for canteen and guesthouse</p> <p><b>Cumulative Savings - 18 Lac kWh per annum</b></p>
	Mohali	<p>Energy efficient induction lights introduced inside paint booths</p> <p>High wattage lights replaced with energy efficient CFL lights</p> <p>High wattage motors replaced with low wattage motors</p> <p>Relining of gas carburising furnace</p> <p>Timers installed in shop floor to switch off lights and fans during idle hours</p> <p><b>Cumulative savings of 2,525,685 kWh</b></p>

# Cleaning Carbon Footprint using Solar Energy

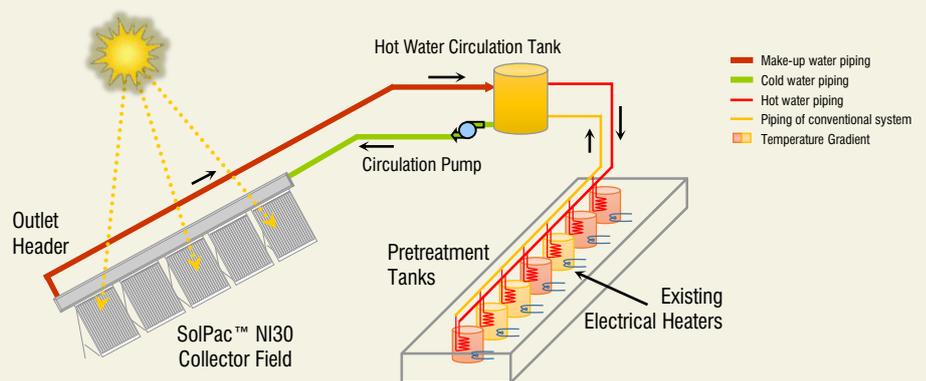


## CHALLENGE

At FD Nagpur, component cleaning is an important stage in the manufacturing process. The components are washed, degreased and phosphating process carried out in multiple tanks of varying temperatures. The temperature in the tanks was maintained by electric heaters, which consumed a substantial amount of electricity. The challenge was to ensure a dependable supply of solar heated water within the temperature band, so that the process continues as normal and is accompanied with the reduction in power consumption.

## INTERVENTION

130 SolPac™ NI 30 Non-Imaging Collector were installed on the roof for collecting solar energy. This energy is used to increase the temperature of the process water to 900 C. The systems' unique copper tubing and heat transfer pipe structure, and secondary reflectors maximise heat capture and minimise losses. It also seamlessly integrates with the existing electrical heating system without compromising on reliability. An integrated remote performance monitoring system ensures desired output and facilitates preventive maintenance.



This is one of India's largest solar process heating solutions in the automobile sector based on the SolPac™ NI 30 Non-Imaging Compound Parabolic Collector.

## OUTCOME

Savings of 2.9 Lac kWh of electricity per annum leading to a saving of INR 23.8 Lac per year. It also resulted in CO<sub>2</sub> mitigation of 174,000 kg per annum.

# Eliminating the Chiller to be Cost-competitive



## CHALLENGE

At Mahindra Intertrade, Kanhe, the high cost of power and fuel was diluting the cost-competitiveness of its steel. It was thus imperative to reduce energy cost per unit of produce.

## INTERVENTION

High energy consuming processes such as Rotor die casting were identified. Their power consumption trends for the last 5 quarters were mapped. Multiple interventions were brainstormed and it was eventually decided to eliminate the chiller in the aluminium injection (rotor die casting) process.

After research and interaction with manufacturers, three alternative solutions were formulated:

### Solution 1

Water cooling using conventional cooling tower



### Solution 2

Water cooling using water based LPG vaporiser - Heater Less



### Solution 3

Water cooling through the combined effect of cooling tower and water based LPG vaporiser



After a thorough evaluation, the third solution was found to be the best as it involved no investment, no modification to the machine and ensured consistency in product quality.

### The challenges faced and overcome were:

Achieving the required lower temperature without the chiller

Interfacing the heater less vaporiser with aluminium injection equipment

Modification of electrical interfaces to run the machine without the chiller

## OUTCOME

The new cooling process was approved by the equipment supplier. The product also passed all tests. So the SOP was refined, people were trained and quality plan updated as per the revised process.

### Benefits of the innovation:

Objective	Before	After
Reduce the aluminum injection power consumption	94 kWh/t	76 kWh/t
Reduce the consumption of Distilled Mineral (DM) water	600 l/month	0
Reduce break down time of chiller by 100% from present level	0.25%	0

An estimated savings of INR 886,950 per year in the energy bill alone.

Usage of cooling tower and heater less LPG vaporiser in combination, successfully implemented for the first time for rotor manufacturing in India.

## ENERGY HIGHLIGHTS

### PROMOTING ENERGY EFFICIENCY

As part of our efforts in pioneering and promoting energy initiatives, we participated in the plenary 'India Energy Efficiency in Buildings Laboratory' organised under the aegis of WBCSD (World Business Council for Sustainable Development). Energy Efficient Buildings (EEB) was the agenda of the session and Mahindra Lifespaces was on the WBCSD EEB 2.0 India Steering Committee.

WBCSD is a CEO-led global coalition straddling business and sustainable development. It has long-standing relationships in India with both the Confederation of Indian Industry (CII) and TERI BCSD. Its arm, WBCSD India, enables greater in-country cooperation and knowledge transfer between WBCSD and these organisations.

### TOWARDS MORE SUSTAINABLE CITIES

MWC Chennai partnered with WRI (World Resource Institute) to assess the feasibility of meeting 'on-campus demand' in MWC, Chennai, through renewable sources of energy.

WRI fosters collaboration among a diverse group of energy stakeholders, including regulators, utilities, businesses, governments and civil society. It provides policy recommendations in various countries including India. WRI's Charge Initiative works to secure universal access to clean, affordable power for 1 billion people by 2020. It aims to achieve this through partnerships with companies around the world that are building markets for cost-competitive renewable energy.

### THE 'ENERGY' HUB



MVML's new office building 'The HUB' is an energy efficient building, compliant to green building regulations. It aims to provide a more environmentally sustainable and healthy workspace.

Home to all major support functions like Accounts, Administration, ER, HR and other Departments as well as the CEO's office, its energy saving features include:

- RCC structure of G+2 configuration
- 68% of run-off water is harvested. 35.7% of water saving due to initiatives like low flow fixtures, drip irrigation, sensor based urinals etc.
- Skylights for ample sunlight, glazing with high VLT
- 53% landscaped area. Landscaping with native and adapted vegetation, grass pavers for driveways, vegetative green roofs etc.
- LED lights, magnetic levitation water cooled chillers with COP of 5.02 resulting in overall energy saving of 34.3% over AHSAAE baseline
- Use of low VOC content materials for better indoor air quality and thermal comfort design as per ASHRAE-55

## TECH MAHINDRA HINJEWADI CAMPUS



The whole campus is designed as a green campus and some of its salient features are:

- Buildings designed with floor atriums for sufficient natural lighting inside the building
- Efficient waste disposal system with separate units for solid / liquid / paper / electronic waste
- Sandstone cladding on external façades of buildings to minimise the heat impact
- Extensive landscaping and tree plantation
- Water bodies to arrest temperature rise
- Water conservation initiatives include sewage treatment plant (water recycling) and rainwater harvesting
- Use of UV glass façade
- Low carbon energy installations include occupancy sensors, solar panels and a windmill
  - Annual CO<sub>2</sub>e savings from the windmill is 57.47 MTCO<sub>2</sub>e
  - Solar power plant has a capacity of 250 kWp per day with solar panels on Block III, Block IV and Food Court. The project was executed by Mahindra EPC.
  - Solar power contributes 2% of the total power requirement of Hinjewadi Campus with an estimated annual savings of 24.52 Lac.



Use of UV glass façade



Extensive landscape and tree plantation



Water bodies to maintain temperature rise



Sand stone cladding of external façade to minimise heat impact



Low carbon energy installations like solar panels



Campus security



Water sewage treatment plant



Efficient Waste Disposal System – Solid / Liquid / Paper / Electronic

## 'ENERGY CONSERVATION - THE MAHINDRA WAY' PROGRAMME AT MIQ



At Mahindra, we understand the power of saving power. When small acts of resource conservation come together, they have a big impact on the sustainable operations of the Group.

With this intention, Mahindra Institute of Quality (MIQ) and Group Sustainability organised a training course, 'Energy Conservation - The Mahindra Way' at MIQ, Nashik from 3rd to 5th November, 2014. This was the third batch to undergo this training.

The objective of the training was to impart knowledge on effective asset selection, resource utilisation, process optimisation and operational efficiency, plus share the latest

techniques and advancements in the field of energy management, with a specific emphasis on how to reduce electrical and thermal energy usage.

Internal trainers from M&M and Powerol along with external faculty members from various companies, shared their knowledge and experience on various topics. The training was attended by 33 participants from various Mahindra Group companies and Mahindra suppliers.

## WATER

Turning negatives into positives needs courage, commitment and vision.

In FY 2012 -13 we launched an ambitious project 'H<sub>2</sub>O to H<sub>2</sub>Infinity' to change the then existing water equation and transform a fast-depleting reserve, back to tomorrow's infinite resource. The aim is to ensure that there is enough water available for a growing India.

In pursuance of this goal, in FY 2013 -14, we crossed an important milestone as the Mahindra Group achieved Water Positive status.

But, this is just a milestone, we continue on our journey recharged and all our businesses and divisions continue to contribute in their own way to conserve every drop of water through innovations and initiatives.



The Group marked the start of a focused and accelerated effort to conserve water in 2011-12 with a 360° water management programme, H<sub>2</sub>Infinity. This programme brought about a massive change in the consumption and conservation of water - not just within our operations, but also by local communities, our vendors as well as our customers.



## WATER CONSUMPTION BY SECTOR

m<sup>3</sup>

	Sector	2012-13	2013-14	2014-15
MANUFACTURING SECTORS	AD	958,525	843,885	817,858
	FD+SD	573,971	653,408	584,020
	MSSSPL	950,534	740,402	773,098
	MIL	43,869	37,058	45,068
	MTWL	47,146	53,880	42,546
	MVML	488,721	392,371	435,552
	SBU	16,952	13,562	11,369
	MReva	16,172	12,942	14,197
	SFD	NIS	60,417	49,084
	EPC	NIS	22,225	20,361
	NPD	NIS	8,333	11,405
SERVICE SECTORS	MEPC	DNA	6488	12,369
	MWC	1,558,412	1,761,917	2,403,615
	MLDL	114,657	434,278	366,280
	MLL	13,894	13,896	21,698
	MHRIL	297,356	285,612	464,250
	FSS	11,299	13,990	13,648
	Tech M	682,665	615,610	1,007,453
	MFCWL	358	NIS	NIS
	MFCSL	1,187	2,879	17,224
	MRV	17,640	34,627	133,690
	CC	NIS	48,892	49,090



NIS - Not In Scope

MEPC, Tech M have recorded an increase in consumption due to enhanced scope of reporting  
Increase in water consumption at MHRIL is due to addition of 7 resorts

## SPECIFIC WATER CONSUMPTION

m<sup>3</sup>/unit

	Sector	2012-13	2013-14	2014-15	% change in 2014-15 over previous year
MANUFACTURING SECTORS	AD	2.698	2.441	2.441	0
	FD+SD	1.815	1.603	1.691	-6
	MSSSPL	6.791	5.607	4.840	14
	MIL	0.174	0.153	0.189	-24
	MTWL	0.420	0.253	0.246	3
	MVML	3.130	3.409	4.674	-37
	SBU	3.474	2.545	1.582	38
	MReva	54.640	31.955	24.435	24
	SFD	NIS	2.521	2.318	8
	EPC	NIS	3.896	4.736	-22
SERVICE SECTORS	MEPC	DNA	0.064	0.095	-48
	MWC	642.644	638.607	871.191	-36
	MLDL	0.137	0.267	0.219	18
	MLL	13.490	10.084	12.420	(-23)
	MHRIL	1.146	1.067	1.128	-6
	FSS	8.897	10.728	13.499	-26
	Tech M	13.000	11.080	16.789	-52
	MFCWL	0.038	NIS	NIS	-
	CC	NIS	3.331	3.344	0

Note: NIS - Not in Scope.

The specific water consumption of MSSSPL, MTWL, SBU, MReva, SFD, Mahindra Lifespaces has dropped in the current year, due to various water conservation projects implemented by the respective sectors.

MIL has recorded an increase in specific consumption as rainwater was replaced with groundwater at two units in Kanhe and one unit in Bhopal.

Specific water usage has increased due to enhanced water consumption by customers and not MWC alone, annual usage will differ based on the activity undertaken by customers.

FSS and MLL have recorded an increase in the specific water consumption due to reporting of better quality data.

Mahindra World City supplies water to Mahindra Research Valley, Nova, Iris Court and Aqualily locations of Mahindra Lifespaces. To avoid double accounting, the Group consumption does not include the water consumption of these three sites in the year 2014-15; however it has been included in respective sector's water consumption. In addition, Mahindra World City supplies water to all companies located in its premises. Group's total water consumption is 7021214 kl.

## SPECIFIC WATER CONSUMPTION

m<sup>3</sup>/unit of measure

Sector	2012-13	2013-14	2014-15
NPD	NIS	17.959	28.300
MFCSL	0.058	0.069	0.369
MRV	7.690	14.604	52.842

Note:

Specific water consumption at MRV increased due to increase in green cover and higher number of engine test beds

MFCSL has added nine locations and hence the specific water consumption has risen

The water consumption increase in NPD is due to addition of machineries at the die shop in the reporting period

Hence, the specific water consumption for these three sectors have been mentioned separately



## WATER WITHDRAWAL BY SOURCE 2014-15

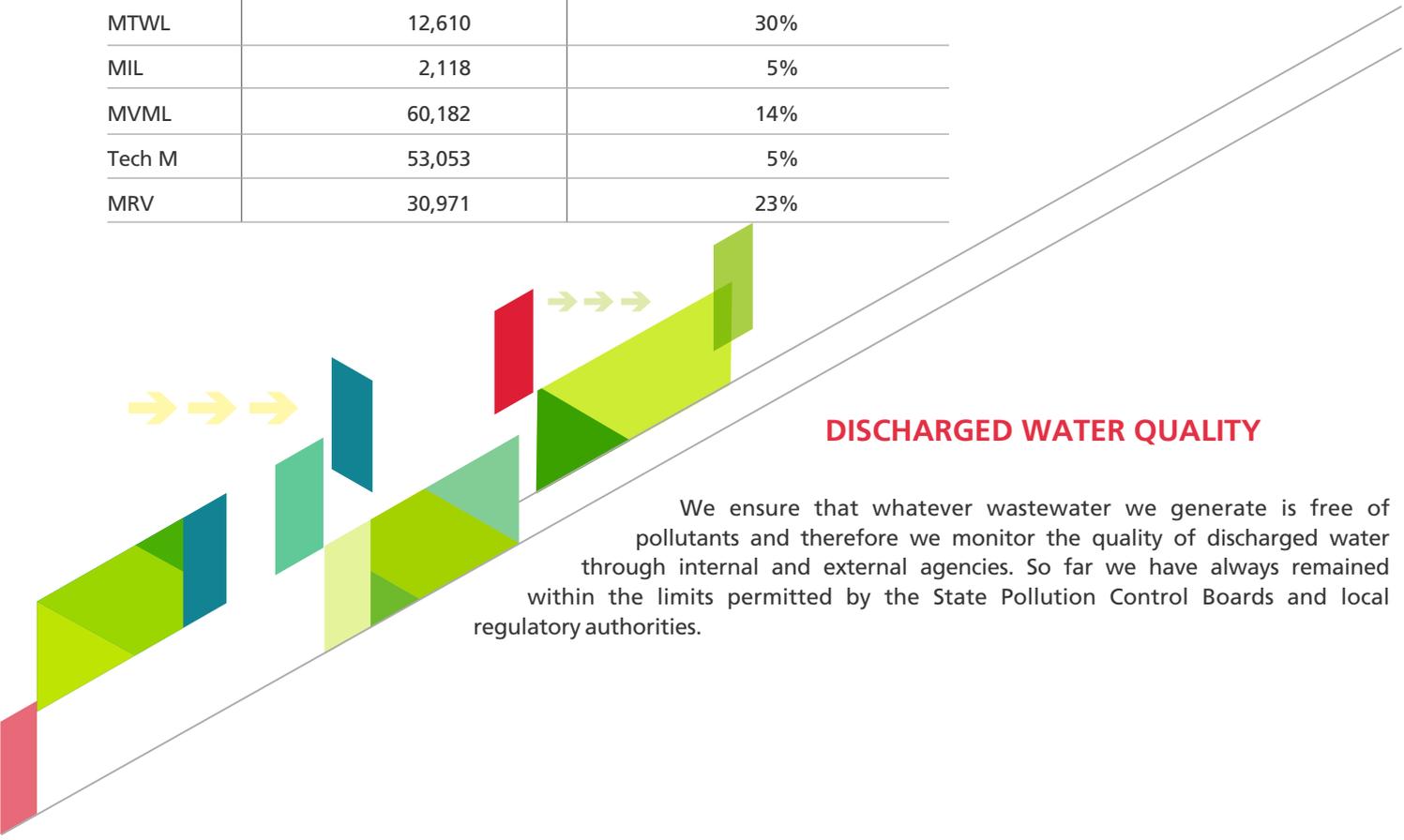
Index	Total m <sup>3</sup>	%
Bottled Water	10,276	0.15
Ground water	2,260,449	32.19
Rainwater	152,436	2.17
Surface Water	1,286,897	18.33
Wastewater from another source	495,294	7.05
Water from Municipality	2,095,301	29.84
Water from Tanker	720,561	10.26
<b>Grand Total</b>	<b>7,021,214</b>	<b>100</b>



## VOLUME OF WATER RECYCLED AND REUSED

We minimise the use of freshwater through recycling and reuse of wastewater. The effluent and sewage treatment plants treats the wastewater and diverts it back in to the process wherever possible, plus this grey water is re-purposed for gardening and flushing toilets.

Sector	Volume of water recycled and reused (m <sup>3</sup> )	% of water recycled and reused of total water consumption
AD	257,868	32%
FD+SD	102,969	18%
MHRIL	190,769	41%
MReva	3,968	28%
MWC	416,955	17%
MTWL	12,610	30%
MIL	2,118	5%
MVML	60,182	14%
Tech M	53,053	5%
MRV	30,971	23%

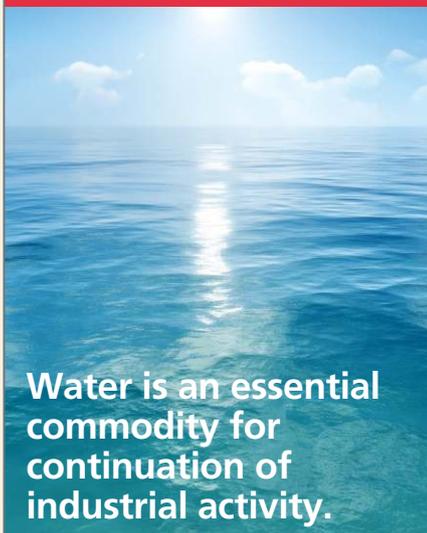


## DISCHARGED WATER QUALITY

We ensure that whatever wastewater we generate is free of pollutants and therefore we monitor the quality of discharged water through internal and external agencies. So far we have always remained within the limits permitted by the State Pollution Control Boards and local regulatory authorities.

# Turning Negative to Water Positive

## CHALLENGE



Water is an essential commodity for continuation of industrial activity.

In recent times, its availability is becoming an alarming concern. In a survey conducted by FICCI on Water Use in the Indian Industry in 2011, 60% of the respondents felt that that availability of water is impacting their business while 87% sensed that it will impact them in the next 10 years.

## INTERVENTION

Businesses are now taking interest in the conservation of this precious resource. Mahindra Group is a frontrunner in this endeavour. M&M's Farm Division took up a Clean Development Mechanism (CDM) project on Micro Irrigation System in association with the UNFCCC (United Nations Framework Convention on Climate Change).

Under the project, farmers were encouraged to use an efficient irrigation system such as drip and sprinkler irrigation, compared to the conventional flood method of irrigation. FD sold drip irrigation and sprinkler irrigation systems to farmers in Gujarat in the year FY 2012-13.



**WATER SAVINGS: 48%**

## IMPACT

The use of micro irrigation systems resulted in several benefits including savings in water consumption between 30% and 50%. Farmers also saw a decrease in the use of fertilizers and increase in the yield.

This project also proved to be a milestone in the sustainability journey of Mahindra Group.

Mahindra & Mahindra Ltd. effected 8.40 million m<sup>3</sup> water savings during FY 2013-2014 against the 6.1 million kl total water consumption of the Group, turning Mahindra water positive.

The verification report by Bureau Veritas Certifications India Pvt. Ltd. (BVCI) confirmed with a limited level of assurance that the quantum of water savings thus effected exceed the water consumption of Mahindra & Mahindra Ltd. during the period FY 2013-14.

*Note: Total water consumption during FY 2013-14 was 6.1 million m<sup>3</sup> which includes Systech companies.*

**TOTAL WATER-CONSUMPTION  
MAHINDRA GROUP  
6.1 million m<sup>3</sup>**

**WATER SAVED BY  
MICRO IRRIGATION SYSTEM  
8.4 million m<sup>3</sup>**

# Achieving Water Self-sufficiency



## CHALLENGE



**Water is equally important for domestic as well as industrial purposes.**

The industries have to depend on the conventional water sources for their various requirements. However, these sources are now under stress due to growth in population and increase in urbanisation, forcing industries to look for other alternatives.

## INTERVENTION

AD, Zaheerabad took a holistic approach for conserving the precious resource for the future operations and reducing its consumption. Over the years, we have taken a range of water management interventions to make the division water self-sufficient. Some of the key ones include treatment of domestic and process wastewater, enhancing stormwater percolation, and stormwater harvesting. These efforts gained pace after Mahindra Group launched its H<sub>2</sub>Infinity, the water conservation programme in 2012-13.

## OUTCOME

The treatment of domestic & process wastewater resulted in savings of 425 m<sup>3</sup> / day of water. The enhancement of stormwater percolation check dam capacity led to increase in water storage - capacity to 1,100 m<sup>3</sup> per annum. Stormwater harvesting added 2,500 m<sup>3</sup> of water per annum.

The specific water consumption in FY 2015 (till December) reduced by 35% compared to FY 2011. Also, the water table has risen in the area reducing the power required for drawing water by 50%. The reuse of wastewater has increased considerably with 10% of the treated ETP water being used for grill cleaning activity and the balance treated water for gardening purpose.



10% treated water was being used for grill cleaning activity



Balance treated water was being used for gardening purpose

## IMPACT

As a result of the strategic water management interventions, the dependency on Zaheerabad municipality for water has been eliminated making the manufacturing plant water self-sufficient. The facility can now meet the water demand for next 10 years production plan.

Dependency on Zaheerabad Municipality for water has been eliminated making the site self-sufficient

The manufacturing site can now meet the demand for the next 10-year production plan

## Saving water today for a plentiful tomorrow

Water is essential for life. Several measures to conserve and reduce consumption of water were undertaken across the Mahindra Group, with each business contributing in its own way.

Sector	Initiative
<b>SWARAJ DIVISION</b>	<p><b>Swaraj Division of the Mahindra Group has been driving water saving initiatives. Some of the major ones are as follows.</b></p> <ul style="list-style-type: none"> <li>• Plugged leakages at 20 locations which resulted in savings of 35 kld of water</li> <li>• Optimised water use by controlling water flow in the Paint shop saving 50 kld water</li> <li>• Replaced corroded underground pipeline with new overhead pipeline saving 40 kld water</li> <li>• Changed water cooling system with air cooling system for 6 furnaces, saving water of three cooling towers amounting to 35 kld</li> <li>• ETP outlet water used to flush toilets</li> <li>• Utilised ETP outlet water to top-up the Paint shop sedimentation tank</li> </ul>
<b>MAHINDRA TWO WHEELERS</b>	<p><b>Mahindra Two Wheelers Ltd. saved around 60 liters of water per vehicle by taking up water saving initiatives such as:</b></p> <ul style="list-style-type: none"> <li>• Plugging internal water leakages by replacing MS pipes with new HDPE pipes</li> <li>• Installing level controllers in all water storage and overhead tanks</li> <li>• Diverting the housing colony rainwater to an open well &amp; using the water for gardening</li> <li>• Replacing wheel taps by push tap for all toilets and hand wash area</li> <li>• Reusing rinsing water and rejected RO water</li> </ul>
<b>FARM DIVISION</b>	<p><b>Farm Division, Nagpur took up key water conservation initiatives such as:</b></p> <ul style="list-style-type: none"> <li>• Installation, repairing, replacing &amp; calibrating water meters</li> <li>• Inspection of pipeline for leakages &amp; unauthorised connections</li> <li>• Numbering the tanks &amp; color-coding them for easy reporting of leaks</li> <li>• Repair, replacement &amp; installation of level sensors</li> <li>• Utilisation of ETP treated water for gardening, washing vehicles, and flushing toilets leading to 30% reduction in water consumption compared to FY 2009</li> </ul>

## MATERIALS

We operate in a material constrained world. Natural resources are under stress as production tries to keep pace with the growing demands of an ever rising population and evolving lifestyles. At Mahindra, we are committed to produce more from less and strive to reduce our material consumption. We have also increased the percentage of alternative materials in our products to curb our carbon footprint, without affecting the efficiency and performance of our products.

### SECTOR WISE MATERIALS CONSUMPTION

#### AD

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	875,128	846,235	780,708
Associated material		0	0	0
Packaging material		0	0	0
<b>Total</b>		<b>875,128</b>	<b>846,235</b>	<b>780,708</b>
Semi-manufactured	kl	3,260	5,579	8,358

#### MVML

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	144,203	91,599	83,568
<b>Total</b>		<b>144,203</b>	<b>91,599</b>	<b>83,568</b>
Semi-manufactured	kl	1,017	1,769	2,445

#### MSSSPL

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	113,101	106,597	120,857
Associated material		23,468	21,229	22,014
Packaging material		102	104	0
<b>Total</b>		<b>136,670</b>	<b>127,930</b>	<b>142,871</b>

## FD+SD

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	418,681	727,419	418,848
Associated material		121	126	90
Raw material		0	21,785	20,458
Packaging material		886	538	1,413
<b>Total</b>		<b>419,688</b>	<b>749,868</b>	<b>440,809</b>
Semi-manufactured	kl	7,935	12,177	7,791
Associated material		3,456	5,507	1,852
Raw material		387	0	0
<b>Total</b>		<b>11,778</b>	<b>17,684</b>	<b>9,643</b>
Semi-manufactured	No	149,752	194,156	160,112
Raw material		37,473	48,525	35,683
<b>Total</b>		<b>187,225</b>	<b>242,681</b>	<b>195,795</b>

## MWC

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	1,557	5,179	4,228
Raw material		13,233	6,594	13,202
<b>Total</b>		<b>14,790</b>	<b>11,773</b>	<b>17,431</b>
Semi-manufactured	Rmt	653	0	0

## MIL

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	121,840	182,744	182,528
Associated material		4	5	6
Raw material		93,526	0	0
Packaging material		2,343	1,628	3,945
<b>Total</b>		<b>217,712</b>	<b>184,377</b>	<b>186,479</b>
Associated material	No	9	0	0
Associated material	kl	2	4	5
Packaging material	Mtr	DNA	DNA	0.15
Packaging material		51,010	540	1,579,128
Packaging material		CFT	0	4,919
Packaging material	No	0	0	1,067,139

## SBU

MATERIAL	Unit	2012-13	2013-14	2014-15
Packaging material	Tonnes	4,878	5,125	7,188
<b>Total</b>		<b>4,878</b>	<b>5,125</b>	<b>7,188</b>

## MTWL

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	12,218	24,063	19,559
Associated material		34	48	43
Packaging material		84	135	164
<b>Total</b>		<b>12,336</b>	<b>24,246</b>	<b>19,766</b>
Semi-manufactured	kl	440	594	411
Associated material		113	225	171
<b>Total</b>		<b>553</b>	<b>819</b>	<b>582</b>

## MLDL

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	96,901	325,096	124,473
Associated material		112	DNA	103
Raw material		80,140	2,68,267	373,498
<b>Total</b>		<b>177,153</b>	<b>593,373</b>	<b>498,074</b>
Associated material	kl	0	4,517	1,080
Semi-manufactured		0	7,969,208	3,561,976
Raw material		DNA	636	320
<b>Total</b>		<b>0</b>	<b>7,974,361</b>	<b>3,563,376</b>
Semi-manufactured		No	8,889	0
Associated material	1		13.83	15
<b>Total</b>	<b>8,890</b>		<b>13.83</b>	<b>16</b>
Semi-manufactured	SQM	DNA	DNA	172,839
	MTR	DNA	DNA	836,960

## MFCSL

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured material	Tonnes	0	0.52	0.66
Associated material		0.22	0	0
Raw material		0.03	0	0
<b>Total</b>		<b>0.25</b>	<b>0.52</b>	<b>0.66</b>
Semi-manufactured	kl	22	69	100
Associated material		8	0	
Raw material		3	0	0
<b>Total</b>		<b>33</b>	<b>69</b>	<b>100</b>
Semi-manufactured	No	89	665	1,110
Associated material		43	0	0
Raw material		13	0	0
<b>Total</b>		<b>145</b>	<b>665</b>	<b>1,110</b>

## MREVA

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	252	268	2,749

## EPC INDUSTRIE

MATERIAL	Unit	2012-13	2013-14	2014-15
Semi-manufactured	Tonnes	NIS	NIS	4,299

## PRINTER CARTRIDGE & TONNER CONSUMPTION

SECTOR	Unit	2012-13	2013-14	2014-15
MLL	No	701	379	590
FSS		84	62	1,038
TECH M		2,089	1,372	1,552
MRV		DNA	DNA	577

## WASTE

We follow a two pronged strategy on waste - reduction and reuse. Less waste means less disposal cost plus conservation of natural resources and energy. Reuse of waste helps cut raw material costs and decreases the burden on the environment.

This focus on reduction or reuse of waste is pervasive right from the design stage to the manufacturing process and distribution of finished goods. At every step we are looking for opportunities for waste minimisation and reuse.

Whatever waste we generate is responsibly disposed keeping the compliances, rules and regulations of the land in mind.



Hazardous waste is handed over to authorised hazardous waste collection vendors equipped with the requisite treatment, storage and disposal facilities, while a major portion of non-hazardous waste is disposed through contractors who hand it over to large-scale recycling units or reuse it.

## GROUP TOTAL

Hazardous waste	2012-13	2013-14	2014-15
Solid (Tonnes)	7,219	9,219	25,429
Solid (Nos)	175,269	193,863	240,334
Liquid (kl)	2,038	2,467	23,193
Liquid (Nos)	3,205	122	0
<b>Non-Hazardous waste</b>			
Solid (Tonnes)	225,701	176,800	173,811
Solid (Nos)	156,490	81,454	76,219
Liquid (kl)	0	0	135

Note:

*Hazardous solid waste (Tonnes) includes ETP sludge, phosphating sludge, paint sludge, e-waste, biomedical waste, oil soaked waste*

*Hazardous solid waste (Nos.) includes batteries, containers and e-waste*

*Hazardous Liquid waste (kl) includes scrap oil, DG set waste oil, used oil from vehicles and waste coolant*

*Hazardous Liquid waste (nos.) includes containers of waste oil*

*Non-Hazardous solid waste (Tonnes) includes wooden, steel, metal scrap, food waste, paper waste, plastic scrap, rubber scrap*

*Non-Hazardous solid waste (Nos.) includes empty containers / barrels*

*Hazardous solid waste (Tonnes) increased as few sectors were able to provide the data in tonne for containers which they used to earlier report in numbers.*

*Hazardous solid waste (Nos.) increased as the sector has improved tracking and data collection. Till last year, the reporting unit for a few companies, was containers in kl, this year they have reported in numbers or tonne.*

*Hazardous liquid waste increased as few sectors started reporting this year, and in few sectors there was an increase in the amount of waste oil due to better tracking of data.*

## AD

Hazardous waste	2012-13	2013-14	2014-15
Solid (Tonnes)	3,187	3,121	3,239
Solid (Nos)	4,144	50,440	139,220
Liquid (kl)	373	143	21,597
Liquid (Nos)	3,075	0	0
<b>Non-Hazardous waste</b>			
Solid (Tonnes)	73,049	50,285	45,072
Solid, Tyres, Drums etc. (Nos.)	86,483	16,955	35,301
Liquid (kl)	0	0	0

## FD+SD

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	713	1,210	21,406
Solid (Nos)	46,316	45,702	34,940
Liquid (kl)	162	85	126
<b>Non-Hazardous waste</b>			
Solid (MT)	20,865	13,377	12,157
Solid (Nos)	7,747	954	10,508

## MSSSPL

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	9	8	4
Solid (Nos)	0	177	1,541
Liquid (kl)	0	6	1
<b>Non-Hazardous waste</b>			
Solid (MT)	0	34,276	34,604

## MHRIL

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	0	1	1
Solid (Nos)	690	873	0
Liquid (kl)	108	1	42
Non-Hazardous waste			
Solid (MT)	590	551	54,334
Solid (Nos)	1,204	1,378	702

## MFCSL

Hazardous waste	2012-13	2013-14	2014-15
Solid (Nos)	9,112	17,377	25,324
Liquid (kl)	6	28	55

## MIL

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	1	1	4
Solid (Nos)	42	0	23
Liquid (kl)	8	61	10
Non-Hazardous waste			
Solid (MT)	10,549	8,429	9,045

## MWC

Non-Hazardous waste	2012-13	2013-14	2014-15
Solid (Tonnes)	1,094	1,954	2,860

## MLDL

Hazardous waste	2012-13	2013-14	2014-15
Solid (Nos)	DNA	12	435
Solid (MT)	DNA	DNA	2
Liquid (kl)	DNA	DNA	1
Non-Hazardous waste			
Solid (MT)	328	564	1,637
Solid (Nos)	DNA	10,361	5,858
Liquid (kl)	DNA	DNA	135

## FSS

Hazardous waste	2012-13	2013-14	2014-15
Solid (Tonnes)	0.15	4	1

## MTWL

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	172	157	122
Solid (Nos)	0	0	1,118
Liquid (kl)	5	8	1,005
<b>Non-Hazardous waste</b>			
Solid (MT)	1,801	1,861	1,437
Solid (Nos)	55,563	47,701	22,973

## SBU

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	5	0	0
Solid (Nos)	31	3	0
Liquid (kl)	14	0	0
<b>Non-Hazardous waste</b>			
Solid (MT)	1,578	1,671	1,813

## MVML

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	771	690	593
Solid (Nos)	78,260	43,628	36,037
Liquid (kl)	208	155	138
<b>Non-Hazardous waste</b>			
Solid (MT)	17,186	11,570	9,777
Solid (Nos)	2,270	3,452	564

## TECH M

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	30	14	51
Solid (Nos)	2,520	243	1,008
Liquid (kl)	12	9	5
<b>Non-Hazardous waste</b>			
Solid (MT)	310	385	532

## MREVA

Hazardous waste	2012-13	2013-14	2014-15
Solid (MT)	0	8	0
Solid (Nos)	1,332	150	376
<b>Non-Hazardous waste</b>			
Solid (MT)	25	15	24

## MRV

Hazardous waste	2013-14	2014-15
Solid (Nos)	121	312
Solid (MT)	DNA	9
Liquid (Nos)	122	0
Liquid (kl)	DNA	213
Non-Hazardous waste		
Solid (MT)	291	458
Solid (Nos)	85	313

## CC

Non-Hazardous waste	2013-14	2014-15
Solid (MT)	13	6

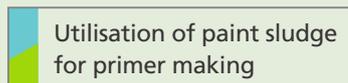
## EPC Industrie

Non-Hazardous waste	2013-14	2014-15
Solid (MT)	DNA	56

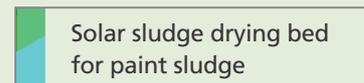


### Going Ahead

Plans are afoot to introduce innovative methods for waste management including



Utilisation of paint sludge for primer making



Solar sludge drying bed for paint sludge

### Turning Waste to Wealth

MIQ and Group Sustainability teamed up to conduct - waste to wealth, a programme that focuses on management of solid waste and wastewater and familiarising participants with the newly introduced laws pertaining to hazardous, e-waste and biomedical waste management. Innovative and proven approaches to waste segregation, removal, generation of useful by-products like biogas, CNG, briquettes as fuel, recycling of furniture and disposal of solid waste were also discussed. The programme attracted a record 50 participants from various Group companies including Auto, Farm, Two Wheelers, CIE, Spares Business Unit, MIL, MHRIL and the icing on the cake was the participation of suppliers.

### Reduction in Emissions

Scope 3 emissions were reduced through packaging improvements, due to which the estimated wood usage reduction for the year FY 2015 is 128 tonnes/ annum.



## Greening the waste disposal system

Mahindra's Farm Division took up a host of waste management and waste reduction initiatives

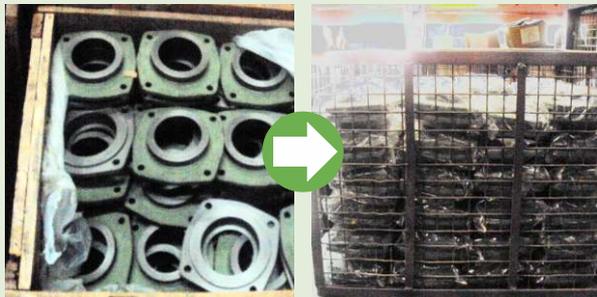
Installed desludge unit and robots in chassis paint shop for paint sludge reduction



Installed acid proof tiles in the area where waste batteries were stored to avoid land contamination due to hazardous waste



Replaced wooden boxes with MS cage for transport of engineering parts saving 2,400 kg of wood a year



Overhauled the transportation of waste



Saved 4,638 kg of corrugated material by procuring 13 types of gears in plastic bins



1,930 liters of diesel and 4.2 tons of CO<sub>2</sub> was saved by using hydraulic press which compressed waste and helped vehicle take 8 tonnes of waste compared to just 2.25 tonnes earlier



Compared to 45 trucks earlier, only 15 trucks are now required to transport waste

Introduced plastic bins to facilitate waste transportation

## PACKAGING

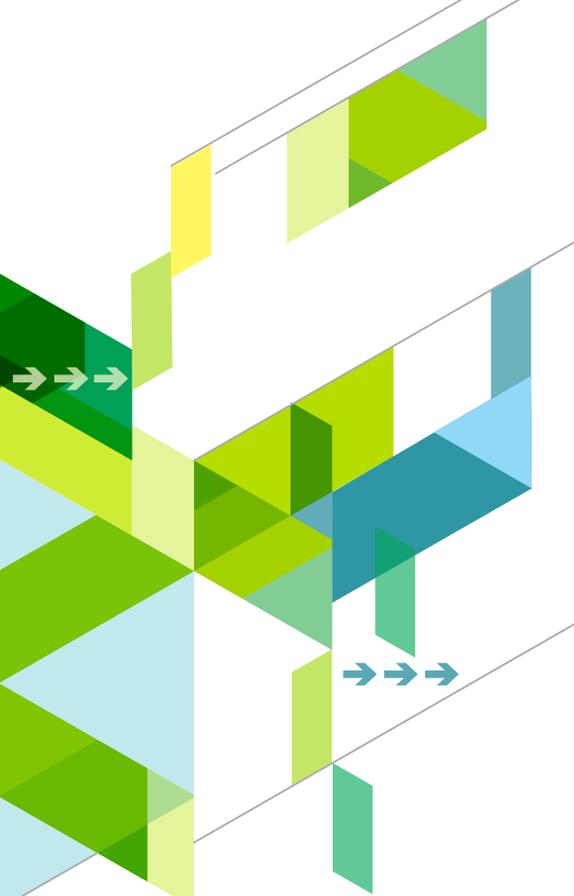
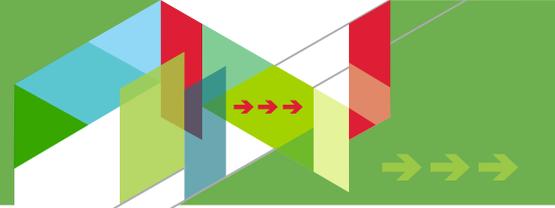
As a proponent of sustainable development, it is a huge responsibility to ensure we 'design out' any potential negative environmental impacts of packaging from our products. In recent years, we have considerably reduced our consumption of non-recyclable material to make the packaging of our products convenient, economical and environment friendly.

## SPILLS

Spills prevention is prudent in any business. Spills increase operating costs, lower productivity and can have a negative impact on the environment. At Mahindra Group, we are committed to ensure complete safety of our operations and the environment through a comprehensive environment management system which also encompasses spills. During the reporting period, we did not witness any significant incidents of spills.

## ENVIRONMENT COMPLIANCE

Conforming to the environmental laws, rules and regulations is the cornerstone of any successful business. Mahindra Group continues to adhere to environmental compliances and abide by all the applicable laws of the land for all of its projects. During the reporting period, we were not fined for any non-compliance.



## MANAGEMENT APPROACH

At Mahindra, organisational growth and societal development are two sides of the same coin. Hence, we approach social interventions with the same commitment, passion and professionalism as our businesses.

We have been contributing 1% of our Profit After Tax (PAT) towards Corporate Social Responsibility (CSR) in a structured manner since 2005 – long before it became a mandate. Hence we were better prepared to shift to a higher gear of 2% of three-year average net profit as prescribed by the guidelines laid down in the New Companies Act 2013.

Our goal is to create self-sustaining transformations across the weaker sections of society by empowering them to Rise.

## OUR FOCUS AREAS



We also aim to boost bright minds, sporting spirits and artistic endeavours through timely interventions, regular programmes and financial aid.

## OUR CHANGE AGENTS



We regularly collaborate with governments, NGOs and other business associates to amplify the outcomes of our CSR programmes.

## OUR OPERATING PHILOSOPHY

Harness the power of 'Alternative Thinking' to develop innovative strategies and implement unique social interventions to usher in lasting positive change.





## KEY HIGHLIGHTS

### EDUCATION

#### PROJECT NANHI KALI

**21,587**

girl children were taken under Project Nanhi Kali's fold this year.

**113,124**

girl children from socially and economically backward sections of the society were educated in total.

**45,602**

Nanhi Kalis were supported by Mahindra Group, while the rest were backed by corporate and individual donors.

549 students were awarded the Mahindra All India Talent Scholarship this year.

Total Tally  
**7,453**

45 students were awarded the K. C. Mahindra Scholarship for Postgraduate Studies this year.

Total Tally  
**1,160**

3,515 under-privileged students were provided livelihood training in Mahindra Pride Schools this year.

Total Tally  
**12,192**

### HEALTHCARE

#### LIFELINE EXPRESS

**20,143**

people benefited from the medical camps conducted through the Lifeline Express programme this year.

Total Tally  
**37,525**



### ENVIRONMENT

#### PROJECT MAHINDRA HARIYALI

**1.56 million**

trees were planted under the Mahindra Hariyali Project in FY 15, well surpassing the annual target of 1 million trees.

Total Tally  
**7.96 million**

### VOLUNTEERING

#### ESOPS

**33,490**

volunteers have contributed 229,670 man-hours towards social programmes.



## CSR POLICY

Our renewed CSR policy is in line with the amendments in Section 135 of the New Companies Act 2013 and comprises following key action areas:

• Education	• Opportunities for those at the Base of Pyramid	• Encouragement for Sport
• Healthcare & Sanitation	• Protection of Natural Heritage, Art and Culture	• Technology Incubation
• Environment	• Aid for Armed Force Personnel's Families	• Rural Development
• Livelihood Enhancement		• Disaster Relief & Rehabilitation
• Women Empowerment		

This policy is implemented by the CSR Committee and is applicable to all sectors and employees of Mahindra & Mahindra Ltd.

## CSR GOVERNANCE

Sustainability at Mahindra is promulgated at the top and permeates throughout the organisation and beyond. Our CSR Council helms the Mahindra Group's social responsibility vision with diligence, transparency and ownership.

*For more information on the CSR Council, please refer to the corporate governance section of this report.*

## FOUNDATIONS AND TRUSTS

Our Foundations and Trusts are the major channels that cascade our vision and initiatives to wider sections of society. These professionally-managed institutions maximise the impact of their socio-centric programmes, scale up the successful ones, scrutinise the results and also update our stakeholders regarding the outcomes.

Each Foundation or Trust, as a whole or through their arms, maintains sharp focus on a specific area and works to resolve crucial issues at both grassroots and national levels.

These focus areas are:

- Women Empowerment
- Education Livelihoods
- Skill Enhancement and Vocational Training
- Empowering Differently abled Individuals
- Relief and Rehabilitation

### K. C. MAHINDRA EDUCATION TRUST

The three programmes of K. C. Mahindra Education Trust (KCMET) - (i) Nani Kali (ii) Mahindra Pride School and (iii) Scholarship & Grants, continue to propel change in the lives of numerous families, through education of their wards. Thousands across multiple age groups and different income levels have been provided with financial assistance and recognition, since the inception of this Trust in 1953.

**K.C. MAHINDRA**  
EDUCATION TRUST  
*Changing India, child by child*

Over the years, KCMET has transformed the lives of **138,832** students.

### MAHINDRA FOUNDATION

**Mahindra Foundation continues to work towards its core objectives of:**

- Mobilising timely, comprehensive and effective disaster relief and rehabilitation.
- Providing medical relief to the poor and underprivileged.
- Supporting talented individuals for advanced studies or pursuing sports, so that they may realise their potential and earn pride for our nation.

**During the reporting year, the Foundation reached out to assist the flood affected communities of Jammu & Kashmir.**

- Relief material was distributed in Malangpora and Padgampora villages in Tehsil Awantipora of Pulwama District.
- The Group announced a donation of INR 20 million to the Prime Minister's National Relief Fund to lend a helping hand to the ongoing relief operation.

- Mahindra Consulting Engineers, our engineering consulting services arm, together with the state government, undertook the development of an eco-friendly village cluster. It would be equipped with multiple disaster resistant dwelling units, community centre and associated site services comprising roads, water supply, sewerage, solid waste management, power supply and other site infrastructure facilities.

- The relief plan was also designed such that it could integrate income restoration during the rehabilitation period through employment opportunities, in the undertaken construction activities and other programmes.

## CYCLONE HUDHUD RELIEF PROGRAMME

In October 2014, Cyclone Hudhud, originating from the Andaman sea, made landfall near Visakhapatnam, Andhra Pradesh and resulted in multiple casualties and losses worth billions of rupees. Sadly, in addition to economic damage, it also devastated the ecology of Visakhapatnam district.

In response to an appeal by the Chief Minister of Andhra Pradesh, Mahindra committed to plant 0.62 million trees in 7 cyclone affected Mandals of Visakhapatnam district that had lost most of their tree cover. This would help restore the ecological sustainability of the region, while also providing direct livelihood support to 4,000 Adivasi families.



## MAHINDRA FOUNDATION USA AND UK

The Mahindra Foundation, USA has created volunteer-based Nanhi Kali chapters in US, which further the cause of educating the underprivileged girls in India. Eight such chapters located in Chicago, New York, Seattle, Dallas, Boston, Atlanta, Syracuse and Omaha, generate awareness, conduct fundraisers, mobilise employee payroll providing programmes and amplify Nanhi Kali's presence on social network.

The Mahindra Foundation USA has succeeded in raising **USD 240,098** for Nanhi Kali.

Buoyed by the encouraging response received from USA, Mahindra Foundation UK was established to replicate a similar success in England and Wales.

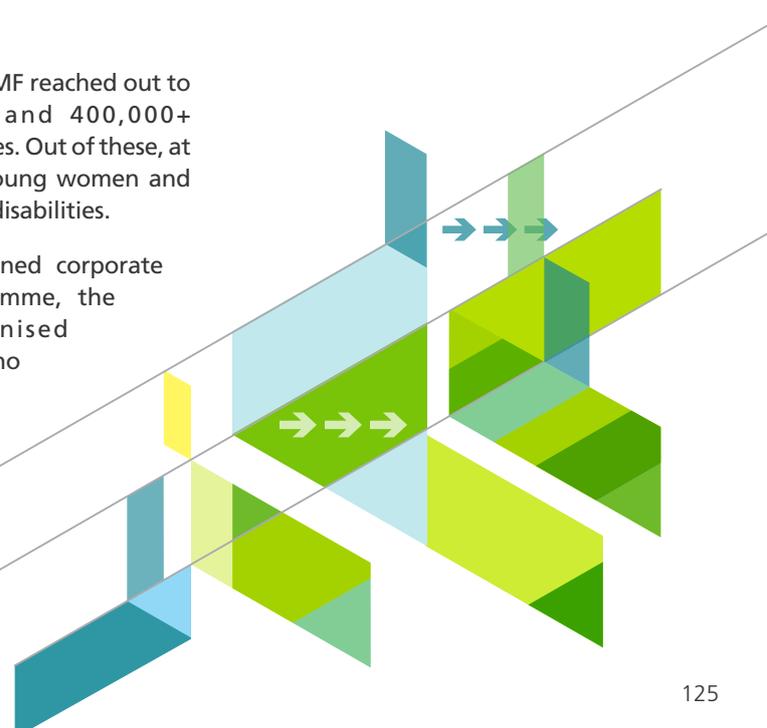


## TECH MAHINDRA FOUNDATION

The social initiatives of Tech Mahindra are carried out by the Tech Mahindra Foundation (TMF). The Foundation essentially works with children and youth from less-privileged urban communities of India. The programmes of TMF are concentrated in three core areas - School Education, Employability and Technical Education. The initiatives for the first two areas are directly managed by the Foundation and those for the last one are undertaken by Mahindra Educational Institutions (MEI).

In the current year, TMF reached out to 80,000+ primary and 400,000+ secondary beneficiaries. Out of these, at least 50% are girls/young women and 10% are people with disabilities.

Through a well-planned corporate volunteering programme, the foundation galvanised 10,000+ associates who contributed over 50,000+ hours.



## SCHOOL EDUCATION PROGRAMME

Run in partnership with various organisations, the programme, focuses on three levels:

### ALL ROUND IMPROVEMENT IN SCHOOL EDUCATION (ARISE)



It is a long-term school improvement programme and builds upon four important facets of a school -

- Academic
- Social
- Organisation
- Infrastructure

During the reporting year, the Foundation adopted 55 schools across India and is working with 18 partners to transform them into model schools of excellence.

Additionally, there is ARISE+ - a special programme which undertakes education empowerment initiatives for children with disabilities.

### SHIKSHA SAMVARDHAN



A thematic intervention to make learning interesting, child-centred and activity-based, the programme largely works with school drop-outs and is geared to reduce cumulative burden of non-comprehension and promote grade-appropriate competencies.

The interventions include creation of learning centres, remediation and bridge programmes, life skills and sports for overall development, ICT-enabled education services, early childhood care and education, and after-school support programmes.

The Foundation runs 12 projects under Shiksha Samwardhan.

### SHIKSHAANTAR

This programme aims at making a difference to education by empowering the educators and enhancing their skills. The programmes are implemented through In-service Teacher Education Institute (ITEI) and a model school at East Delhi Municipal Corporation (EDMC). This year, the programme targeted capacity enhancement to 1,500 teachers, 400 school heads and 70 education functionaries across EDMC's primary schooling system, and training of 120 master trainers.

**Shikshaantar has been awarded the Silver Award for Best CSR Practices in Education, by CSR Times.**

The five-year Cambridge English programme with Chennai Municipal Corporation will build capacities of 250 teachers on language and pedagogy, and build a sustainable and cost-effective network for English language teacher development. Likewise, teachers of 100 balwadis under the Municipal Corporation Schools of Mumbai and those in 25 primary/pre-primary schools under Pimpri Chinchwad Municipal Corporation in Pune are trained in pedagogical aspects. Shikshaantar also felicitates outstanding teachers of municipal schools of Delhi through the Foundation's flagship Shikshak Samman Award programme.



## EMPLOYABILITY PROGRAMME

SMART (Skills for Market Training), the Foundation's flagship programme, stems from a vision of an educated, enlightened and employed India. It functions with an underlying belief that educated and skilled youth is a country's true strength.

The programme started with three centres in 2012 and is currently running 65 centres at ten locations across India.

These include SMART centres, SMART+ centres (training for people with disabilities), SMART-T centres (training in technical trades) and the SMART Academy.

The SMART Academy is a state-of-the-art centre imparting high-quality vocational skills training, with a blend of classroom, practical and on-the-job training.

Industry stalwarts facilitate continual curriculum upgradation and placement.

Youth from disadvantaged urban communities and in immediate need of jobs are the beneficiary group of SMART. The training starts with a foundation course comprising Spoken English, Workplace Readiness and Basic IT/Computers.

### A range of specialised courses are offered:

- Customer relationship and Sales
- Hospitality
- IT-enabled Services
- BPO
- Lab Assistant
- Multimedia
- Nurse Aides
- Office Administration
- Pharmacy Assistant
- Quick Service Restaurants
- Tally

## TECHNICAL EDUCATION PROGRAMME



The SMART-T offers training in technical trades like Automobile Technician, Civil Works, Computer Numerically Controlled (CNC) Machine Technician, AC and Refrigeration, Electrician, Fitter, Maintenance Technician and Welding.

Tech Mahindra has also undertaken a Research Project in Vocational Education and Training (RiVET) along with the National Skill Development Authority (NSDA), to understand the overall scope of skill development in India.

## RECOGNITION AND ACCOLADES

M&M was awarded the **'Good Corporate Citizen' Award 2013-14** in the Large Corporate category by The Bombay Chamber of Commerce & Industry in September 2014. This award is given in recognition of conspicuous achievement in terms of service to the civic community, in addition to outstanding operational performance.



**Mahindra Pride School earned the K. C. Mahindra Education Trust award** in the Urban Livelihoods - Corporate Foundation category of ICICI Foundation and CNBC TV18's Inclusive India Awards. The award honours the passion and commitment of organisations working at the grass-roots level, to build a better and brighter India for all.

**Nanhi Kali**  
for the girl child

Nanhi Kali added another feather in its cap by bagging the prestigious **TOI Social Impact Award (2015)** in the **'Corporate - Education'** category.

The Mahindra Group ranked **No. 3** in the illustrious Economic Times list of India's Best Companies for **CSR 2014**. This survey was conducted by the ET's Corporate Dossier along with Futurescape and IIM Udaipur.

The **Swaraj Division** was conferred the **AMITY CSR Excellence Award** at The Corporate Meet held at CII, Northern Region Headquarters, Chandigarh. It was chosen as the best among 40 nominations received from leading corporates.



## LAUNCH OF MAHINDRA HARIYALI COFFEE TABLE BOOK

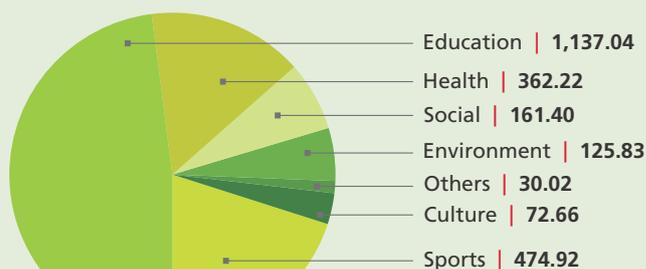
Mr. Keshub Mahindra unveiled the 'Mahindra Hariyali - A Million Trees Every Year' Coffee Table Book in October 2014. The Hariyali initiative was pioneered by Mr. Mahindra himself and was launched in 2007. Thanks to the unflinching dedication of Esops volunteers, the Group has succeeded in planting more than 6.4 million trees across India as of March, 2014.

The book is a tribute to the hard work of the Esops team and its efforts of conserving and nurturing the environment.



## CSR INVESTMENTS

Total INR  
**2,364.10 million**



# ESOPS - EMPLOYEE SOCIAL OPTIONS

Esops is a long-running Employee Volunteering Programme of Mahindra where our employees leverage their passion and professional expertise to drive positive change in the areas of education, environment and healthcare.

Esops is set apart by its longevity of purpose. Going beyond episodic philanthropy and public service, Esops volunteers prepare annual activity plans, ideate projects, implement initiatives and monitor results on a regular basis. In order to make change a truly collaborative effort, Esops volunteers are encouraged to involve family members in these initiatives.

## GROUP WIDE INITIATIVES

At Group level, Esops activities revolve around three key projects in areas that are material to the nation's needs.



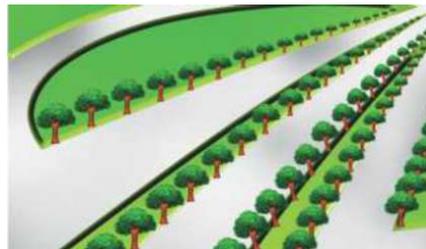
### Nani Kali

Provides academic, material and social support for primary education of underprivileged girl children in India.



### LIFELINE EXPRESS

A unique hospital-on-wheels initiative that provides medical facilities to people from remote areas of India.



### Mahindra Hariyali

A comprehensive afforestation programme with an aim to plant a million+ trees every year.

## ESOPS GROWTH REPORT



In all **33,490** Esops volunteers contributed **229,670** man-hours towards social programmes.

Together, the team Esops initiated **1,128** activities.

Year	Esops Volunteers	Esops Man-hours
2006 - 2007	4,588	DNA
2007 - 2008	9,947	DNA
2008 - 2009	10,341	35,130
2009 - 2010	10,440	49,280
2010 - 2011	15,147	73,509
2011 - 2012	12,588	84,792
2012 - 2013	19,867	109,250
2013 - 2014	25,318	459,836
2014 - 2015	33,490	229,670
<b>Total</b>	<b>141,726</b>	<b>1,041,467</b>

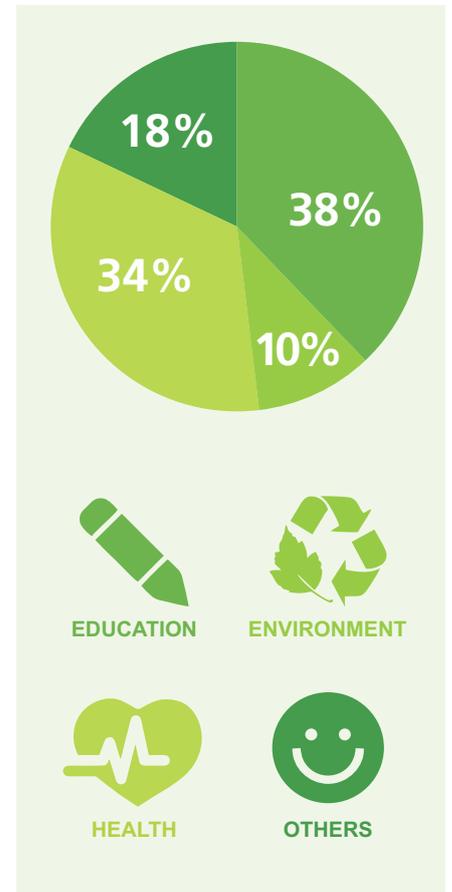
*\*Data Not Available*

## ESOPS NATIONWIDE FOOTPRINT

Esops' reach spans the entire length and breadth of India except Manipur, Mizoram and Nagaland.



## COMPOSITION OF ESOPS INITIATIVES



# ESOPS INITIATIVES

Employees across the Group shoulder social responsibilities with passion and dedication. Varied initiatives carried out during the reporting year are as follows:

### ESOPS IN COMMUNITIES

- Timely medical support for malnourished children.
- Programmes on safety awareness.
- Engagement activities for differently abled children.
- Setting up welfare / computer centres.
- Provision of water coolers and RO filters to orphanage.
- Food supplies distributed in rural and remote areas.
- Villages equipped with street lights and solar lamps handed out.
- Supported flood relief and rehabilitation efforts.
- Borewell set up in a village.
- Volunteered quality time with habitants of an old age home.



# ESOPS INITIATIVES

## ESOPS IN ENVIRONMENT

- Tree plantation at various locations across Mahindra.
- Provided aid in setting up rainwater harvesting plants.
- Varied energy conservation techniques encouraged and implemented.
- School children sensitised to global warming.
- Conducted waste management programmes to create awareness.
- Cleanliness drives held in villages through Swachh Bharat Abhiyaan.



## ESOPS IN EDUCATION

- Numerous schools furnished with computers and furniture.
- Street plays were held to raise awareness on education.
- Parks constructed in schools.
- Teachers enabled with training workshops in rural schools.
- Educational resources distributed in schools, children homes and other educational institutions.
- Green school programme to increase environmental awareness.
- Mahindraites inspired to adopt and contribute towards Nanhi Kali.
- Youth development programmes propagated.
- Creative competitions conducted for school children to give exposure to their engineering talent.
- A development drive comprising cleaning, painting school premises and planting trees, under Shramdaan.
- Planned factory visits for various schools & educational institutions.
- Students were offered career counselling.
- School children treated to summer camps.



## ESOPS IN HEALTH

- Women benefited from antenatal care and health check-up camps for cancer detection, dental care, eye care and paediatrics.
- Camps and rallies were conducted to raise awareness on side effects of tobacco consumption.
- Awareness generated about HIV/AIDS, personal hygiene, nutritious diet, dental care, child healthcare etc., through street plays.
- Medical equipment and ambulance donated.
- Facilitated the Lifeline Express at Khandwa, Zaheerabad, Gorakhpur and Motihari.



# SECTOR-WISE INITIATIVES

## AUTOMOTIVE DIVISION

### EMPOWERING THE DIFFERENTLY ABLED



AD Igatpuri team volunteered to train the differently abled students of Anusayatmaja Matimand Nivasi Vidyalaya & Indira Bharati Karna Badhir Nivasi Vidyalaya, Igatpuri. Both of these are unaided residential schools with a capacity of 40 mentally challenged as well as 32 hearing- and speech-impaired students. 23 officers conducted Esops activity to help these students develop creative skills. This initiative helped them in making handmade greeting cards, diwali lights and flower pots, eventually making them self-reliant.

### SUPPORTING ORPHANS

31 Esops volunteers from AD, Kandivli visited 40 students staying and studying at Narayan Chandra Trust Orphanage School in Nalasopara (East). The team contributed INR 10,001 towards procuring the uniforms and distributed 15 LED torches, caps and chocolates. The team also conducted a drawing competition, promoted Clean India Campaign, cleaned the premises and distributed pamphlets on energy conservation.

### ENHANCING EMPLOYABILITY THROUGH BYTES

Rudrapur Plant inaugurated a computer education centre at Rudrapur. The objective of this initiative was to enhance the employability of the underprivileged students of 10th grade and above, residing within a seven km periphery of the factory premises, by providing basic computer literacy.

### LISTENING WITH ALL OUR HEART



In continuation with our Esops practice of engaging with hearing-impaired and financially-challenged children, the team at AD, Kandivli visited Late Smt. Usha Jamnekar Mookdhwani Vidyalaya at Ville Parle in Mumbai. 89 students were nurtured and groomed in extracurricular activities such as arts & crafts, clay modelling and drawing. The team also provided hearing aids to eight children.

### A HEALTH CAMP FOR ALL AGES

The Esops team at AD, Kandivli organised health check-up camp for senior citizens, adults and children at Satkor, Vikramgad. Around 362 villagers were screened and provided with the required medicines. During the camp, 26 cases of cataract were identified and their operations scheduled.



### SHOWING SOLIDARITY TOWARDS SWACHH BHARAT ABHIYAAN



More than 558 employees at the AD, Nashik plant, promoted the Swachh Bharat Abhiyaan. Under this, the 'Clean Nashik Movement' was kick-started by cleaning the areas of Prabudh Nagar, the facility locations of Mahindra Sona and Atlas Copco. Volunteers equipped with brooms, masks, gloves and caps worked in tandem to clean up the entire area.

Additionally, the Nashik team collaborated with local Municipal Corporation, schools and colleges for replicating the above drive.

### COLLABORATING FOR BETTER HEALTH



AFS, Zaheerabad in association with the Shankara Netralayam and Archana Hospitals, Hyderabad, conducted a mega multi-specialty health camp at Burdhipad village in Andhra Pradesh, one of the five villages adopted by AFS, Zaheerabad for Esops activity. A total of 673 patients were examined.

# SECTOR-WISE INITIATIVES

## AUTOMOTIVE DIVISION



### ENCOURAGING THE SPECIALLY ABLED

Team Esops from AFS, AO-Jaipur donated INR 1 lac towards the 6th national level Deaf and Dumb Wrestling Championship. With participants from 12 different states of our country, this competition is a major boost to the hidden athletic talent amongst differently abled. The winners of this championship will represent our nation in similar international competitions.



### SEA CHANGE ON THE BEACH

The Esops team of MRV celebrated the Sustainability Week from 8th to 13th June 2014, by participating in the massive Coastal Clean Up campaign. Around 45 Esops volunteers cleaned up the Marine Beach in Chennai. Gloves and large garbage bags were provided for collecting waste.

## FARM DIVISION

### J&K FOOD RELIEF SUPPORT

Esops volunteers from Swaraj Division, Swaraj Engines and Swaraj Automotive collectively contributed nearly five tonne of relief material for those affected in the J&K floods.



### MEDICAL CARE ON WHEELS



FD Zaheerabad conducted its first mobile dispensary service in Buchenahalli village near Zaheerabad. The dispensary received appreciable response on day one itself, with more than 120 beneficiaries utilising the service. Under this project, five villages have been identified and adopted. Each of them will benefit from this service every week.

### PALLIATIVE SUPPORT FOR THE TERMINALLY ILL

This year, Swaraj Division initiated 'Mahindra Primary Health and Cancer Care Project' with the objective to spread awareness about cancer and provide palliative care. Palliative care is home-based health assistance to the terminally ill cancer patients, who cannot afford to go to the hospital either due to financial constraint or due to health condition. The focus area comprises a cluster of more than 30 villages in Punjab and nearly 30,000 families are expected to benefit from this project.



### TOWARDS A CLEANER INDIA

FD, Kandivli participated in the Swachh Bharat Abhiyaan, through its cleanliness drive in the east slums of Kandivli. An awareness rally was organised to encourage clean surroundings. The rally witnessed enthusiastic participation by 39 Esops volunteers, 54 Sanskar students, 12 representatives from NGO Sneha and 14 MCGM officials.

## SECTOR - WISE INITIATIVES

### EMPOWERING THE RURAL ELECTRICIANS



Esops Team at Powerol organised TEJAS training programme at seven rural locations - Billore, Payyanur, Chenoor, Nirmal, Namakkal, Kamareddy & Karnal. Training programmes were planned for the electrician community to enhance their knowledge and skills. Esopians roped in sales distributors of Powerol for these programmes. 421 electricians benefited from this activity.

### MAHINDRA PARTNERS

#### ASSISTING EDUCATION, ONE BAG AT A TIME



The Esops team of MSSCL Kanhe visited the Shikshan Gram Trust for orphans and donated 120 school bags and uniforms. 26 employees helped organise the visit and spent quality time with the children.

#### WASTE MANAGEMENT AT SCHOOL LEVEL

Esops Team at Mahindra Intertrade Ltd., Nashik distributed fibre dustbins in ZP Schools at Wadiwarhe, Sanjegaon, Morambi, Gonde and Gonde Aganwadi, to help maintain hygiene and cleanliness within school premises. A team of volunteers procured, transported and oversaw the fitting of dustbins. This activity benefited about 1,800 students.



#### LAYING A STRONG INFRASTRUCTURE FOR THE YOUNG ONES

The Esops team of Mahindra Intertrade Ltd. renovated the science lab at Maratha High School, BDD Chawl, Worli. The renovation involved raising the level of platforms and replacing them with granite platforms, plastering and painting of walls, epoxy coating on the floor, gas pipeline, water pipeline, etc. The Esops volunteers closely supervised the entire project.



### MAHINDRA TWO WHEELERS

#### MOTIVATIONAL MOVIE FOR UNDERPRIVILEGED STUDENTS ON CHILDREN'S DAY



The Esops team at MTWL, Pithampur screened a motivational movie for underprivileged children of the Government School on Children's day. The movie 'Hawa Hawaai - Few dreams don't let you sleep' conveyed an inspiring message to fight against odds and overcome them by fulfilling one's dreams. Around 200 students enjoyed this screening.

# SECTOR - WISE INITIATIVES

## REAL ESTATE SECTOR



### HYGIENIC VILLAGES, HEALTHY LIVES

MWC, Chennai partnered with the Appasaheb Apte Smruti Pratishthan for setting up public convenience facilities in the neighbouring villages of Veerapuram and Paratur. The toilets, assembled by MWC, Chennai, with cleaning, waste management and maintenance services have benefited over 5,000 villagers, drivers and migrant workers.

## UNVEILING WOMEN EMPOWERMENT

MWC, Jaipur along with its NGO partner, Technology Business Incubator (TBI) has been undertaking a comprehensive women empowerment project called 'Parda to Prosperity' since 2009. The project involves creation and incubation of women Self Help Groups, a wide range of skill building courses for village women and vocational tours for the engineering students of the Maharani Engineering College for Women and Jaipur Institute of Technology.

The 'Parda to Prosperity' initiative was instrumental in Mahindra Group receiving the prestigious **Skoch Renaissance Award** in November 2014. The MWCJ Esops team also received an '**Order of Merit**' during the award ceremony.

## GREEN ARMY

MLDL launched the Green Army Campaign in Mumbai on November 14, the Children's Day. This volunteer-based campaign aims to impart knowledge and practical skills to children on environmental conservation and thereby build a green army. The goal is to create a pool of one million caring citizens by embedding sustainability right from their childhood.

A total of 100 employee volunteers spearheaded the campaign, engaged with kids in the age group of 8-12 years, their school teachers and parents.



### Campaign Reach

13	2,565	12,825
schools	students	people

## LEISURE AND HOSPITALITY

### TOWARDS FINANCIAL INDEPENDENCE

With an aim to provide villagers with a source of income, Kumbalgarh Esops volunteers donated goats. They visited two nearby villages, where the team in liaison with Kautilya Vikas Sansthan had identified two Self Help Groups and handed over goats to the village women. The team also distributed plants to enhance the green cover in this otherwise arid region.

### REBUILDING HOME

Esops Volunteers in Munnar reached out to a tribal family living at Chinnakanal and rebuilt their house which was damaged by wild elephants. The team also provided the family with provisions for a month.

# SECTOR - WISE INITIATIVES

## INFORMATION TECHNOLOGY

### TECH MAHINDRA SUPPORTS INTERNATIONAL DAY OF YOGA

To honour the Prime Minister's vision of Yoga as a globally uniting force and to commemorate International Day of Yoga - June 21, Tech Mahindra announced the launch of web portal [www.idayofyoga.org](http://www.idayofyoga.org). The portal was launched by the Honourable Prime Minister himself at the UNESCO headquarters in Paris. Tech M will also further leverage digital technologies like mobile applications and social media to ensure that there is global awareness of this key event. Various Indian embassies and consulates will be able to contribute to this portal by outlining and publicising their events, thus maximising participation.



### BLOOD DONATION DRIVE

A two-day blood donation camp was held at the Hinjewadi campus in association with Dinanath Mangeshkar Hospital, Pune. Esops volunteers sent emails, held meetings and coordinated with the hospital authorities plus they also took care of the logistics and arranged for refreshment. More than 300 units of blood was collected.



## CORPORATE CENTRE

### KAGAZ-KE-PHOOL

Kagaz-ke-phool was launched by Mahindra Towers, Worli Esops team and CIS in partnership with Greenlogix. It is an initiative through which all the office paper and plastic waste like newspaper, magazines, bottles, etc. are recycled by Greenlogix. The funds raised from this recycle are contributed to Project Nanhi Kali. Currently 97 Nanhi Kalis have been adopted through Kagaz-ke-phool.

A workshop was conducted by the Esops team for office boys and housekeeping staff on importance of waste management. Since then, the office boys and housekeeping staff have been diligently collecting and segregating the waste.



### SMILE PLEASE!

The Corporate Centre Esops team spent a day in Zilla Parishad School, Dabhale, Vangaon, Dahanu and distributed basic items necessary to attend school and maintain hygiene. The school has 220 children from Std. I to Std. VII and 80 children in Anganwadi.

The goal was to create an emotional connect between employees and these tribal children. Mahindra Intertrade donated toys worth INR 2 lac and Mahindra Finance donated chocolates.



# Adopting to Transform



## CHALLENGE



At MLL, we have always believed that social responsibility is a long-term continual phenomenon rather than an episodic intervention. We work across societal strata with the goal of comprehensive community betterment.

## OUTCOME

MLL has designed the following action plan, to be implemented in collaboration with Sambhav Foundation, a local NGO, over a period of three years.

### 1. Infrastructure

- Repair School Building
- Set-up Computer Lab & Library

### 2. Esops Initiatives

- Health Activities
- Educational Assistance
- Safe Drinking Water Facility
- Vocational Training Centre and Generating Employment
- Women Empowerment

## INTERVENTION

Towards this goal, MLL decided to adopt a village and focus its Esops activities for the upliftment of the village. Six villages were visited by the CSR and senior management team. Baseline data was gathered for all of them and after careful deliberation, Aware village, Shahapur, Thane was adopted.

A detailed need assessment survey was conducted and on the basis of the data collected, a strategic roadmap encompassing multiple interventions was formulated.

The identified need gaps were as follows:

**A** SCHOOL INFRASTRUCTURE

**B** HEALTH FACILITIES

**C** EDUCATIONAL ASSISTANCE

**D** SAFE DRINKING WATER



## ACTIVITIES CONDUCTED IN FY 15

As per the action plan, the following activities were undertaken:

- Foundation stone laid for the school building project. Provisions made for computer lab and library in the new school building.
- 95 volunteers contributed 591 man-hours towards the construction of a check dam.

- Organised health check-up camps. In the first camp, 316 man-hours put in by our volunteers benefited 479 villagers. During the second camp, 43 volunteers invested 356 man-hours, screening 225 patients. Also, general awareness about leprosy was created amongst the villagers.
- Tree plantation carried out by 170 volunteers over 1,420 man-hours. 500 saplings were planted and the two pronged purpose of the activity, increasing green cover and income generation through sales of agricultural product, was achieved.
- Children's day was celebrated with much enthusiasm. 44 volunteers contributed 513 man-hours to conduct activities such as rally for 'Swachh Bharat Abhiyaan', 'best out of waste' and Rangoli competition. They also distributed footwear and chocolates among the children.
- 58 volunteers dedicated 628 man-hours to clean and paint the community centre, which can be used for various vocational training and social activities.



## FUTURE PLAN

### On the anvil are

- Completion of repairs of the school building. Plans for donating computers and books is also in place.
- Periodic health camps and establishment of a health centre in the community or alternatively providing a mobile health clinic.
- Continuing assistance to all the schools and anganwadis, by providing them equipment, stationery and digital learning tools.
- Rainwater harvesting and constructing a concrete check dam on the river to enhance availability of water.
- Training workshops with the goal to enhance employability.
- Women-centric activities to make them financially independent.

## ESOPS AWARDS

The Esops Awards were launched way back in 2008, to acknowledge and reward various Esops activities that bring a positive transformation in the society.

The awards are conferred on the best performers across:



**1** Factory Locations



**2** Non-factory Locations

Winners are selected using parameters like impact on beneficiaries, Esops volunteer participation, rationale for the activity etc.

## ESOPS STAR PERFORMER AWARD

The Esops Star Performer Awards, instituted in 2010, commend the locations and individuals of the Group, who perform par excellence in the social interventions.

Criteria such as number of Esops volunteers, total man-hours contributed and the numbers of initiatives undertaken are used to select the winners.

The two categories for the award are:



**1** Best Performing Locations



**2** Best Performing Individuals

# PROJECT ANKUR - HARNESSING THE SPORTS POTENTIAL OF THE NATION

## CHALLENGE

Sports in India has long been marred by a systemic apathy. While there is a vast pool of untapped talent in rural India, there is a severe lack of infrastructure and support for these athletes. Project Ankur was initiated by AD Nashik to identify and support young athletes in Nashik who face problems such as lack of nutritious food, training facilities, sponsorship and exposure to state/district level competitions.



## INTERVENTION

- Employees liaised with NDAAA (Nashik District Amateur Athletes Association) and local Bhonsala Military School for providing a training ground to the adopted athletes. The NDAAA also extended assistance for the talent hunt in the tribal areas of Nashik.
- Tied up with a local vendor for supply of nutritious supplements to the athletes, and coordinated with eminent doctors and medicine specialist for monthly medical check-up.
- Tied up with various sports agencies for provision of new-generation kits to all athletes.
- Made a compelling case for provision of funds for enabling these athletes to participate in various national & international competitions.
- In order to tap the vast talent pool amongst tribal communities in and around Nashik, a rally plus an extended awareness campaign using auto rickshaws were conducted.

Concurrently, in order to enhance the awareness of Project Ankur among the employees and workers at AD, Nashik, a range of activities were conducted.

- Circulation of group mail and SMS to employees
- Orientation programme for employees and workmen
- Poster and banner exhibition at plant
- Special stalls at Founder's Day
- Involvement of employees in various communication games
- Training of Trainers (TOT) programme

A total of 1,257 Esops volunteers dedicated 10,056 man-hours to Project Ankur. The volunteers were ably supported by 2,767 community members comprising villagers, Panchayat committee members and parents.

## OUTCOME

As a result of Project Ankur, 96 athletes received recognition and financial aid. Out of these, 10 shortlisted athletes were sponsored to participate in national level competitions.

During the reporting year, 75% of all athletics medals won by Maharashtra in various national events are contributed by these athletes from Nashik.

## FUTURE PLAN

In future, Project Ankur aims to:

- Maintain a bank of around 100 prospective tribal athletes.
- Introduce modern trends in sports medicine.
- Provide prolonged high altitude training in India and abroad for gifted athletes.

## CASE STUDY

# PROJECT VIKAS - HARNESSING THE DEMOGRAPHIC POTENTIAL OF THE NATION

## CHALLENGE



It is a widely known fact that if India is to truly realise its demographic advantage, the youth needs to possess technical knowledge and skills. The Government of India is acutely aware of this need and at present, there are a total of 11,964 Industrial Technical Institutes (ITIs) in India. Out of these, 2,284 are government-funded while 9,680 institutes are privately-run. Training programmes, ranging from 1-2 years, are conducted in 126 trade disciplines.



## INTERVENTION

MVML's greenfield project at Chakan is facing a severe shortage of skilled manpower. To tide over this challenge, a programme to upgrade rural ITIs was devised. We conducted a survey of ITIs across Maharashtra and shortlisted two at Manikdoh and Ghodegaon, both located in a tribal zone, for a comprehensive upgradation. This project was christened Project Vikas.

A high-level committee comprising senior leadership from Mahindra & Mahindra was constituted to steer the project in the right direction. Nodal groups at unit location were constituted to helm execution. Esops volunteer groups based on different skill sets were formed to operationalise the strategy on ground. Volunteer participation for the project was also solicited through newsletters and internal emails.

The project had a four-pronged approach for overhauling the two ITIs:

## INFRASTRUCTURE DEVELOPMENT

Advanced automotive labs like Cut Section of Maxximo, Engines & Axles were set up and the existing workshop was renovated.

## CAPABILITY BUILDING

Faculty training programmes were conducted. Advanced training on Paint Technology, Dexterity, Welding Pneumatics, MILE Automotive Technology, Fire Fighting etc. were introduced. Industrial visits were conducted for better exposure to shop floor best practices.

## CULTURAL CHANGE

Sessions on industrial discipline and self-development were conducted. Best practices on topics like 5S, TPM, safety, health & hygiene and sustainability were shared.

## ENHANCE EMPLOYABILITY

To give the ITI better visibility among prospective employers, a website was launched. Towards holistic development of the students, soft-skill workshops on communication, spoken English and handling campus interviews were conducted.

In all, 321 Esops volunteers contributed 2,939 hours, while 168 community volunteers put in 1,346 hours to make this project a success.

## OUTCOME

Particulars	2011-12		2012-13		2013-14	
	Manikdoh	Ghodegaon	Manikdoh	Ghodegaon	Manikdoh	Ghodegaon
Trades/Units	13/27	11/25	13/27	11/25	13/27	11/25
Total Intake	546	544	504	544	525	544
Admission Intake	483	320	441	324	462	233
CTS-COE	435	388	441	393	305	181
% of Admission	90.68	121.25	100	121.3	69.16*	77.68*
Eligible for Exam	326	324	370	329	Result Awaited	Result Awaited
% Passed	65.95	76.55	64.32	76.24	Result Awaited	Result Awaited
% of Dropout	23.29	20.31	15.87	19.14	12.03	10.85
% of Absenteeism	10.2	9.56	9.56	10.89	9.5	8.52

- Manikdoh and Ghodegaon ITIs became the first ISO 9001:2008 certified tribal ITIs in Pune Region.
- The drop-out at Ghodegaon and Manikdoh went down from 20.31% and 23.29% respectively in 2011-12 to 8.52% and 9.5% respectively in 2013-14.
- Absenteeism at Ghodegaon and Manikdoh went from 9.56% and 10.2% to 8.52% and 9.5% respectively during the same period.

## FUTURE PLAN

MVML plans to implement phase II of Project Vikas from 2015 to 2020. The aim is to transform both these ITIs into Centres of Excellence by 2019.



# EDUCATIONAL SUPPORT

Education lights the path to an empowered nation. When we address the problems that plague education, we resolve multiple issues that can uplift the society in entirety. For us at Mahindra, education is a crucial facet of our social responsibility.

We adopt a three-tiered approach to design and implement interventions.

<p><b>1</b> Empowering the girl child by making education accessible.</p>	<p><b>2</b> Creating employment opportunities with vocational and livelihood training.</p>	<p><b>3</b> Monetary aid and scholarships to deserving underprivileged students.</p>
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## PROJECT NANHI KALI

Instituted in 1996 by the K. C. Mahindra Education Trust, in partnership with the Naandi Foundation, Project Nanhi Kali makes primary education accessible to the girls of economically backward communities in India. Nanhi Kali continues to provide education support to underprivileged girls, thanks to a strong collaboration with 19 NGOs. Today, it works to change the lives of little girls in nine states - Maharashtra, Andhra Pradesh, Chhattisgarh, Karnataka, Delhi, Rajasthan, Tamil Nadu, Madhya Pradesh & Haryana, and 30 districts across India.

In addition to facilitating academics, Nanhi Kali also fulfils other requirements like uniforms, school bags and stationery. This comprehensive nature of the project helps keep the dropout rates in check.

Nanhi Kalis are selected based on multiple aspects such as the family income, parents' educational portfolio, social background and the child's aptitude. The project has also devised a sponsorship support programme and has international arms in the US and UK, so that maximum number of girl children in India can realise their dream of education.

The Group currently sponsors the education of 45,602 girls in low-literacy urban, rural and tribal areas, independently. This along with the contributions from other MNCs and individual donors, help Project Nanhi Kali support over 113,124 girls.

With such support, Nanhi Kali is a resounding success with an increase in learning outcomes by 10% and dropout rates being curtailed to less than 10%.

## MAHINDRA PRIDE SCHOOL

The Mahindra Pride School (MPS) employs livelihood training programmes to enable the socially and financially challenged youth, and also supports them in mainstreaming in to the modern economy.

MPS provides three-month intensive training schedules in varied sectors such as hospitality, customer relationship management and IT-enabled services. The students are also trained in English, life skills and computer applications, so as to enhance their employability. After the completion of course, the school also supports the students in getting the right employment opportunity.

Here are some of the major organisations that periodically employ MPS graduates.

**HOSPITALITY MANAGEMENT**

Taj Deccan, Taj Deccan Odyssey, Hotel Le Meridian, Seasons, Barista, Lavasa, Hotel President, JW Marriott Group, McDonalds, KFC, Pizza Hut, Cafe Coffee Day, Innvenue Hospitality Management, etc.

**SALES/CRM**

Westside, TATA Business Services, ITC Wills, Landmark (TATA Group), TCS (BPO), SBI Bank, Hyundai Dealers, Mom & Me, Lifestyle, Spinach, Angel Broking, Bajaj Allianz, Belltron, etc.

**HIGHLIGHTS**

 <p>In FY 2014-15, INR <b>394.90</b> million worth of donations were raised for Nanhi Kali.</p>	 <p><b>8,770</b> Nanhi Kalis have successfully completed grade 10th till date.</p>	 <p>Mahindra Group is the largest donor and supports <b>45,602</b> Nanhi Kalis.</p>
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In the reporting year, 3,515 students were trained at the five Mahindra Pride Schools and received attractive placements in reputed companies.

## THE MAHINDRA PRIDE SCHOOLS HAVE TRANSFORMED THE LIVES OF 12,192 MARGINALISED YOUTH TILL DATE.

### FY 2014-15 HIGHLIGHTS

- 100% placement with reputed organisations in every batch
- Some of the new employers included IVY Studios, Burger King, Patliputra Exotica Hotel, Trizetto, Lifestyle, PVR Cinema, Access Health Care, Amelio Child Care, Apollo Hospitals, AGS Health Care, E4E Health Care and Just Dial.
- Key employers who recruited MPS students in large numbers included:



Employer	No. of students
Café Coffee Day	145
KFC	144
ADFC	110
TCS	107
Capgemini	95
Marriott Group	86
Wipro	70
Serco	67
TBSS	53
Big Bazaar	46

### SUPPORT FOR MUMBAI PUBLIC SCHOOLS

Last year, the Mahindra Group supported 28 Mumbai Public Schools (BMC English medium schools run by Naandi Foundation) enabling 12,174 children access quality education. This year, the initiative continues in 28 schools and the number of beneficiaries have increased to 13,551. The project witnessed some noteworthy impact including:

- **17% increase** in enrolment numbers
- **35% increase** in government teacher recruitment
- Formation of **28 School Management Committees (SMCs)**

## SCHOLARSHIPS AND GRANTS

### K. C. MAHINDRA SCHOLARSHIPS FOR POSTGRADUATE STUDIES ABROAD

Built on the vision of empowering lives through education, the K. C. Mahindra Scholarships for Postgraduate Studies Abroad is an interest-free loan scholarship programme. It is awarded to the deserving candidates interested in undertaking PG courses in institutions abroad.

Initiated way back in 1956, the programme allows its beneficiaries to pursue their PG in a plethora of fields such as computer science, engineering,

MBA, law and economics etc. from highly acclaimed universities like the Harvard Business School, Yale, Stanford, Massachusetts Institute of Technology, Carnegie Mellon, London School of Economics etc.

During the reporting year, 701 applications were received by the trust from students who have obtained admission to some of the most premier universities in the US and the UK.

45 students were awarded the scholarship this year, taking the total tally to 1,160.

### MAHINDRA ALL INDIA TALENT SCHOLARSHIPS (MAITS)

The MAITS scholarships was initiated for deserving students from the financially challenged strata of the society, in the year 1995. The scholarship empowers such aspiring candidates to undertake a job-oriented diploma course with a registered government polytechnic in India.

Every year, around five hundred scholarships are awarded to students. This financial year, 549 students were given the MAITS scholarship, with the total spending amounting to INR 15.84 million.

Till date, the Mahindra All India Talent Scholarships have been granted to 7,453 students.



## K. C. MAHINDRA UWC SCHOLARSHIPS

The K. C. Mahindra UWC Scholarships are specially instituted for aspiring students within the age bracket of 16 to 18 years. The awardees benefit from the exposure to invigorating concepts such as international education, shared learning and community service, at the United World Colleges.



Since its inception, the K. C. Mahindra UWC Scholarships have transformed the lives of 85 students with distributions worth INR 87.94 million.

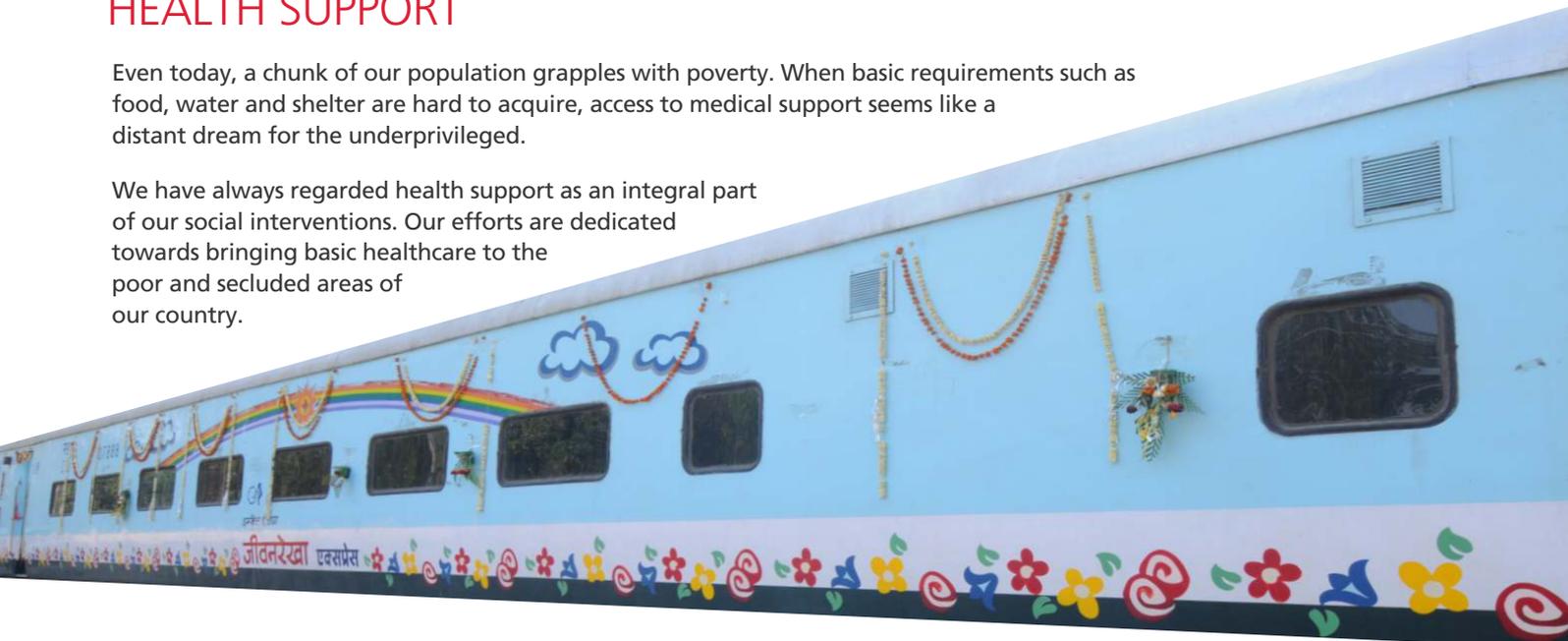
## MAHINDRA SEARCH FOR TALENT SCHOLARSHIPS

To reward and recognise brilliance in academics, the Mahindra Search for Talent Scholarships has been instituted in 37 institutions across our country. Students, who are awarded with this scholarship for two consecutive years, are also entitled to the Honours Scholarship Award, which is a cash prize of INR 5,000 and a citation from the Trust.

## HEALTH SUPPORT

Even today, a chunk of our population grapples with poverty. When basic requirements such as food, water and shelter are hard to acquire, access to medical support seems like a distant dream for the underprivileged.

We have always regarded health support as an integral part of our social interventions. Our efforts are dedicated towards bringing basic healthcare to the poor and secluded areas of our country.



## LIFELINE EXPRESS

The world's first hospital on rails, Lifeline Express is a comprehensive project aimed at providing free medical services to financially weaker and geographically remote sections of our society. The project was launched more than 20 years ago, by the Impact India Foundation. Lifeline Express comprises five fully air-conditioned coaches and is equipped with latest medical paraphernalia to provide the best possible medical services.

The Group has wholeheartedly supported this venture with not only monetary aid, but also through Esops volunteering hours and expertise. As the Express continues its journey across the nation, more people are benefiting from this unique intervention every year.

Year	Location	No. of Patients Operated	No. of Hearing Aids Distributed
2007	Rudrapur, Uttarakhand	647	106
2008	Rangia, Assam	594	242
2009	Wardha, Maharashtra	1,153	281
2010	Farrukhabad, Uttar Pradesh	1,578	245
	Rajgir, Bihar	2,240	214
2011	Haridwar, Uttarakhand	2,189	254
	Puri, Odisha	848	164
2012	Naksalbari, West Bengal	771	175
	Karad, Maharashtra	816	218
2013	Khandwa, Madhya Pradesh	1,276	500
	Zaheerabad, Telangana	1,095	305
	Gorakhpur, Uttar Pradesh	660	256
	Motihari, Bihar	1,537	204

## DETAILS OF LIFELINE EXPRESS PROJECTS DURING 2014-15

Lifeline Project	Total No. of Patients Treated
Zaheerabad, September 2014	7,342
Gorakhpur, November 2014	3,524
Motihari, February 2015	4,936
Khandwa, March 2015	4,341
<b>Total</b>	<b>20,143</b>

## LIFELINE EXPRESS AT ZAHEERABAD | SEPTEMBER 2014

The Lifeline Express at Zaheerabad railway station received a very encouraging response. The screening for eye and cleft lip impairments took place at the Area Hospital in the city, where the volunteering surgeons screened the patients and selected those fit for surgery. The patients were admitted for the pre-operative treatment and were then taken to the Lifeline Express at Zaheerabad railway station for the operation. After successful operations, the patients were shifted back to the Area Hospital for post-operative treatment. Due to overwhelming flow of patients, the screening was extended.



All patients treated for cleft lip, ear and cataract were provided with breakfast, lunch, dinner and other refreshments. Dental and Epilepsy patients were treated at the Lifeline Express itself.

## LIFELINE SCORECARD | ZAHEERABAD

	No. of patients who visited OPD	Patients who received only consultation	Patients who received other services	Patients who were operated
Cleft Lip	21	11	NA	10
Ear	902	545	305*	52
Eye	4,645	4,053	NA	592
Epilepsy	214	54	160**	NA
Dental	1,560	NA	1,119**	441***
<b>Total</b>	<b>7,342</b>	<b>4,663</b>	<b>1,584</b>	<b>1,095</b>

\* Patients who received hearing aids. \*\* Patients who received counselling and medicines.

\*\*\* Patients who were treated with dental procedures like scaling, filling and extraction.

## THE ESOPS CONTRIBUTION AT ZAHEERABAD

166 employees of AD, Zaheerabad, 16 community volunteers and 6 teachers from Mahindra Academy worked tirelessly across all phases of the project at Zaheerabad. Right from the publicity of the project till the final project phase, everyone was delegated a specific responsibility.

## LIFELINE EXPRESS AT GORAKHPUR | NOVEMBER 2014

After the inauguration ceremony at the Gorakhpur railway station, screening was done for cleft lip and ENT related problems. The patients, deemed fit for surgery, were admitted at the LNM Railway Hospital for the pre-operative treatment and were operated in Lifeline Express. After the operations, the patients were taken back to the LNM Railway Hospital for the post-operative treatment.

Just like Zaheerabad, at Gorakhpur too all the patients were treated for cleft lip, ear and cataract and were provided meals. Dental and Epilepsy treatments were offered at the Lifeline Express itself.

	No. of patients who visited OPD	Patients who received only consultation	Patients who received other services	Patients who were operated
Cleft Lip	28	22	NA	6
Ear	823	483	256*	84
Eye	1,375	1,094	NA	281
Epilepsy	104	NA	104**	NA
Dental	1,194	NA	905**	289***
<b>Total</b>	<b>3,524</b>	<b>1,599</b>	<b>1,265</b>	<b>660</b>

\* Patients who received hearing aids. \*\* Patients who received counselling and medicines.

\*\*\* Patients who were treated with dental procedures like scaling, filling and extraction.

## THE ESOPS CONTRIBUTION AT GORAKHPUR

Five Esops volunteers from Mahindra & Mahindra Ltd., AFS dealerships and employees from Mahindra Finance enthusiastically invested 372 man-hours towards the project.

## LIFELINE EXPRESS AT MOTIHARI | FEBRUARY 2015

The Lifeline Express project in Motihari, Bihar was the 12th Lifeline Express project sponsored by the Mahindra Group and treated disablements like cataract, hearing loss, dental problems and epilepsy.

### LIFELINE SCORECARD | MOTIHARI

	No. of patients who visited OPD	Patients who received only consultation	Patients who received other services	Patients who were operated
Cleft Lip	17	6	NA	11
Ear	740	456	204*	80
Eye	3,204	2,433	NA	771
Epilepsy	238	37	201**	NA
Dental	737	NA	62**	675***
<b>Total</b>	<b>4,936</b>	<b>2,932</b>	<b>467</b>	<b>1,537</b>

\* Patients who received hearing aids. \*\* Patients who received counselling and medicines.  
\*\*\* Patients who were treated with dental procedures like scaling, filling and extraction.



## THE ESOPS CONTRIBUTION AT MOTIHARI

The Lifeline Express project at Motihari recorded **69 Esops volunteers** contributing over **2,352 man-hours**.

## LIFELINE EXPRESS AT KHANDWA | MARCH 2015

Towards the end of the reporting period, Lifeline Express offered medical services to an astounding 4,341 patients at Khandwa Railway Station.

Weeks before the train chugged in, publicity and initial screening of patients were undertaken by volunteers and the local health authorities at the Mahindra Two Wheelers plant at Pithampur. Lifeline Express treated disablements such as cataract, hearing loss, dental problems and epilepsy.

### LIFELINE SCORECARD | KHANDWA

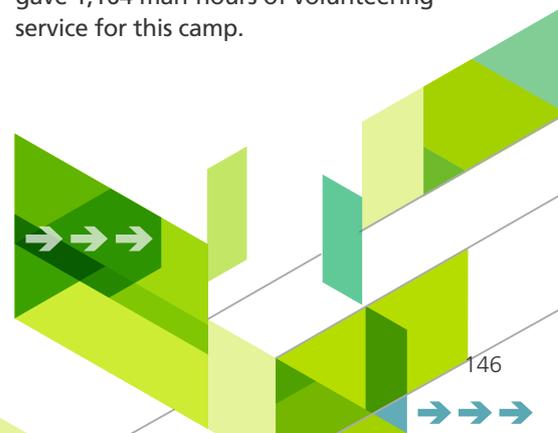
	No. of patients who visited OPD	Patients who received only consultation	Patients who received other services	Patients who were operated
Cleft Lip	16	11	NA	5
Ear	1,303	743	500*	60
Eye	1,423	916	NA	516
Epilepsy	213	NA	213**	NA
Dental	1,386	NA	691***	695
<b>Total</b>	<b>4,341</b>	<b>1,883</b>	<b>1,191</b>	<b>1,276</b>

\* Patients who received hearing aids. \*\* Patients who received counselling and medicines.  
\*\*\* Patients who were treated with dental procedures like scaling, filling and extraction.



## THE ESOPS CONTRIBUTION AT KHANDWA

The camp at Khandwa was a public-private partnership of the local health authorities, the Indian Railways, Impact India Foundation and AFS employees. In all, 16 Esops volunteers gave 1,164 man-hours of volunteering service for this camp.



## SPORTS AND CULTURE

### MAHINDRA RACING

Mahindra Racing became the first Indian team to participate in the FIM MotoGP™ World Motorcycle Racing Championship series in 2011 and the Italian National Motorcycle Racing Championship (CIV) in 2012.

In 2014, Mahindra competed in its third Moto3™ class of MotoGP with its own 4-stroke, 250cc motorcycle: the Mahindra MGP30, developed in partnership with the renowned Swiss firm Suter Racing Technology AG.

The Mahindra MGP30 has taken three podium finishes in 2014, the first for Oliveira at the Dutch TT at Assen in the Netherlands, while a custom-built Mahindra in the hands of South African Brad Binder finished third in Japan and second at the Sachsenring - a best ever result for the Indian motorcycle.



### MAHINDRA RACING INAUGURATES EUROPEAN HEADQUARTER



To amplify our strength in bike design and development as well as to provide better service to its customers, Mahindra Racing has invested in a new technical base at Besozzo, near Varese in northern Italy. This new facility will provide a MotoGP assembly, testing, manufacture, design and an R&D centre, as well as improved levels of support for customer teams. This new headquarter is the latest addition to Mahindra's 'neural network' of innovation, which comprises existing research facilities in India, Europe, US and South Korea.

### MAHINDRA RACING AT FORMULA E CHAMPIONSHIP

In September 2014, Mahindra Racing became one of only ten teams - and the only Indian team - to compete in the inaugural FIA Formula E Championship, the world's first ever fully electric championship.

The team's drivers for the first season were professional F1 drivers Karun Chandok and Bruno Senna. They drove Mahindra's specially designed all-electric zero emission race car that produces 200 kW of power - equivalent to 270 BHP and clocks a top speed of 225 kmph.

The revolutionary racing series, held in 10 of the world's leading cities like London, Beijing and Los Angeles, will also serve as a framework for R&D around electric vehicles, accelerating general interest in these cars and promoting sustainability.



## MAHINDRA EXCELLENCE IN THEATRE (META)

Theatre has always been a mirror to the society. It makes us smile, cry and most importantly introspect on our current state of affairs; such that we can make things better. Today, despite the technological breakthrough and new media content, theatre continues to remain relevant because it tells stories that are geographically and socially relevant, and ring true with the audience.

We designed META to not only preserve stagecraft, but also increase its awareness and appreciation, and bring it in national spotlight. The project focuses equally on developing all aspects of the theatre such as playwriting, set design, costume and light design, direction and performance.



The META awards celebrated its tenth edition in March 2015. The Jino Joseph scripted and directed 'Matthi' bagged the most awards ranging from Best Production, Best Director, Best Actor in a Lead Role (Male) and Best Original Script. Other celebrated productions were.

*Note: For more details on the awardees, please visit [www.metawards.com](http://www.metawards.com)*

The 2015 edition of META showcased 10 productions in total - two each from Delhi, Mumbai, Bengaluru and Assam and one each from Kerala and Manipur. The diversity of META 2015 was evident in the varied languages - Manipuri, Marathi, Kannada, Malayalam, Hindi and English, represented by the nominations.



### Best Stage Design

'Still and Still Moving'

(Vibhavi Kowshik and Oron Das)

### Best Actor (Female)

Sanjukta Wagh

('Rage and Beyond: Irawti's Gandhari')

and Swetha S. ('Chitrapata')

### Best Ensemble

Fall of a King

## IN-HOUSE TALENT IN SPOTLIGHT

In November 2014, the Mahindra & Mahindra cultural group performed the Marathi play 'Ghar Haravaleli Manasa' at the 54th Maharashtra State Theatre Festival in Nagpur. The play tells the story of a multi-religious group suffering from extreme poverty, and how they stand by each other in trying times. Every aspect of the production, from writing to set design and direction to acting, was performed by Mahindra employees.

Beautifully packaged with dollops of drama, emotions and humour, the play saw a full house and enthralled the audience. The play was also presented at the 9th Audyogik Natya Mahotsav, held in Nashik. So far, the play has earned the cultural group, a total of 13 state level prizes in various competitions.

## MAHINDRA BLUES

Credited as Asia's largest and finest Blues phenomenon, the Mahindra Blues Festival (MBF) brings together, the best Blues music icons and bands from across the world.

In its fifth year in 2015, MBF had a fantastic folio spread over two days, with the likes of Buddy Guy, Quinn Sullivan, Doyle Bramhall II, Rich Robinson, Nikki Hill, Thorbjorn Risager and the Black Tornado along with home-based talent - Warren Mendonsa of Blackstratblues, The True School Experience and the winners of the Mahindra Blues Band Hunt 2015.



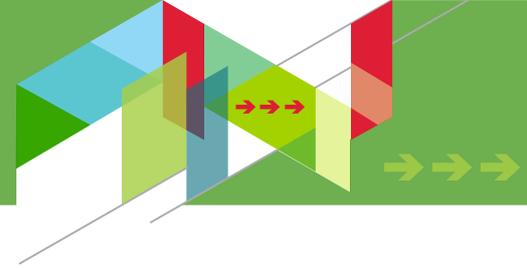
MBF was nominated in 2014, for the 'Keeping the Blues Alive' award, hosted by The Blues Foundation of America.

## MAHINDRA SANATAKDA LUCKNOW FESTIVAL

Mahindra believes that conserving and celebrating our rich culture, arts and history, amplifies the intensity of societal bonds. Our annual Mahindra Sanatkada Lucknow Festival takes a leaf out of the Nawaabi lifestyle and celebrates the grandeur of our tradition.

The four-day long festival brings together connoisseurs of cuisines, poetry, music, dance, arts, literature and traditional crafts. It is organised in partnership with Sanatkada, a not-for-profit crafts collective. Every February, history tours, literature and poetry sessions, and a scrumptious spread of diverse dishes enthrall the participants. It gives an opportunity to the artisans and master craftsmen from world over to showcase their skills through this festival.





## MEMBERSHIPS

- All India Management Association, New Delhi
- The Associated Chambers of Commerce and Industry of India (ASSOCHAM)
- Bombay Chamber of Commerce & Industries
- Bombay First
- BMTPC - Building Materials and Technology Promotion Council
- Bureau of Energy Efficiency (BEE) - New Delhi
- Childlink India Foundation
- CII Apex Council of Affirmative Action
- CII Western Regional Council
- CII National Committee of Indian MNCs
- CCI - Clinton Climate Initiatives
- Central Pollution Control Board
- Confederation of Indian Industries (CII)
- Confederation of Indian Industries - Hyderabad
- Confederation of Indian Industries - Mumbai
- CREDA (Chennai)
- DST - Department of Science and Technology
- Federation of Indian Chambers of Commerce and Industry (FICCI)
- Harvard Business School (I) Research Centre
- Indian Council on Global Relations
- Indian Green Building Council

- Indo American Chamber of Commerce
- Indo French Chamber of Commerce and Industries
- Indo German Chamber of Commerce
- IIT Bombay
- Lal Bahadur Shastri Institute of Management
- Leadership in Energy and Environmental Design (LEED)
- Maharashtra Chamber of Housing Industry (Mumbai & Pune)
- Mumbai Hazardous Waste Management Association Limited (MHWMAL), Taloja
- Mumbai Cricket Association
- National HRD Network
- National Safety Council
- Population First
- SIAM - New Delhi
- SOIL (School of Inspired Leadership) Consortium
- The Council of EU Chambers of Commerce
- The Indian Hotels
- TCB Conference Board
- United Nations Global Compact
- Global Compact Network India
- Walchand Talent First Limited

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART I: Profile Disclosures

Strategy and Analysis						
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
1.1	Statement from the most senior decision-maker of the organization.	Fully	1-2			
1.2	Description of key impacts, risks, and opportunities.	Fully	1-2			
Organizational Profile						
2.1	Name of the organization.	Fully	3-4			
2.2	Primary brands, products, and/or services.	Fully	3-4			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	3-4			
2.4	Location of organization's headquarters.	Fully	4			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	19-20			
2.6	Nature of ownership and legal form.	Fully	9			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	9-20			
2.8	Scale of the reporting organization.	Fully	9, 50, 73, 80, 85, (Pl. refer table on page no. 85. Which indicates no. of businesses / operations, quantities of products and services provided)			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	9 (Compared to last year, there have been few changes in the holding structure)			
2.10	Awards received in the reporting period.	Fully	26-27			

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART I: Profile Disclosures

Report Parameters						
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	3,4			
3.2	Date of most recent previous report (if any).	Fully	3,4			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	3,4			
3.4	Contact point for questions regarding the report or its contents.	Fully	4			
3.5	Process for defining report content.	Fully	29, We have done detailed materiality exercise in year 2010-11. In 2013-14 we redid the identification prioritization of maaterial issues and identified stakeholders accordingly (Pg 27-32, Mahindra sustainability report 2013-14). Pl. refer to page 34 for Stakeholder Groups which are expected to use the report. Following materiality topics covered in this report eco-efficiency (specific reduction in carbon and water footprinting), Responsible Product Development (LCA, alternative aropulsion), Employee Care and Community Development (capacity building,			

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART I: Profile Disclosures

Report Parameters						
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
3.5			reportable accidents), Green Value Chain (assessment & green rating for suppliers)			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	3-4			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	4			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	3-4			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	84-90			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	3-4			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	3-4			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	151 onwards			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	5-7			
Governance, Commitments, and Engagement						
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	21-22			

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART I: Profile Disclosures

Governance, Commitments, and Engagement						
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	21-22			
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Pl. refer <a href="http://www.mahindra.com">www.mahindra.com</a>			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	21-22			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	M&M Annual Report 2014-15			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	M&M Annual Report 2014-15			
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	M&M Annual Report 2014-15			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	22-25			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	29			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	M&M Annual Report 2014-15			

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART I: Profile Disclosures

Governance, Commitments, and Engagement						
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	83-84			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	28-29, 150			
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	25, 150			
4.14	List of stakeholder groups engaged by the organization.	Fully	34-41			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	34-41			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	34-41 We engage with all stakeholders groups mentioned on Pg 34 on annual basis			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	34-41			

### STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3.1 FSSS DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>DMA PS</b>	<b>Disclosure on Management Approach PS</b>						
<b>Aspects</b>	Product Portfolio	Not			Not applicable	MMFSL is financial organisation and thus none of our products/ services are perceived to have any direct material and/or environmental and/or social risks	

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3.1 FSSS DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
FS1	Policies with specific environmental and social components applied to business lines.	Not			Not applicable	MMFSL offerings are not known to have environmental and/or social implications	
FS2	Procedures for assessing and screening environmental and social risks in business lines.	Not			Not applicable	MMFSL is financial organisation thus none of our products/ services are perceived to have any direct material and/or environmental and/or social risks	
Fs3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	Not			Not applicable	MMFSL does not provide any commercial or corporate banking or insurance services	
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Not			Not applicable	Since the associated environmental and social policies and processes do not exist, processes for improving staff competency are not available	
Fs5	Interactions with clients/investees/ business partners regarding environmental and social risks and opportunities.	Not			Not applicable	Currently we do not interact with clients/ investees/business partners regarding social and environmental risks and opportunities, as our client base consists of individual clients, who do not pose any environmental/social risks to our business	
	Audits	Partially	7-9, Currently MMFSL has Social (CSR policy) <a href="http://www.mahindrafinance.com/csr.aspx">http://www.mahindrafinance.com/csr.aspx</a>		Not available	Currently, MMFSL does not have environmental policy	2018
	Active Ownership	Not			Not available	Currently MMFSL does not carry out activities or monitor the data required for FS 10, 11 and 12 indicators	2018

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3.1 FSSS DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>DMA EC</b>	<b>Disclosure on Management Approach EC</b>						
<b>Aspects</b>	Economic Performance <sub>COMM</sub>	Fully	74				
	Market presence	Fully	74				
	Indirect economic impacts	Fully	74				
<b>DMA EN</b>	<b>Disclosure on Management Approach EN</b>						
<b>Aspects</b>	Materials	Fully	83-84				
	Energy	Fully	83-84				
	Water	Fully	83-84				
	Biodiversity	Fully	83-84				
	Emissions, effluents and waste	Fully	83-84				
	Products and services	Fully	83-84				
	Compliance	Fully	83-84				
	Transport	Fully	83-84				
	Overall	Fully	83-84				
<b>DMA LA</b>	<b>Disclosure on Management Approach LA</b>						
<b>Aspects</b>	Employment	Fully	42-43				
	Labor/management relations	Fully	42-43				
	Occupational health and safety <sub>COMM</sub>	Fully	42-43				
	Training and education	Fully	42-43				
	Diversity and equal opportunity	Fully	42-43				
	Equal remuneration for women and men	Fully	42-43				
<b>DMA HR</b>	<b>Disclosure on Management Approach HR</b>						
<b>Aspects</b>	Investment and procurement practices	Fully	42-43				
	Non-discrimination	Fully	42-43				
	Freedom of association and collective bargaining	Fully	42-43				
	Child labor	Fully	42-43				
	Prevention of forced and compulsory labor	Fully	42-43				
	Security practices	Fully	42-43				
	Indigenous rights	Fully	42-43				
	Assessment	Fully	42-43				
	Remediation	Fully	42-43				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3.1 FSSS DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>DMA SO</b>	<b>Disclosure on Management Approach SO</b>						
<b>Aspects</b>	Local communities	Fully	122				
	Corruption	Fully	122				
	Public policy	Fully	122				
	Anti-competitive behavior	Fully	122				
	Compliance	Fully	122				
<b>DMA PR</b>	<b>Disclosure on Management Approach PR</b>						
<b>Aspects</b>	Customer health and safety	Fully	62				
	Product and service labelling	Fully	62				
Fs15	Policies for the fair design and sale of financial products and services.	Fully	<a href="http://www.mahindrafinance.com/csr.aspx">http://www.mahindrafinance.com/csr.aspx</a>				
	Marketing communications	Fully	62				
	Customer privacy	Fully	62				
	Compliance	Fully	62				

### STANDARD DISCLOSURES PART III: Performance Indicators

Product and Service Impact							
Product Portfolio							
Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	Fully	75-80				
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	Fully	Our business model helps customers grow by providing them loans based on their future earning capacities. Currently the monetary value of our products and services is INR 243,311 millions				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Product Portfolio</b>							
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	Not			Not available	FSS has not designed products or services to deliver specific environmental benefits in the current reporting year	2018
<b>Audit</b>							
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	Not			Not available	FSS has not designed products or services to deliver specific environmental benefits in the current reporting year	2018
<b>Active ownership</b>							
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	Not			Not applicable	FSS does not have any asset management operations and we are not in the business of investment banking and insurance, therefore environmental and social interaction with other companies in portfolio is not relevant	
FS11	Percentage of assets subject to positive and negative environmental or social screening.	Not			Not applicable	FSS does not have any asset management operations and we are not in the business of investment banking and insurance, therefore environmental and social interaction with other companies in portfolio is not relevant	
FS12	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting.	Not			Not applicable	FSS is not in the business of investment banking	

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Economic</b>							
<b>Economic performance</b>							
EC1 <sub>COMM</sub>	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	80, 82. The figures provided for economic value distributed include donations and community investment. M&M Ltd. Annual report of 14-15, Pg. 135. Operating Costs (INR 359,611.9 millions), Pg. 163 Employee Compensation (INR 23,169.3 millions), Donations (INR 581.6 millions) & Pg. 138 community investment (INR 2,364.10 millions)  M&M Annual report Pg 50-56  Breakdown of the community investment by theme as follows, Education – INR 1,137.04 million Health – INR 362.22 million Social – INR 161.40 million Environment – INR 125.83 million Culture – INR 72.66 million Sports – INR 474.92 million Others – INR 30.01 million				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Economic</b>							
<b>Economic performance</b>							
			<p>33490 volunteers have contributed 2,29,670 man-hours</p> <p>At Group level, Esops activities revolve around three key projects in areas that are material to the nation's needs.</p> <ul style="list-style-type: none"> <li>• Nanhi Kali: provides academic, material and social support for primary education of underprivileged girl children in India.</li> <li>• Lifeline Express: A unique hospital-on-wheels initiative that provides medical facilities to people from remote areas of India.</li> <li>• Mahindra Hariyali: A comprehensive afforestation programme with an aim to plant a million+ trees every year.</li> </ul>				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	81				
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	M&M Annual Report 2014-15				
EC4	Significant financial assistance received from government.	Fully	81				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Market presence</b>							
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not				Group does not report on salary	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	82				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	Currently the Mahindra Group companies do not have any specific procedure for local hiring of senior management. Hiring is purely on merit irrespective of the location of the person				
<b>Indirect economic impacts</b>							
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	128-129				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not					
<b>Environmental</b>							
<b>Materials</b>							
EN1	Materials used by weight or volume.	Fully	112-115 We don't use non renewable materials such as minerals, metals, oil, gas, coal, etc at any of our facility				
EN2	Percentage of materials used that are recycled input materials.	Partially	112-115	Percentage values	Not available	Sectors/locations are recycling and reusing the materials. Monitoring mechanism is under study	2018

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Energy</b>							
EN3	Direct energy consumption by primary energy source.	Fully	97-98				
EN4	Indirect energy consumption by primary source.	Fully	97-98				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	98-100				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	63-66				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	63-66				
<b>Water</b>							
EN8	Total water withdrawal by source.	Fully	108				
EN9	Water sources significantly affected by withdrawal of water.	Fully	108				
EN10	Percentage and total volume of water recycled and reused.	Fully	108				
<b>Biodiversity</b>							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	91-96 The facility located near protected area of high biodiversity is the manufacturing plant at Kandivli, Mumbai. The 5.6 hectare plant is 5 km away from the Sanjay Gandhi National Park, one of the few within city limits				
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	91-96				
EN13	Habitats protected or restored.	Fully	91-96				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Biodiversity</b>							
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Partially	91-96		Not Available	Sectors/ locations are undertaking biodiversity assessment. Monitoring mechanism is under study	2018
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not			Not Available	None of our plants are located near the habitats where IUCN red list species are observed	
<b>Emissions, effluents and waste</b>							
EN16 <sub>COMM</sub>	Total direct and indirect greenhouse gas emissions by weight.	Fully	87-89				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	87-89				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	89-90				
EN19	Emissions of ozone-depleting substances by weight.	Fully	87				
EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully	86-87				
EN21	Total water discharge by quality and destination.	Fully	108				
EN22 <sub>COMM</sub>	Total weight of waste by type and disposal method.	Fully	116				
EN23	Total number and volume of significant spills.	Fully	121				
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not			Not applicable		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not			Not available		2018

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Products and services</b>							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	63-66				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Partially	68-70	Measurement of reclaimed packaging materials is not currently done and will require coordination among customers, dealers, distributors, and shipping entities.	Not available	Mahindra aims to report for this indicator in the next two years, once we can work with necessary groups to ensure that we are capturing accurate and meaningful data	2015
<b>Compliance</b>							
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	70, There were no fines during the reporting period.				
<b>Transport</b>							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not			Not available		2018
<b>Overall</b>							
EN30	Total environmental protection expenditures and investments by type.	Fully	85				
<b>Social: Labor Practices and Decent Work</b>							
<b>Employment</b>							
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	50-51 Permanent full-time employees are classified by employment type as senior, middle, junior management and workmen. There were no permanent part-time employees.				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Employment</b>							
LA1			Part-time employees means Fixed Term Contract, Third Party Contract and others who are non permanent. Genderwise breakup provided				
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	52				
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not			Not available		2018
LA15	Return to work and retention rates after parental leave, by gender.	Fully	56				
<b>Labor/management relations</b>							
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	49				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	49				
<b>Occupational health and safety</b>							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not			Not available		2018
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	59-60				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	57-59				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	59				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Training and education</b>							
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	53-55				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Not			Not available		2018
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	All employees are part of formal PMS				
<b>Diversity and equal opportunity</b>							
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	51-52	Breakdown of employees per employee category, according to age group, minority group membership and other indicators of diversity	Not available	At present there is no process of categorising the employees as per the demographics. It will be reported after the appropriate process is setup	2018
<b>Equal remuneration for women and men</b>							
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not			Not available	The data of all sectors are not available with us	2018
<b>Social: Human Rights</b>							
<b>Investment and procurement practices</b>							
HR1 <sub>COMM</sub>	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Not			Not available	Currently, we do not monitor the number of significant investment agreements/contracts which include human rights concerns or have undergone human rights screening	2018
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	30-31 We do not carry out screening for the human rights. However, human				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
			rights clauses are incorporated in the supplier/contractor agreements and audit checklists				
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	55				
<b>Non-discrimination</b>							
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	43-44 M&M annual report Pg. 120				
<b>Freedom of association and collective bargaining</b>							
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	42-43				
<b>Child labor</b>							
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	42-43				
<b>Prevention of forced and compulsory labor</b>							
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	40-43				
<b>Security practices</b>							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	55				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Indigenous rights</b>							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	There were no reported incidents during the reporting period				
<b>Assessment</b>							
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not			Not available	Currently, we do not carry out explicit human rights reviews	2018
<b>Remediation</b>							
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	There were no reported incidents during the reporting period				
<b>Social: Society</b>							
<b>Local communities</b>							
S01 (FSSS)	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	122-127				
S01 (G3.1)	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	122-127				
FS13	Access points in low-populated or economically disadvantaged areas by type.	Fully	17				
FS14	Initiatives to improve access to financial services for disadvantaged people.	Fully	17				
S09	Operations with significant potential or actual negative impacts on local communities.	Fully	There are no operations with significant impact on local communities				
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	There are no operations with significant impact on local communities				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Corruption</b>							
S02	Percentage and total number of business units analyzed for risks related to corruption.	Not			Not available	Currently, we do not conduct risk analysis related to corruption	2018
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	25				
S04	Actions taken in response to incidents of corruption.	Fully	25				
<b>Public policy</b>							
S05	Public policy positions and participation in public policy development and lobbying.	Fully	25				
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	M&M Annual Report 2014-15				
<b>Anti-competitive behavior</b>							
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	M&M Annual Report 2014-15 under Section BRR, Principle 9 Question/Answer No. 3				
<b>Compliance</b>							
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	24				
<b>Social: Product Responsibility</b>							
<b>Customer health and safety</b>							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedure.	Fully	66-67				
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	66-67				

## G3.1 CONTENT INDEX

### STANDARD DISCLOSURES PART III: Performance Indicators

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
<b>Product and service labelling</b>							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	66				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	70-71				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	69-70				
FS16	Initiatives to enhance financial literacy by type of beneficiary.	Partially	Multilingual brochures and national language website available. More awareness sessions will be conducted	We do not monitor the type of beneficiary	Not available	There is no process of monitoring the type of beneficiary	2018
<b>Marketing communications</b>							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	71				
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	70				
<b>Customer privacy</b>							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	70				
<b>Compliance</b>							
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	70				

# ACRONYMS

<b>ABCI</b>	Association of Business Communicators of India	<b>BS-III</b>	Bharat Stage - Three
<b>ACE</b>	Awards for Customer Excellence	<b>BS-IV</b>	Bharat Stage - Four
<b>ACETECH</b>	Architecture, Construction, Engineering, Technology	<b>BT</b>	British Telecommunications
<b>AD</b>	Automotive Division	<b>C2 CRDe</b>	2-cylinder Common Rail Diesel Engine
<b>AFS</b>	Automotive Farm Sector	<b>CO<sub>2</sub></b>	Carbon dioxide
<b>AGC</b>	Avaya Global Connect	<b>3R</b>	Reduce/Recycle/Reuse
<b>AIDS</b>	Acquired Immunodeficiency Syndrome	<b>CH<sub>4</sub></b>	Methane
<b>AIMA-IOCL</b>	All India Management Association - Indian Oil Corporation Limited	<b>CAE</b>	Computer Aided Engineering
<b>ABS</b>	Antilock Braking System	<b>CCI</b>	Clinton Climate Initiative
<b>ANM</b>	Auxiliary Nurse Midwife	<b>CDP</b>	Carbon Disclosure Project
<b>AT&amp;T</b>	American Telephone & Telegraph	<b>CED</b>	Cathodic Electro Deposition
<b>ASSOCHAM</b>	Associated Chambers of Commerce and Industry of India	<b>CEO</b>	Chief Executive Officer
<b>BCL</b>	Business Continuity Leader	<b>CGC</b>	Corporate Governance Cell
<b>BCMS</b>	Business Continuity Management Systems	<b>CFC</b>	Chlorofluorocarbon
<b>BCP</b>	Business Continuity Plan	<b>CFL</b>	Compact Fluorescent Lamp
<b>BHAG</b>	Big Hairy Audacious Goal	<b>CFO</b>	Chief Financial Officer
<b>BIA</b>	Business Impact Analysis	<b>CFT</b>	Cross Functional Team
<b>BKS</b>	Bharatiya Kamgar Sena	<b>CGSP</b>	Common Guaranteed Safety Programme
<b>BMW</b>	Bavarian Motor Works	<b>CLHA</b>	Children Living with HIV AIDS
<b>BPO</b>	Business Process Outsourcing	<b>CII</b>	Confederation of Indian Industry
<b>BPI</b>	Business Psychologists International	<b>CIO</b>	Chief Information Officer
<b>BR</b>	Business Responsibility	<b>CITU</b>	Centre of Indian Trade Unions
<b>BS</b>	British Standards	<b>CMO</b>	Chief Marketing Officer
<b>BSE</b>	Bombay Stock Exchange	<b>CMTT</b>	Club Mahindra Tusker Trail
<b>BSS</b>	Business Support Systems	<b>CMVR</b>	Central Motor Vehicle Rules
		<b>CMAI</b>	Communication Multimedia And Infrastructure
		<b>CNG</b>	Compressed Natural Gas

# ACRONYMS

<b>CO</b>	Carbon monoxide	<b>EU</b>	European Union
<b>CRISIL</b>	Credit Rating & Information Services of India Limited	<b>EURO IV</b>	European emission standards - Four
<b>CRM</b>	Customer Relationship Management	<b>EURO V</b>	European emission standards - Five
<b>CSR</b>	Corporate Social Responsibility	<b>EVP</b>	Executive Vice President
<b>CTO</b>	Chief Technical Officer	<b>EVP</b>	Employee Value Proposition
<b>CV</b>	Commercial Vehicles	<b>FAPCCI</b>	Federation of Andhra Pradesh Chambers of Commerce and Industry
<b>D&amp;B</b>	Dun & Bradstreet	<b>FD</b>	Farm Division
<b>DNA</b>	Data Not Available	<b>FE - EVI</b>	Financial Express - Emergent Ventures International
<b>DSIR</b>	Department of Science and Industrial Research	<b>FICCI</b>	Federation of Indian Chamber of Commerce and Industry
<b>EBD</b>	Electronic Brakeforce Distribution	<b>FIDC</b>	Finance Industry Development Council
<b>ECM</b>	Energy Conservation Measures	<b>FIFA</b>	Federation International Football Association
<b>ECEM</b>	Enterprise Carbon and Energy Management	<b>FMS</b>	Feedback Management System
<b>EDGE</b>	Enterprise Driving Growth & Excellence	<b>FTM</b>	First Time Managers
<b>EDC</b>	Engine Development Centre	<b>g/hph</b>	Grams per horse power hours
<b>EFI</b>	Employers Federation of India	<b>GDP</b>	Gross Domestic Product
<b>ELV</b>	End of Life Vehicle	<b>GDR</b>	Global Depository Receipts
<b>EDMC</b>	East Delhi Municipal Corporation	<b>GHG</b>	Greenhouse Gas
<b>EPA</b>	Environmental Protection Agency (USA)	<b>GJ</b>	Giga Joules
<b>EPC</b>	Engineering, Procurement and Construction	<b>GEB</b>	Group Executive Board
<b>ESCo</b>	Energy Services Company	<b>GMC</b>	Group Management Cadre
<b>ER</b>	Employee Relation	<b>GoB</b>	Government of Bihar
<b>ERP</b>	Enterprise Resource Planning	<b>GPS</b>	Global Positioning System
<b>ESI</b>	Employment Status Indicator	<b>GPMD</b>	Global Program for Management Development
<b>ESP</b>	Electronic Stability Program	<b>GRI</b>	Global Reporting Initiative
<b>ESIC</b>	Employee State Insurance Corporation	<b>GRIHA</b>	Green Rating for Integrated Habitat Assessment
<b>Esops</b>	Employee Social Option Scheme	<b>GSM</b>	Global System for Mobile Communications
<b>ETP</b>	Effluent Treatment Plant		

# ACRONYMS

<b>H<sub>2</sub>O</b>	Water
<b>HCFC</b>	Hydrochlorofluorocarbon
<b>HCNG</b>	Hydrogen Compressed Natural Gas
<b>HHD</b>	Handheld Device
<b>HOC</b>	Heat of Compression
<b>hp</b>	Horsepower
<b>HPCL</b>	Hindustan Petroleum Corporation Limited
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resource Development
<b>IBA</b>	International Bird Area
<b>ICAI</b>	Institute of Chartered Accountants of India
<b>ICRISAT</b>	International Crops Research Institute for the Semi Arid Tropics
<b>ICT</b>	Information, Communication and Technology
<b>IDC</b>	International Data Corporation
<b>IGBC</b>	Indian Green Building Council
<b>ICHET</b>	International Centre for Hydrogen Energy Technologies
<b>IIT</b>	Indian Institute of Technology
<b>IIMM</b>	Indian Institute of Materials Management
<b>ILO</b>	International Labour Organization
<b>IMC</b>	Indian Merchant Chamber
<b>IMDS</b>	International Material Data Sheet
<b>IMS</b>	Integrated Management System
<b>INR</b>	Indian Rupee
<b>IRADe</b>	Integrated Research & Action for Development
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology

<b>ITDP</b>	Integrated Talent Development Process
<b>ITES</b>	Information Technology Enabled Service
<b>JAU</b>	Junagadh Agricultural University
<b>JCMM</b>	Jagdish Chandra Mahindra Memorial
<b>JNNSM</b>	Jawaharlal Nehru National Solar Mission
<b>KCMET</b>	K. C. Mahindra Educational Trust
<b>KPO</b>	Knowledge Process Outsourcing
<b>kl</b>	Kilolitre
<b>LBSIMT</b>	Lal Bahadur Shastri Institute of Management and Technology
<b>LCV</b>	Light Commercial Vehicle
<b>LEED</b>	Leadership in Energy & Environmental Design
<b>LED</b>	Light Emitting Diode
<b>LDO</b>	Light Diesel Oil
<b>L&amp;D</b>	Learning and Development
<b>LPG</b>	Liquefied Petroleum Gas
<b>LSPV</b>	Load Sensing Proportioning Valve
<b>LTL</b>	Learning to Lead
<b>MACE</b>	Mahindra Consulting Engineers
<b>MAITS</b>	Mahindra All India Talent Scholarships
<b>MBCSPL</b>	Mahindra Business & Consulting Services Private Limited
<b>MCD</b>	Municipal Corporation of Delhi
<b>MCL</b>	Mahindra Composites Ltd.
<b>MD</b>	Managing Director
<b>META</b>	Mahindra Excellence in Theatre Award
<b>MFCSL</b>	Mahindra First Choice Services Limited
<b>MFCWL</b>	Mahindra First Choice Wheels Limited

# ACRONYMS

<b>MFL</b>	Mahindra Forgings Limited	<b>MReva</b>	Mahindra Reva Electric Vehicles Pvt. Ltd.
<b>MFUSA</b>	Mahindra Foundation USA	<b>MRHFL</b>	Mahindra Rural Housing Finance Ltd.
<b>MGD</b>	Million Gallons Per Day	<b>MRV</b>	Mahindra Research Valley
<b>MGTL</b>	Mahindra Gujarat Tractor Limited	<b>MSat</b>	Mahindra Satyam
<b>MGTPL</b>	Mahindra Gears & Transmissions Private Limited	<b>MSB</b>	Mahindra Spares Business
<b>MHIL</b>	Mahindra Hinoday Industries Limited	<b>MSOLAR</b>	Mahindra Solar One Pvt. Ltd.
<b>MHRIL</b>	Mahindra Holidays & Resorts India Limited	<b>MSSSPL</b>	Mahindra Sanyo Special Steel Pvt. Ltd.
<b>MIBL</b>	Mahindra Insurance Brokers Ltd.	<b>MTWL</b>	Mahindra Two Wheelers Limited
<b>MIDC</b>	Maharashtra Industrial Development Corporation	<b>MUSCO</b>	Mahindra UGINE Steel Company Limited
<b>MIL</b>	Mahindra Intertrade Limited	<b>MVML</b>	Mahindra Vehicle Manufacturers Limited
<b>MILES</b>	Mahindra Integrated Logistics Execution System	<b>MWC</b>	Mahindra World City
<b>MIQ</b>	Mahindra Institute of Quality	<b>MWCDL</b>	Mahindra World City Developers Limited
<b>MLDL</b>	Mahindra Lifespace Developers Limited	<b>MWCJL</b>	Mahindra World City Jaipur Limited
<b>MLL</b>	Mahindra Logistics Limited	<b>NAAQS</b>	National Ambient Air Quality Standards
<b>MMDC</b>	Mahindra Management Development Center	<b>NAPCC</b>	National Action Plan on Climate Change
<b>MMFSL</b>	Mahindra & Mahindra Financial Services Limited	<b>NASSCOM</b>	National Association of Software & Services Companies
<b>MN 25</b>	Mahindra Navistar 25000 kg	<b>NATRIP</b>	National Automotive Testing & R&D Infrastructure Project
<b>MNAL</b>	Mahindra Navistar Automotives Limited	<b>NBFC</b>	Non-Banking Financial Companies
<b>MNC</b>	Multinational Company	<b>NBC</b>	National Building Code
<b>MNEPL</b>	Mahindra Navistar Engines Private Limited	<b>NDTV</b>	New Delhi Television Limited
<b>MOU</b>	Memorandum of Understanding	<b>NGO</b>	Non-Governmental Organisation
<b>MPD</b>	Magnetic Products Division	<b>NHRDN</b>	National Human Resource Development Network
<b>MPS</b>	Mahindra Pride School	<b>NIS</b>	Not in Scope
<b>MPTS</b>	Mahindra People Transport Solutions	<b>NITIE</b>	National Institute Of Industrial Engineering
<b>MPUAT</b>	Maharana Pratap University of Agriculture & Technology	<b>NMACS</b>	Networking, Mobility Analytics, Cloud & Security
<b>MQS</b>	Mahindra Quality System		

# ACRONYMS

<b>NO<sub>x</sub></b>	Oxides of Nitrogen
<b>NOA</b>	National Outsourcing Association
<b>NRI</b>	Non-Residents of India
<b>NSE</b>	National Stock Exchange
<b>NSDF</b>	National Sports Development Fund
<b>NVG-SEE</b>	National Voluntary Guidelines on Social, Environmental and Economic responsibilities of business
<b>OECD</b>	Organization for Economic Cooperation & Development
<b>OBD</b>	On-Board Diagnostic
<b>OCB</b>	Overseas Corporate Bodies
<b>ODS</b>	Ozone Depleting Substance
<b>OEM</b>	Original Equipment Manufacturer
<b>OTM</b>	Oracle Transport Management
<b>OSS</b>	Operations Support Systems
<b>PAT</b>	Profit After Tax
<b>PAU</b>	Punjab Agricultural University
<b>Pb</b>	Lead
<b>PFOS</b>	Perflourooctane-sulfonates
<b>PLHA</b>	People Living with HIV/AIDS
<b>POP</b>	Plaster of Paris
<b>PRCI</b>	Public Relations Council of India
<b>PWD</b>	Persons with Disability
<b>QCD</b>	Quality Cost and Delivery
<b>QCFI</b>	Quality Circle Forum Of India
<b>RA</b>	Risk Assessment
<b>RCI</b>	Resort Condominium International
<b>RBI</b>	Reserve Bank of India

<b>RIICO</b>	Rajasthan State Industrial Development & Investment Corporation
<b>RMC</b>	Ready Mix Concrete
<b>ROI</b>	Return on Investment
<b>ROHS</b>	Restriction on Hazardous Substances
<b>RRR</b>	Rate and Reusability Rate
<b>RSPM</b>	Respirable Suspended Particulate Matter
<b>R&amp;D</b>	Research & Development
<b>SAP</b>	Systems, Applications & Products in Data Processing
<b>SAM</b>	Software Analysis and Management
<b>SCM</b>	Supply Chain Management
<b>SEZ</b>	Special Economic Zone
<b>SEBI</b>	Securities and Exchange Board of India
<b>SIAM</b>	Society of Indian Automobiles Manufacturers
<b>SIBM</b>	Symbiosis Institute of Business Management
<b>SLP</b>	Senior Leaders Program
<b>SLT</b>	Senior Leadership Team
<b>SO<sub>x</sub></b>	Oxides of Sulphur
<b>SO<sub>2</sub></b>	Sulphur Dioxide
<b>NOA</b>	National Outsourcing Association
<b>SPM</b>	Suspended Particulate Matter
<b>SRI</b>	Solar Reflectance Index
<b>STAT</b>	Statistic
<b>STAMP</b>	Structural Testing Analysis & Measurement of Projects
<b>STP</b>	Sewage Treatment Plant
<b>SUV</b>	Sports Utility Vehicle
<b>SYMC</b>	Ssangyong Motor Company Limited

# ACRONYMS

<b>SYSTECH</b>	Systems & Technologies Sector
<b>TCF</b>	Trim Chassis Final
<b>Tech M</b>	Tech Mahindra
<b>TMF</b>	Tech Mahindra Foundation
<b>TIDCO</b>	Tamil Nadu Industrial Development Corporation
<b>TL</b>	Thought Leadership
<b>TNAU</b>	Tamil Nadu Agricultural University
<b>TPM</b>	Total Productive Maintenance
<b>TTP</b>	Tertiary Treatment Plant
<b>TxMS</b>	Transaction Management System
<b>UAE</b>	United Arab Emirates
<b>UK</b>	United Kingdom
<b>UNEP</b>	United Nations Environment Programme
<b>UNGC</b>	United Nations Global Compact

<b>UNIDO</b>	United Nations Industrial Development Organization
<b>US</b>	United States
<b>USA</b>	United States of America
<b>USD</b>	United States Dollar
<b>UV</b>	Utility Vehicle
<b>UWC</b>	United World College
<b>VAVE</b>	Value analysis and value engineering
<b>VC</b>	Vice Chairman
<b>VECV</b>	Volvo-Eicher Commercial Vehicles
<b>VFD</b>	Variable Frequency Drives
<b>VOC</b>	Volatile Organic Compound
<b>WBCSD</b>	World Business Council for Sustainable Development
<b>WOW</b>	Wet On Wet
<b>WRI</b>	World Resources Institute

# GLOSSARY

**Biodiesel** - Biodiesel refers to a non-petroleum based diesel fuel consisting of short chain alkyl esters, made by transesterification of vegetable oil.

**Biofuels** - Solid, liquid or gas fuel derived from recently dead biological material.

**Carbon Dioxide Equivalent (CDE) and Equivalent Carbon Dioxide (CO<sub>2</sub>e)** - are two related but distinct measures for describing how much global warming a given type and amount of greenhouse gas may cause, using the functionally equivalent amount or concentration of carbon dioxide (CO<sub>2</sub>) as the reference. Equivalent CO<sub>2</sub> (CO<sub>2</sub>e) is the concentration of CO<sub>2</sub> that would cause the same level of radiative forcing as a given type and concentration of greenhouse gas.

**C2 CRDe Technology** - Two cylinder, common rail diesel engine technology stands for Common Rail Direct Fuel Injection engine. It is the latest state-of-the-art technology for diesel engines and suits passenger cars as well as commercial vehicles.

**Carbon Disclosure Project (CDP)** - is an organisation that works with shareholders and corporations to disclose the greenhouse gas emissions of major corporations. M&M Limited is a signatory for CDP.

**Chlorodifluoromethane (Difluoromonochloromethane)** - is a Hydrochlorofluorocarbon (HCFC) commonly used in air conditioning applications.

**CRISIL Level 1** - rating that indicates the company's capability with regard to corporate governance and value creation for all stakeholders is the highest.

**COPC-2000® CSP Global Standard Certification** - The COPC-2000® CSP Standard is a Performance Management Framework designed to deliver results in Customer Service Provider (CSP) contact centre environments including Call Centres, E-Commerce Centres and Transaction Processing Operations.

**Dichlorodifluoromethane (R-12)** - usually sold under the brand name Freon-12, is a chlorofluorocarbon halomethane, commonly known as CFC, used as a refrigerant and aerosol spray propellant. R-22 is a colourless gas better known as HCFC-22. Earlier it was commonly used as a propellant and in air conditioning application. These applications are being phased out as its manufacturing was banned in the US and many countries in 1994 due to concerns about damage to the ozone layer.

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**ECOTEL® certification** - ECOTEL® is a prestigious environmental certification designed by HVS Sustainability Services specifically for the hospitality sector. This certification recognises outstanding achievement along the triple bottomline: environmental, social and fiscal parameters.

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**End-to-End Supply Chain Solutions** - End-to-End Supply Chain Solutions is the management of a network of interconnected businesses involved in the ultimate provision of product and service packages required by end customers. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption.

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**EURO IV or EURO V Standards** - reduction of pollutant emissions from light vehicles. The European Union is introducing stricter limits on pollutant emissions from light road vehicles, particularly for emissions of nitrogen particulates and oxides. The Regulation also includes measures concerning access to information on vehicles and their components, and the possibility of introducing tax incentives.

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**G3.1 Guidelines** are an update and completion of the third generation of GRI's process guidance on how to define the content of a sustainability report.

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**GRIHA Certification** - GRIHA rating system consists of 34 criteria categorised under various sections such as site selection and site planning, conservation and efficient utilization of resources, building operation and maintenance, and innovation points. Eight of these 34 criteria are mandatory, four are partly mandatory, while the rest are optional. Each criterion has a number of points assigned to it. It means that a project intending to meet the criterion would qualify for the points. Different levels of certification (one star to five stars) are awarded based on the number of points earned. The minimum points required for certification is 50.

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**The Green Home Rating system by IGBC Indian Green Building Council** - The green home rating system by Indian Green Building Council (IGBC) is India's first, and is exclusively designed for the residential sector. Different levels of certifications such as Certified, Silver, Gold and Platinum are awarded to a project in recognition of its green commitment.

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**ISO 27001 Global Certification** - ISO/IEC 27001 is the only auditable international standard which defines the requirements for an Information Security Management System (ISMS). The standard is designed to ensure the selection of adequate and proportionate security controls.

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**ISO-50001** - ISO, Standard 50001 specifies requirements for establishing, implementing, maintaining and improving an energy management system, whose purpose is to enable an organisation to follow a systematic approach in achieving continual improvement of energy performance, including energy efficiency, energy use and consumption.

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**ISO 9001:2000** - Quality Management Systems directive that provides a number of requirements which an organisation needs to fulfill if it is to achieve customer satisfaction through consistent products and services which meet customer expectations.

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**ISO 14001:2004** - international specification for an Environmental Management System (EMS). It specifies requirements for establishing an environmental policy, determining environmental aspects and impacts of products/activities/services, planning environmental objectives and measurable targets, implementation and operation of programmes to meet objectives and targets, checking and corrective action, and management review.

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**ISO/TS 16949** - quality management system requirements for the design and development, production and, when relevant, installation and service of automotive-related products.

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**ISO/TS 16949:2002** - Quality management systems -- Particular requirements for the application of ISO 9001:2000 for automotive production and relevant service part organisations.

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**The kilowatt-hour (symbolised kWh)** is a unit of energy equivalent to one kilowatt of power expended for one hour of time. The kilowatt-hour is not a standard unit in any formal system, but it is commonly used in electrical applications.

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**OHSAS 18001:2004** - an Occupation Health and Safety Assessment Series for health and safety management systems. It is intended to help organisations to control occupational health and safety risks. It was developed in response to widespread demand for a recognised standard against which to be certified and assessed.

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**OHSAS 18001:2007** - Managing occupational health and safety (OH&S) issues in the workplace represents an enormous challenge due to varying human nature, skills set, process complexity & local culture and have implications for everyone at the workplace. Effectively managing these issues means taking account not only of legal requirements, but also the well-being of personnel in the organisation.

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**ODS** - Ozone Depleting Substances (ODSs) are those substances which deplete the ozone layer and are widely used in refrigerators, airconditioners, fire extinguishers, in dry cleaning, as solvents for cleaning, electronic equipment and as agricultural fumigants.

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**Mahindra Quality Way** - an assessment by external national and international experts of Mahindra's Quality Policy, systems, procedures and performance against world-class standards to identify: strengths, opportunities for improvement, scoring profile for prioritising improvements.

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**NAAQS** - the clean air act which was last amended requires EPA to set National Ambient Air Quality Standards for pollutants considered harmful to public health and the environment. <http://epa.gov/air/criteria.html>

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**NASSCOM** - a not-for-profit was set up in 1988 to facilitate business and trade in software and services and to encourage advancement of research in software technology.

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**Scope I** - Scope 1 greenhouse gas emissions occur from sources that are owned or controlled by a company, such as combustion facilities (e.g.: boilers, furnaces, burners, turbines, heaters, incinerators, engines, flares etc.), combustion of fuels in transportation (e.g.: cars, buses, planes, ships, barges, trains etc.) and physical or chemical processes (e.g.: in cement manufacturing, catalytic cracking in petrochemical processing, aluminium smelting etc.).

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**Scope II** - Scope 2 GHG emissions are from the generation by another party of electricity that is purchased and consumed by the company. This is described as 'purchased electricity' for the purposes of the GHG Protocol.

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**Scope III** - Other indirect greenhouse gas emissions, including those associated with employee travel, supply chain, leased assets, outsourced activities, use of products and waste disposal.

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**SEI-CMMI Level 5** - A Level 5 CMMI rating provides the highest recognition to an organisation's software and systems engineering processes.

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**Solar Reflectance Index** - Solar Reflectance is the fraction of the incident solar energy which is reflected by the surface in question. The best standard technique for its determination uses spectrophotometric measurements, with an integrating sphere to determine the reflectance at each different wavelength. The average reflectance is then determined by an averaging process, using a standard solar spectrum. This method is documented by ASTM (Amer. Soc. for Testing and Materials).

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**Special Economic Zone (SEZ)** - SEZ is a geographical region that has economic laws that are more liberal than a country's typical economic laws.

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**USGBC LEED Certification** - LEED Professional Accreditation distinguishes building professionals with the knowledge and skills to successfully steward the LEED certification process.

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**United Nations Global Compact** - is a framework for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. M&M Limited is a signatory to UNGC.

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Like for previous reports GRI has confirmed  
that the report was prepared according to the  
GRI G 3.1 Guidelines at Application Level A+.  
It has also been externally assured by KPMG.

*All figures in the report are current as of 31<sup>st</sup> March, 2015.*

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