



**BUSINESSWISE**

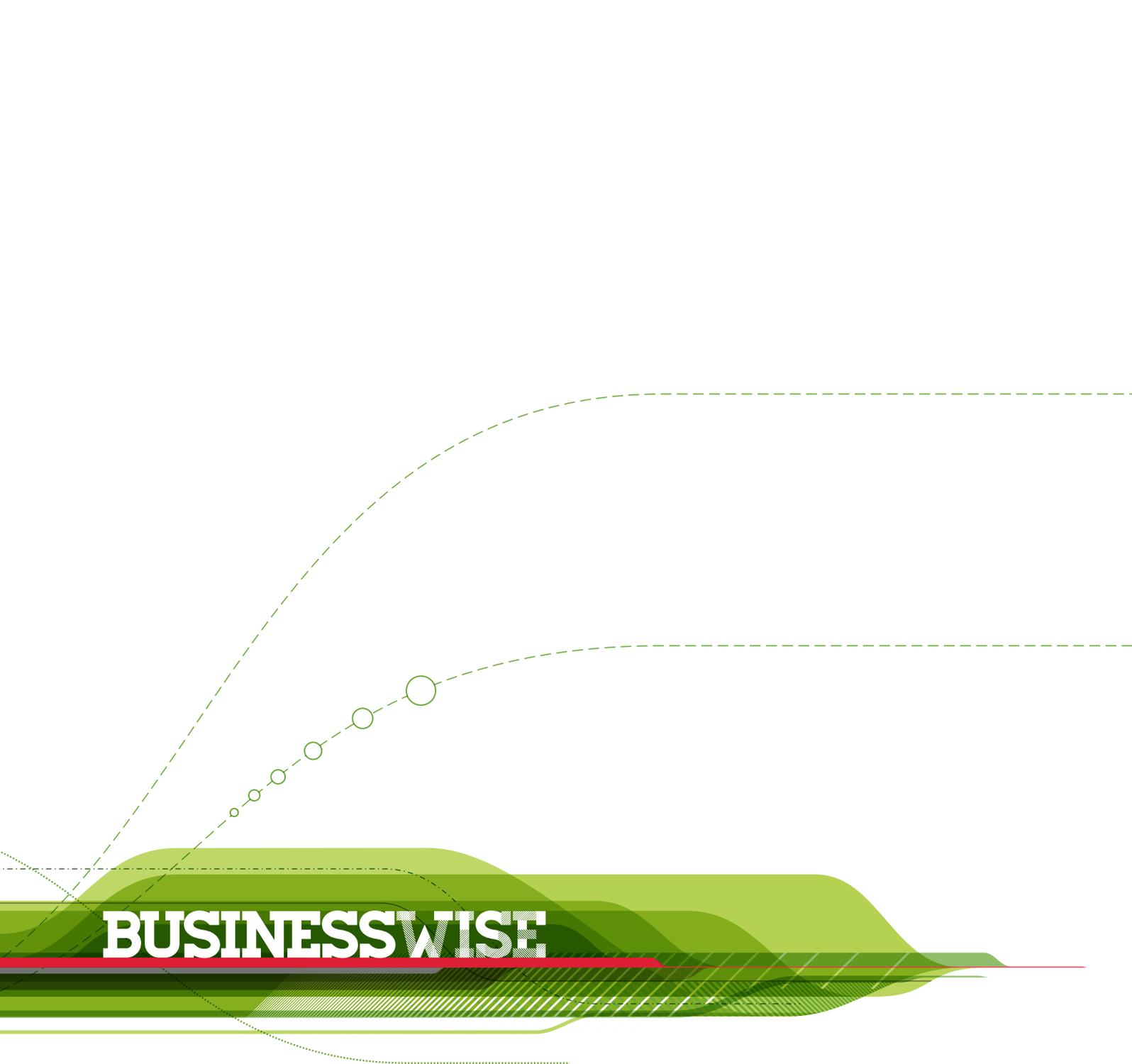
SHARPER FOCUS. GREATER OWNERSHIP. DEEPER COMMITMENT.

alternative<sup>TM</sup>  
**THINKING**  
THE MAHINDRA APPROACH TO SUSTAINABILITY

Seven years ago, when we embarked on our structured sustainability journey, the concept of sustainability in India was nascent. Like us, most organisations were feeling their way. While the dominant narrative at the time was sustainability as an add-on responsibility, we were absolutely clear that sustainability is a business paradigm, as imperative and important as quality.

This led to the articulation of 'Alternative Thinking' - the Mahindra Approach to Sustainability. It sent out a strong message to all stakeholders that for us, sustainability is strategic to business - a platform for innovation, an operational philosophy, a powerful tool to build competitive advantage and the measure of our future readiness.





# BUSINESSWISE

This year, we commence the second leg of our sustainability journey, wherein we aim to create an even tighter fit between sustainability and our businesses.

Each business has raised the accountability bar. After fresh engagement with their key stakeholders, they have chalked out individual businesswise roadmaps which are more focused, more relevant and more aligned to emerging scenarios and expectations in their sector.

## Message from Chairman and Managing Director

**We believe that when it comes to sustainability, 'incrementalism' is too slow. Now is the time to embrace transformation fully and strategically at a Group level. While small steps count, big leaps are the order of the day and many of our businesses have tried to do this.**



Sustainability has come a long way in the past decade, especially at Mahindra. The question has changed from 'why' to 'how'. It is now well established that regenerative business models are an imperative to thrive in a global economy. The Mahindra Group business leaders are now asking, how they can create impactful sustainability programmes that will deliver returns on investment and drive innovation across the business.

The first leg of our journey has amply demonstrated that the practice of sustainability is not adversarial to shareholder interests; rather, it complements their goals. During this first learning phase, we targeted GHG reduction and basic eco-efficiencies in operations. We surpassed targets by 18 to 20%, with surprisingly nominal investments and quick paybacks. Gratifyingly, this earned us higher ratings from analysts, who now look at non-financial parameters for assessing the future valuation of organisations.

During 2013-14, M&M Ltd. and Mahindra Finance were selected as index components of the Dow Jones Sustainability Indices (DJSI), under the Emerging Markets Index. M&M Ltd. and Tech Mahindra also featured in the list of top 10 companies in the Carbon Disclosure Leadership (India) Index.

MReva took a paradigm leap into the world of electric mobility and introduced to the nation a project of pride - the Mahindra Formula E-Car - an 'all-electric zero emission race car'. We also unveiled the all new electric Maxximo and Verito - India's first fully electric sedans. This year was a milestone year for our solar team as MEPC became the largest solar EPC player in the country, with a total installed capacity of 53 MWp. Mahindra Lifespaces flagged off two affordable housing projects in the country contributing to urban sustainability and the national goal of a house for every Indian. Mahindra Finance facilitated the ease of owning a house by providing doorstep housing finance. And the idea of fostering sustainable business permeates all our strategic thinking.

We believe that true sustainability can be achieved only in a collaborative open world. The enormity of the task dictates that no single entity, however large, can successfully tackle the challenge. It requires collective brainpower of the community to shape a sustainable future.

We have therefore instituted the Rise Prize with a purse of over USD 1 million to encourage breakthrough and affordable innovation. Individuals discovering potential solutions for the future of mobility and distributed renewable energy will have the opportunity to be mentored by the world's foremost experts in the field. The IP will remain with the individual. Our role will be to provide a platform for sharing ideas and help scale the idea to its true potential.

Our sustainability reports are crafted with the same philosophy of sharing. They adhere to the highest levels of disclosure and detail our performance, policies and processes. I urge you to read them, engage with us and let us know how we could do better.

Sustainability is the biggest change management project of the century and the only way we can move forward is together.

**Anand Mahindra**

Chairman & Managing Director,  
Mahindra & Mahindra Limited

## Message from Chairman, Group Sustainability Council

**Businesswise - this new approach will steer individual businesses to enhance the sphere of responsibility, drive 'Alternative Thinking' across the value chain and encourage each business to seize new opportunities.**



The first step we took in our Sustainability journey was to chart a clear roadmap with defined targets. This provided all our businesses a common launch pad for a meaningful start. Not only did we achieve all targets of this road map, we surpassed most of them. Encouraged by this, we decided to raise the bar for the next roadmap and accelerate our performance across the environmental, social and governance parameters.

The time was ripe to formulate businesswise roadmaps, taking into account material issues and unique attributes of each business.

Hence this year, each business strengthened its engagement with key stakeholders, recorded emerging issues, validated ongoing expectations and articulated a time bound roadmap with quantitative targets. We also leveraged the opportunity to commence the process for migration to the G4 protocol, the new reporting framework from GRI.

This new approach will steer individual businesses to enhance the sphere of responsibility, drive 'Alternative Thinking' across the value chain and encourage each business to seize new opportunities.

This will help us address emerging sustainability challenges at every level in the organisation.

I am pleased to report that during the year, we continued to make progress across various dimensions of sustainability. Twelve businesses logged a lower specific energy consumption as compared to the previous year. H<sub>2</sub>Infinity, the 360° water management programme, which we launched last year, has gained traction. We have continued to develop products and services that have lower environmental impacts and improved social empowerment. We continued our focus on developing a clean and green supply chain, and continued to stand true to our commitment to accountability, transparency and good governance.

All our successes to date have been made possible by the active engagement of multiple stakeholders. As we embark on the next phase of our sustainability journey, our targets are more ambitious and we intend to achieve them in shorter time frames. This calls for disruptive transformation that challenges the status quo. I believe that we at Mahindra are geared for it and look forward to harmonise profits with purpose.

With individual roadmaps, different businesses have chosen different paths, best suited to them, with an aim to reach the same destination - a sustainable enterprise. I wish them luck and success in this journey.

**Ulhas Yargop**

Chairman, Group Sustainability Council,  
Mahindra & Mahindra Limited

# REPORTING PROCESS

## Materiality

As the aim of our initiatives gets sharper, our ability to achieve the target gets better. We endeavour to drive a long-term positive change. But to be truly effective, the change must affect the most pressing of our sustainability-related issues. The process of materiality, at Mahindra, not only distils the issues truly relevant for us to be economically, environmentally and socially responsible, but also prioritizes them.

Materiality is the threshold at which an issue or indicator becomes important enough to be reported. Beyond this threshold, not all material topics will be of equal importance and the emphasis within a report reflects the relative priority of these material topics and indicators.

We are now preparing the groundwork for reporting as per Global Reporting Initiative (GRI) Sustainability Reporting G4 Guidelines that will be rolled out in the year 2015-16. The new guidelines are proposed to have a keener focus on 'Materiality', with the aim to create a report that is more strategic and more focused in its interventions, solutions and future plans.

Staying a step ahead, we have already commenced the incorporation of these new aspects in our Stakeholder Engagement and Materiality Identification processes for our future reports.

## Report Boundary

The reporting period for Mahindra's seventh Sustainability Report is 1st April 2013 to 31st March 2014. 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 as well as accountability. This year too, the Report is aligned to the nine principles of Ministry of Corporate Affairs' National Voluntary Guidelines (NVG) on Social, Environmental and Economic responsibilities of business.

### NVG-SEE Principles

<p>1</p>  <p>ETHICS, TRANSPARENCY AND ACCOUNTABILITY</p>	<p>2</p>  <p>PRODUCTS LIFE CYCLE SUSTAINABILITY</p>	<p>3</p>  <p>EMPLOYEES' WELL-BEING</p>
<p>4</p>  <p>STAKEHOLDER ENGAGEMENT</p>	<p>5</p>  <p>HUMAN RIGHTS</p>	<p>6</p>  <p>ENVIRONMENT</p>
<p>7</p>  <p>POLICY ADVOCACY</p>	<p>8</p>  <p>INCLUSIVE GROWTH</p>	<p>9</p>  <p>CUSTOMER VALUE</p>

The report includes:

### AUTOMOTIVE & FARM SECTORS



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

## TWO WHEELER SECTOR

- Mahindra Two Wheelers Ltd. (MTWL)



## REAL ESTATE SECTOR

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



## 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)
- Mahindra Business & Consulting Services Private Ltd. (MBCSPL)



## INFORMATION TECHNOLOGY SECTOR

- Tech Mahindra Ltd. (Tech M)\*



## SYSTEMS & TECHNOLOGIES SECTOR (SYSTECH)

- Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL)
- Mahindra Ugine Steel Company Ltd. (MUSCO)
- Mahindra Forgings Ltd. (MFL)
- Mahindra Hinoday Industries Ltd. (MHIL)
- Mahindra Composites Ltd. (MCL)
- Mahindra Gears & Transmissions Pvt. Ltd. (MGTPPL)



## AFTERMARKET SECTOR

- Mahindra First Choice Services Ltd. (MFCSL)



## MAHINDRA PARTNER DIVISION

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



Corporate Centre (CC), Mahindra Towers, Worli, is added in the scope of this report

\*Added in the scope this year

\*\*Mahindra Solar One Pvt. Ltd has been renamed as Mahindra EPC Services Pvt. Ltd.

+Mahindra Satyam was merged with Tech Mahindra in FY 2013-14

## Report Scope Limitations

This report is India-centric and excludes:

International operations

Businesses which were acquired or commenced operations in FY 2013-14

Mahindra Retail Pvt. Ltd.

Speciality Businesses

Media & Entertainment, Defence Services and Special Services Group, Mahindra First Choice Wheels Ltd.#

Office buildings, out-station depots and dealerships

Companies / plants / locations of manufacturing sectors:

- Mahindra Trucks and Buses Ltd. (MTBL)##
- Mahindra Navistar Engines Pvt. Ltd.
- Mahindra Aerospace Pvt. Ltd.
- Aerostaff Australia
- Gipps Aero
- Ssangyong Motor Company Ltd.
- Swaraj Engine Ltd.
- Mahindra Engineering Services
- Mahindra Gujarat Tractor Ltd.
- Mahindra Graphic Research Design
- Mahindra (China) Tractor Co.
- Mahindra USA INC
- Mahindra Yueda (YANCHENG) Tractor Co.
- Mahindra Ocean Blue Marine

#Not included in scope as none of the outlets are Company-owned any more.

##Mahindra Navistar Automotive Ltd. is now known as Mahindra Trucks and Buses Ltd. (MTBL)

Your perspective helps us sharpen our sustainability efforts. Feedback and suggestions give us a critical understanding of our performance, encourage us to strive harder in our initiatives and discover new methods to improve. Please spare a few minutes to share your insights to help us improve our sustainability reporting and enhance our sustainability endeavours.

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

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

# 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 2013-14 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 Type 2 - Moderate level assurance requirement of AA 1000 (2008) assurance standard by Accountability.

### 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 2013 to 31 March 2014 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), Mahindra Spares Business (MSB), Mahindra Vehicle Manufacturers Limited (MVML), Mahindra Research Valley (MRV), Mahindra Reva Electric Vehicles Private Limited. (MReva), Mahindra Powerol, Mahindra Shubhlabh Services, EPC Industrie Limited (EPC);
- Systems and Technologies Sector (Systech) comprising Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL), Mahindra Ugine Steel Company Limited (MUSCO), Mahindra Forgings Limited (MFL), Mahindra Hinoday Industries Limited (MHIL), Mahindra Composites Limited (MCL) and Mahindra Gears & Transmissions Private Limited (MGTPPL);
- Real Estate Sector comprising Mahindra Lifespace Developers Limited (MLDL), Mahindra World City Developers Limited (MWCDDL) and Mahindra World City Jaipur Limited (MWCJL);
- Two Wheeler Sector comprising Mahindra Two Wheelers Limited (MTWL);
- 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), Mahindra Business & Consulting Services Private Limited (MBCSPL);
- Information Technology Sector comprising Tech Mahindra Limited (Tech M);
- 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 2013-14
- 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
- Review of sustainability governance framework at Mahindra
- Interaction with Mahindra's senior management
- Verification visits to Mahindra's sites:
  - Mahindra & Mahindra Limited - AD Kandivli and Igatpuri; FD - Kandivli, Rudrapur and Swaraj Tractor Division (Plant 2) Chandigarh; MSB - Kanhe;
  - Systech - MSSSPL Khopoli; Hinoday Bhosari; MUSCO Stampings Rudrapur
  - Real Estate - Ashvita (Hyderabad), Antheia (Pune), Iris Court (Chennai), Mahindra World City (Chennai) and Mahindra World City (Jaipur)
  - Two Wheeler - MTWL Pithampur
  - Leisure and Hospitality - MHRIL Kumbhalgarh
  - Financial Services - MMFSL Bhopal and Mumbai; MRHFL Mumbai; MIBL Mumbai
  - Information Technology - Tech M Bengaluru, Pune and Vishakhapatanam
  - Aftermarket - MFCSL Mumbai and Vapi
  - Partners Division - MIL Nasik and Mumbai (Worli); MLL Bhiwandi, Pune and Mumbai (Goregaon); MEPC Mumbai and Jodhpur
- Review of systems deployed for collection, collation and analysis of sustainability data and information on a six-monthly and annual basis
- Interviews with Mahindra's personnel responsible for managing above-mentioned systems
- Evaluating the Report's content to ascertain its application level as per the criterion mentioned in the Global Reporting Initiative's G3.1 Guidelines
- Testing on a sample basis, the evidence supporting the data and information
- 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 judgment, 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 2013-14 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', nothing has come to our attention for us to believe that the Report does not meet the requirements of GRI principles and AA 1000 Accountability Principles Standard for defining report content and quality. Each principle is elaborated below:

- **Materiality**

Mahindra has adopted a structured methodology for materiality assessment, followed by creation of measurable performance indicators for prioritized material issues. The Report presents the sustainability roadmaps with defined goals and targets for key sectors. The methodology can be further evolved to ensure consistent application of stakeholder engagement outcomes as key inputs 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.

- **Sustainability Context**

As part of the report content development process, Mahindra has considered all relevant topics from a sustainability context. The Report is aligned to the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business published by Ministry of Corporate Affairs, Government of India and United Nation's Global Compact Principles.

- **Completeness**

This year Mahindra Powerol, Mahindra Shubhlabh Service and EPC Industrie Limited have been included in the report scope and boundary. The performance discussion on material aspects identified in the Report appropriately covers the report boundary disclosed in the Report.

- **Balance**

This is a fairly balanced report which presents both the positive and the negative performance trends.

- **Comparability**

The Report presents key sustainability performance indicators with a three-year trend for comparability. Appropriate sector-specific denominators to report on the water, energy and GHG emissions intensities are used for different sectors.

- **Accuracy**

The sustainability data and information presented in the Report have been collected, collated and analyzed by Mahindra's Group Sustainability Cell. During the verification visits data transcription and calculation errors were detected and resolved. Overall, the data and information presented in the Report are within acceptable margins of error and along with appropriate presentation of underlying assumptions and techniques.

- **Timeliness**

Mahindra follows a regular schedule to publish the Report annually.

- **Clarity**

The Report is structured to present the governance, materiality and stakeholder engagement used to define the report content, followed by discussion on management approach and performance of economic, environmental and social performance. The Report uses relevant graphs and consolidation with explanations where necessary, enabling readers to understand and interpret the data.

- **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 2013-14 and at the corporate level for all four quarters of the financial year 2013-14. Overall, the sustainability data and information presented in the Report are reliable.

- **GRI Application Level Check**

The Report meets the A+ application level criteria as per GRI G3.1 guidelines.

## INDEPENDENCE

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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, including not being involved in writing the Report. 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

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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**  
Technical Director  
KPMG

June 30, 2014



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# GROUP PROFILE



Guided by the twin objectives of accelerating innovation and driving positive change in all our thoughts and actions, we strive to build not just products and services, but new possibilities for a truly sustainable future.

## The Mahindra Group

Ideas integrate us all. They synergise varied human capabilities; they enable us to work collectively towards common goals and achieve them faster; and they help us organise our thoughts and the world around us so that we can stretch the limits, think beyond convention and drive a positive change. Mahindra is a USD 16.7 billion multinational group based in Mumbai, India, with more than 180,000 people in over 100 countries.

We are bound by one common idea; a determined pursuit of one purpose - To enable people to Rise.

With operations in 18 key industries, we aim to power growth that creates positive change in the society. Our unique business model of creating empowered companies enjoys the best of entrepreneurial independence and Group-wide synergies.

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

## HIGHLIGHTS

Mr. Anand Mahindra honoured by TERI with the 'Sustainable Development Leadership Award' at the Delhi Sustainable Development Summit 2014.

Mahindra & Mahindra Ltd. has been selected on Dow Jones Sustainability Indices (DJSI) under the emerging market index.

Our 6th Group Sustainability Report for the year 2012-13 won the ABCI (Association Of Business Communications of India) Award in the Silver category.

Mahindra & Mahindra Ltd. won the Golden Peacock Award for Corporate Social Responsibility 2013

Mahindra has been declared, one of India's top ten best brands in the first edition of the 'Best Indian Brands' study conducted by Interbrand and The Economic Times.

The Mahindra Group was recognised as the 'Company of the Year' for Public Relations and Communications at the inaugural edition of the SABRE Awards India, 2013.

M&M Ltd. stands 9th on the Carbon Disclosure Project listing.

M&M LTD. & MMFSL have been listed on Dow Jones Sustainability Indices (DJSI) under the emerging market index.

Mahindra has been declared, one of India's top ten best brands in the first edition of the 'Best Indian Brands' study conducted by Interbrand and The Economic Times.

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

## SHAREHOLDING PATTERN

Sr. No.	Category of Shareholders	Total Holdings (FY2014)	Holdings in Percentage
1	Promoters and Promoter Group	155,744,699	25.29
2	Mutual Funds / UTI	7,893,492	1.28
3	Banks, Financial Institutions, Insurance Companies, Central and State Governments	89,933,760	14.60
4	FII's	227,380,077	36.92
5	Foreign Bodies / Qualified Foreign Investors	19,345,728	3.14
6	Private Corporate Bodies	31,620,593	5.13
7	Indian Public	49,687,397	8.07
8	NRIs / OCBs / Foreign Nationals	3,555,263	0.58
9	The Bank of New York Mellon (for GDR holders)	30,731,375	4.99
	<b>Total</b>	<b>615,892,384</b>	<b>100.00</b>

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

## Business Verticals

								
AUTOMOTIVE & FARM	PARTNER DIVISION	SYSTEMS & TECHNOLOGIES	INFORMATION TECHNOLOGY	LEISURE & HOSPITALITY	REAL ESTATE	FINANCIAL SERVICES	TWO WHEELERS	AFTER MARKET

## 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). More than 65 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

Automotive Sector received the CII-ITC Sustainability Award 'Commendation Certificate for Significant Achievement' category

Mahindra XUV 500 was ranked No. 1 in Customer Satisfaction among SUVs in the 'TNS Automotive Total Customer Satisfaction (TCS) Study 2012', with a score of 106 against SUV category average of 100

### New Launches

- Launched Maxximo Plus, India's most technologically advanced 0.85 ton payload mini-truck, equipped with the pioneering 'Fuel Smart' technology
- The launch of Verito Vibe marked our entry into the compact car segment; it has been designed and developed in-house
- Launched the entry-level 'W4' model of our popular XUV 500 SUV
- Launched the new H-Series Xylo with advanced technology mHawk engine that provides higher power and better efficiency
- Launched the Bolero Maxi Truck Plus to cater to the needs of urban goods transportation
- Launched a refreshed look of 'Bolero Pick-Up Flat Bed'

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



Maxximo Plus



Verito Vibe



H-Series Xylo



Bolero Pick-Up Flat Bed



Bolero Maxi Truck Plus



'W4' model of our popular XUV 500 SUV

## 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>

### Ssangyong Motor Company Ltd.\*

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

### Mahindra Trucks and Buses Limited (MTBL)\*

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

### 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 Vehicle Manufacturers Limited

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

### 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, 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, 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 forty 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, 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.

Through the Samriddhi initiative, Mahindra aims to empower the rural farmer and transform rural productivity, income and living standards.

## Highlights

Set up India's largest tractor manufacturing plant at Zaheerabad with a capacity of 100,000 tractors per annum



Mahindra Shubhlabh Services Ltd. (MSSL) showcased its range of delectable home grown grapes at Asia Fruit Logistica – Asia's largest fruit expo, held in Hong Kong, achieving 68% growth in grape exports over the previous year



Mahindra Tractors bagged Asia's Most Promising Brands 2012-13 Award, at the Asian Brand & Leadership Summit in Dubai from the World Consulting & Research Corporation



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

[www.mahindra.com/What-We-Do/Farm-Equipment/Services/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

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

## 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's Team bagged the 1st place at 6th CII National Cluster Summit - Energy Efficiency Category

- The ET Now Talent & HR Leadership Award for Organisation with Innovative HR Practices

MIL Nashik won the Greentech CSR Award 2013

Mahindra EPC became the largest solar EPC player in the country this year, with a project installation capacity of 85 MWp

MIL's HR Department bagged 3 prestigious awards

- The Employer Branding Award for Innovation in Employee Retention Strategies
- The Employer Branding Award for 5th Best Employer of the Year

Mahindra Logistics bagged the Brand Excellence in Supply Chain & Logistics Award at the 4th Annual CMO Asia Awards, organised by the World Brand Congress, in Singapore



## Businesses in the sector:

<p><b>Mahindra Intertrade Ltd. (MIL)</b>  <a href="http://www.mahindra.com/What-We-Do/Components/Companies/Mahindra-Intertrade">http://www.mahindra.com/What-We-Do/Components/Companies/Mahindra-Intertrade</a></p>	<p><b>Mahindra Steel Service Centre Ltd. (MSSCL)</b>  <a href="http://www.mahindrasteelservicecentre.com">http://www.mahindrasteelservicecentre.com</a></p>
<p><b>Mahindra EPC Services Pvt. Ltd.</b>  <a href="http://www.mahindra.com/What-We-do/Energy/Companies/Mahindra-EPC">http://www.mahindra.com/What-We-do/Energy/Companies/Mahindra-EPC</a></p>	<p><b>Mahindra Logistics Ltd. (MLL)</b>  <a href="http://www.mahindra.com/What-We-do/Logistics">http://www.mahindra.com/What-We-do/Logistics</a></p>

## SYSTEMS & TECHNOLOGIES SECTOR (SYSTECH)

System offers a variety of components and services to the automotive and other ground-based mobility industries around the world. Its portfolio includes castings, forgings, stampings, gears, rings, magnets, steel, composites, telematics, engineering and contract sourcing services.

In June 2013, Mahindra Group and Spain's CIE Automotive SA signed a global alliance agreement whereby the automotive component businesses of the Group under Mahindra Forgings Ltd. and Mahindra Composites Ltd. were merged with CIE Automotive, to give rise to Mahindra CIE Automotive. Post the deal, Mahindra CIE Automotive became one of the top 25 global auto component suppliers, with annual sales of USD 3 billion and operations from North America to Asia.

For more information please visit: [www.mahindra.com/What-We-Do/Components/Companies/Mahindra-and-Mahindra-System-Division](http://www.mahindra.com/What-We-Do/Components/Companies/Mahindra-and-Mahindra-System-Division)

### Highlights

Occupying an area of 8,500 sq. m., the new MUSCO Stampings Plant in Zaheerabad is designed with attention to sustainability and the most optimal use of space that will support new offerings from both the tractor and auto sectors. It will be equipped with an Automated Tandem Press Line (500 – 1000 t) and robotic assembly units for manufacturing lower control arms, semi trailing arms, fuel tanks etc. and a separate line for cargo body manufacturing that will incorporate computerized welding controls for the first time

Mahindra Sanyo Special Steel Pvt. Ltd. became the first steel company in India to join the India GHG Programme, spearheaded by the World Resources Institute (WRI), India, The Energy and Resources Institute (TERI) and Confederation of Indian Industry (CII), as a founding member company



## Businesses in the sector:

<p><b>Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL)</b>  <a href="http://www.muscoindia.com">www.muscoindia.com</a></p>	<p><b>Mahindra Composites Ltd. (MCL)</b>  <a href="http://www.mahindracomposites.com">www.mahindracomposites.com</a></p>
<p><b>Mahindra Hinoday Industries Ltd. (MHIL)</b>  <a href="http://www.hinoday.com">www.hinoday.com</a></p>	<p><b>Mahindra Forgings Ltd. (MFL)</b>  <a href="http://www.mahindraforgings.com">www.mahindraforgings.com</a></p>
<p><b>Mahindra Gears &amp; Transmissions Pvt. Ltd. (MGTPL)</b>  <a href="http://www.mahindra.com/What-We-do/Components/Companies/Mahindra-Gears-and-Transmissions">www.mahindra.com/What-We-do/Components/Companies/Mahindra-Gears-and-Transmissions</a></p>	<p><b>Mahindra Engineering Services</b>  <a href="http://www.mahindra.com/What-We-Do/Components/Companies/Mahindra-Engineering-Services">www.mahindra.com/What-We-Do/Components/Companies/Mahindra-Engineering-Services</a></p>

## INFORMATION TECHNOLOGY SECTOR

Mahindra is one of the few Indian conglomerates 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 Mahindra featured in the Global Services 100 - 2013 List, a set of companies that define leadership in the global services business. The hundred best companies were chosen through a methodology that evaluates each company across multiple dimensions, measured both quantitatively and qualitatively

Tech Mahindra was ranked 4th at Carbon Disclosure Project listing and was awarded for the most improved organisation award.

*Tech Mahindra Ltd.: [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 or thousands of Resorts Condominium International (RCI) affiliated partner resorts across the world. Now, MHRIL is moving into exciting new spaces and offers leisure boats, camping vacations, corporate retreats and homestays.

### Highlights

MHRIL bagged the 2nd place for CSR Excellence Awards 2014 by Rotary Binani Zinc CSR Committee and Rotary Club of Cochin Metropolis

### Businesses in the sector:

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

[www.clubmahindra.com](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 SECTOR 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 designed to create a balance between life, living and livelihood. These integrated

Members enjoy one week of vacation each year at any of our 44 stunning holiday destinations across India and South-east Asia or thousands of Resorts Condominium International (RCI) affiliated partner resorts across the world.



Mahindra Lifespace Developers Ltd. (MLDL) espouses green design and healthy living as the foundation of all its projects.

urban centers 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 to more than 100 companies.

Carrying forward the philosophy of sustainable urbanisation, the Real Estate Sector will foray into affordable housing projects in the first quarter of FY 2015 to provide quality housing at affordable prices to a wider cross-section of people.

## Highlights

MLDL was honoured with a special award in recognition of its contribution to the green building mission at CII's GreenCo Summit 2013



MLDL entered the luxury homes segment with its project, L'Artista in Pune



The Sector launched its 1st affordable housing project at Chennai



Mahindra World City, Chennai, bagged the Best Project Execution – National Award at the CNBC Awaaz Real Estate Awards 2012

MLDL became the 1st developer in India to launch and build IGBC pre-certified homes

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

## Businesses in the sector:

**Mahindra Lifespace Developers Ltd. (MLDL)**  
[www.mahindralifespaces.com](http://www.mahindralifespaces.com)

**Mahindra World City Developers Ltd. (MWCDL)**  
[www.mahindraworldcity.com](http://www.mahindraworldcity.com)

**Mahindra World City Jaipur Limited (MWCJL)**  
[www.mahindraworldcity.com](http://www.mahindraworldcity.com)



Mahindra World City, Jaipur, has been identified as part of a list of 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.



## 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

MMFSL became the first Indian company from the banking and financial services sector to be selected in Dow Jones Sustainability Indices ( DJSI ) under the Emerging Markets Index

Mahindra Finance conferred with 'Asia's Most Promising Brand' award by the World Consulting and Research Corporation, at the Asian Brand and Leadership Summit held in Dubai

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

### Businesses in the sector:

#### **Mahindra & Mahindra Financial Services Limited (MMFSL)**

[www.mahindra.com/What-We-Do/Financial-Services/Companies/Mahindra-and-Mahindra-Financial-Services](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)**

[www.mahindra.com/What-We-do/Financial-Services/Companies/Mahindra-Rural-Housing-Finance](http://www.mahindra.com/What-We-do/Financial-Services/Companies/Mahindra-Rural-Housing-Finance)

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

## TWO WHEELERS SECTOR

Mahindra Group entered the two-wheeler industry by establishing Mahindra Two Wheelers Limited (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

Launched the new Mahindra Centuro motorcycle in Jaipur, in the premium 100cc customer segment. The motorcycle has been designed entirely in-house at the MTWL R&D Centre in Pune

Mahindra's Pithampur plant was certified with ISO – 50001 for Energy Management System

Mahindra Two Wheelers Ltd.: [www.mahindra2wheelers.com](http://www.mahindra2wheelers.com)



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.



## AFTERMARKET SECTOR

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

### Highlights

Mahindra First Choice Services Ltd. (MFCSL) crossed the 100,000 mark in terms of the number of cars serviced

### Businesses in the sector:

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

[www.mahindrafirstchoiceservices.com](http://www.mahindrafirstchoiceservices.com)

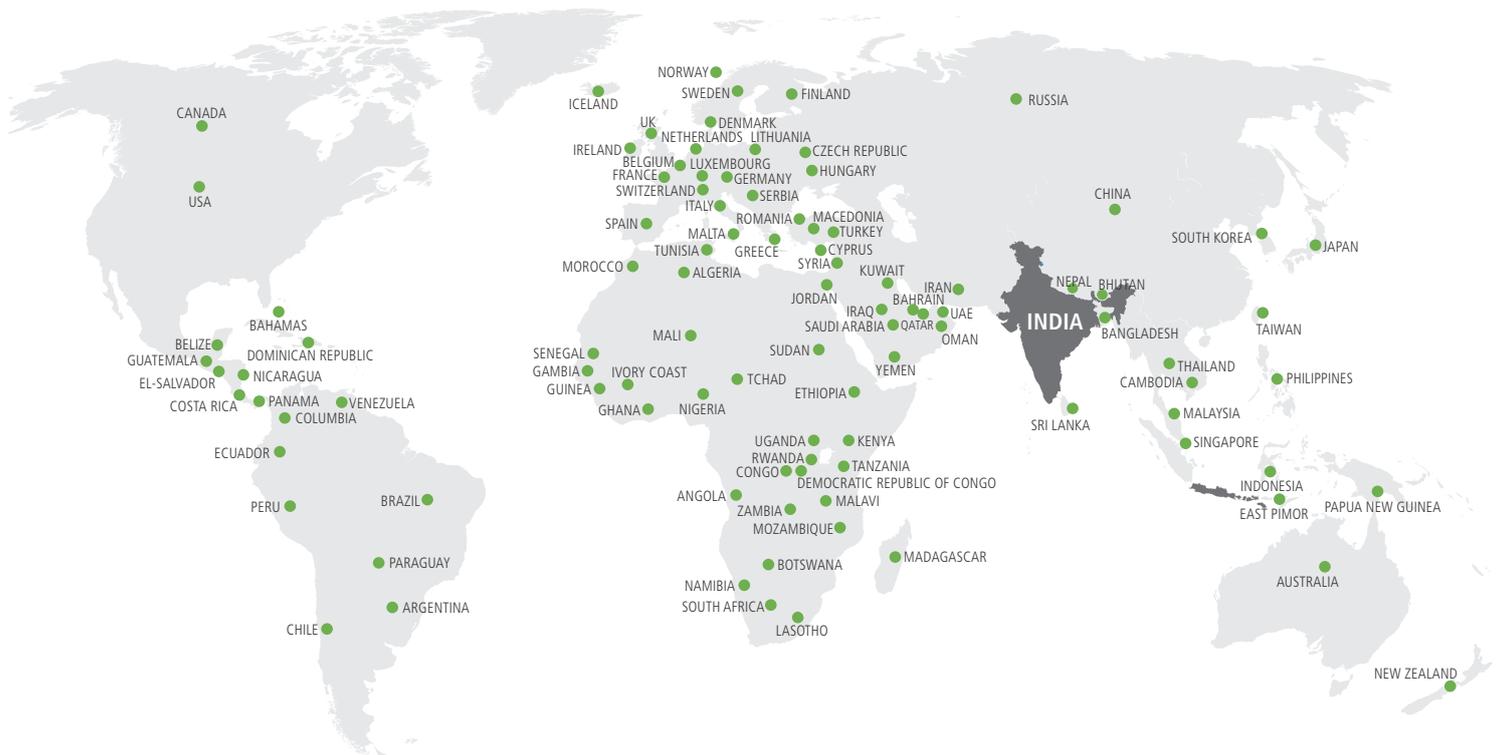
**Mahindra First Choice Wheels Ltd.\* (Sale & Purchase of used Cars)**

[www.mahindrafirstchoice.com](http://www.mahindrafirstchoice.com)



\*Mahindra First Choice Wheels Ltd. is not in the scope of this report.

## 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     |               |

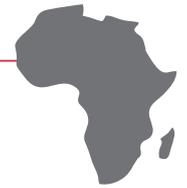
## ASIA-PACIFIC

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 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 Republic
Peru	Nicaragua	El-Salvador	Venezuela
Paraguay	Costa Rica	Belize	Argentina



# Corporate Governance

## OVERVIEW

Sound corporate governance is essential for sustained growth. A good governance structure, that is based on transparency, integrity and accountability, not only ensures robust shareholder returns, but also enhances operational performance and attracts employees, clients and partners.

The corporate governance philosophy at Mahindra goes beyond 'enhancing shareholder value'. We remain committed towards upholding industry-best practices while also ensuring ethical wealth generation and being a responsible corporate citizen.

Our commitment to corporate governance has earned us a Level 1 rating for Governance and Value Creation from CRISIL, India's leading ratings, research, risk and policy advisory company, for three years in a row.

Our Board of Directors, with their vast experience and various industry-wide achievements, lead us to contribute positively to our stakeholders' prosperity. We inculcate good corporate citizenship through environmental awareness, ethical behaviour and responsible business conduct. Be it shareholders or our internal and external stakeholders, we consider ourselves accountable to them and disclose practices beyond statutory regulations.

## SHAREHOLDER VALUE

While generating value is imperative for any business, generating enhanced value, ethically, gives us the competitive edge. Shareholders at Mahindra are not mere recipients of benefits accrued via investments but are important channels of valuable insight. Understanding shareholders' expectations, aspirations and in-depth feedback on our performance help us navigate comprehensive solutions that deliver the maximum value for our investors.

## Shareholder Interaction:

Multiple active communication modes for our shareholders help us build robust bridges of trust. We engage in meaningful dialogues with our shareholders across multiple managerial levels via diverse channels of communication.

- 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 interact with the 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' has been designated for the investors towards registering complaints and the same has been displayed on the Company's website.
- Furthermore, the quarterly, half-yearly and yearly results are published in national and local dailies. Presentations are also made to international and national institutional investors and analysts which 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 is the cornerstone of Mahindra Group. Our Board comprises industry leaders with extensive experience and multiple achievements in diverse fields. At every step, they guide the Group's actions to enhance stakeholder prosperity by upholding the highest tenets of transparency and accountability.

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

The Group is categorised into ten verticals. M&M Limited, the flagship company directly runs two businesses: the Automotive Division and the Farm Division; and is the chief shareholder in all the other entities. In line with legal requirements, companies in the Group have their own independent Boards of Directors, governance structure and policies which align with those of M&M. If they do not have their own specifically defined policies, then they are expected to follow the M&M policies.

## Board of Directors

For details please visit

<http://www.mahindra.com/Investors/mahindra-and-mahindra/Governance>

## Board Committees

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 is broadened to include formulation of sustainability agenda, recommendation to the Board, implementation, overseeing etc. of the policies governing the nine principles of Business Responsibility (BR). The responsibility of implementing the newly articulated Business Responsibility Policies is entrusted to one of the members of board, Dr. Pawan Goenka. The committee has also nominated Mr. Rajeev Dubey as BR Head.

### Group Executive Board (GEB)

The Group Executive Board (GEB) comprises the Chairman & Managing Director, President of the business sectors as well as heads of certain key corporate functions. The Board provides strategic direction and enterprise leadership, facilitates synergistic and symbiotic relationships, and creates a shared vision and value-system, across the various business units and companies that make up 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 leverage the strategic role of communications in the brand and culture building process, and to institutionalize the sanctity of the Group's core values, we have appointed a Group Corporate Communications and Ethics Officer.

## CORE PURPOSE

Just as the Preamble to the Constitution of India sets out the guiding purpose and principles of the document, our Core Purpose delineates our purpose of existence.

Our original core purpose evolved to reflect the fast-changing global scenario and be more inclusive in nature. It binds the entire Mahindra workforce across the globe and inspires them to build a company that creates a sustainable future. It reflects the new face of our diversified federation of companies with its increasingly global ambitions.

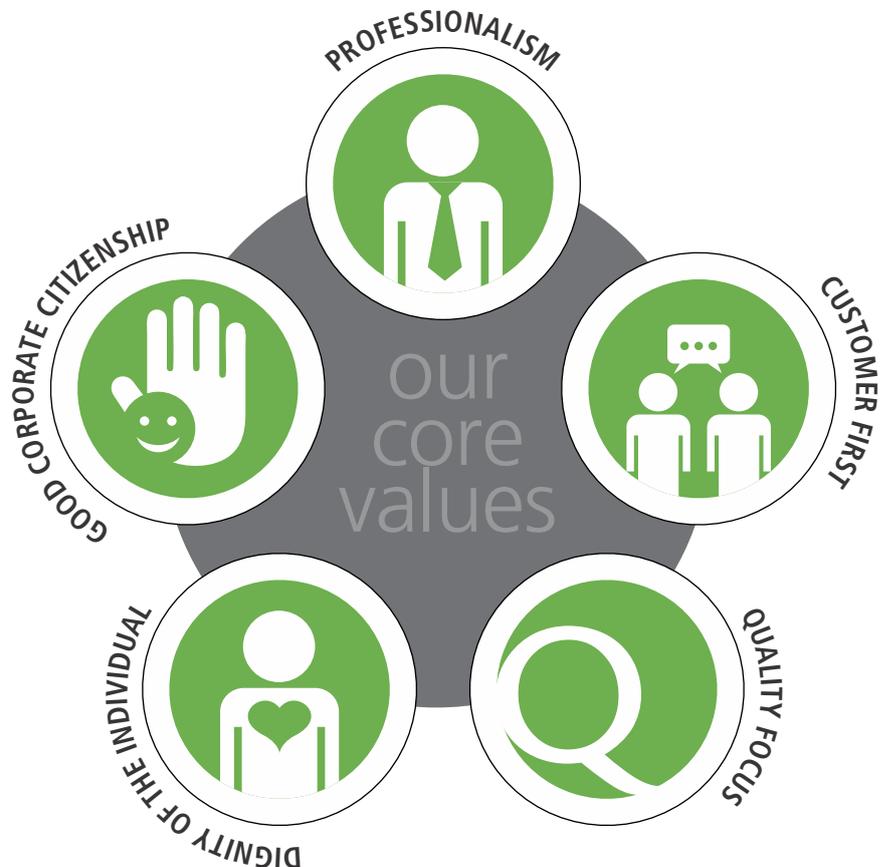
### The transformed Core Purpose of Mahindra Group

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*.

## 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

Our Codes of Conduct are drafted to actualise our commitment to the core values. As the basis for our occupational identity, the Codes of Conduct imbue these core values in all actions of our employees. These Codes set clear guidelines on insider trading and disclosures to be made while handling Company shares and are drafted as per the required specifications of SEBI.

The Board has established two detailed Codes of Conduct - one for board members, and the other for senior management and employees of the Company. The Codes of conduct

are an integral part of the induction of new employees and have been posted on the Company's website. All board members and senior management personnel affirm compliance with these codes annually.

The CGC oversees the implementation of the Codes and ensures adherence to both the Codes in letter and spirit.

At the corporate level, there is a Corporate Governance Cell (CGC) 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. In order to see that the Codes of Conduct are well understood and practised within the organisation, a formal mechanism has been put in place in the form of 'Corporate Governance Coordinators' at the business level and 'Corporate Governance Officers' at the plant level. These coordinators / officers are like 'listening posts', where employees can report irregularities noticed at the work place or get clarifications with regard to policy compliance etc. The irregularities reported are then conveyed by the coordinators / officers to the CGC, who would take the matter forward as deemed fit.

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

## MEMBERS OF THE CORPORATE GOVERNANCE CELL (CGC) as on 31st March 2014

### Rajeev Dubey

President - Group HR, Corporate Services & Aftermarket Sector (Convenor)

### Pawan Goenka

Executive Director & President - Automotive & Farm Sectors (Member)

### Anoop Mathur

President - Two Wheelers (Member)

### Ulhas Yargop

President - Information Technology Sector & CTO (Member)

### Mario Nazareth

EVP - Corporate Management Services (Member Secretary)

## COMPLIANCE

At Mahindra, the cardinal rule is to ensure absolute compliance in everything we do. We strictly adhere to national and international standards of trust, transparency and integrity. Our compliance committee is ever vigilant in making sure that we abide by all regulatory framework applicable to the Group.

In the 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 regulations in the year 2013-14.

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

## REGULATORY COMPLIANCE

We are dedicated to ensure 100% regulatory compliance across various sectors through our audit committee. To achieve this feat, we conduct audits that ensure strict adherence, 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 comprehensive corporate governance policies shepherd the Group on significant aspects of governance. All our policies are reviewed periodically. Over the past several years, multiple industry bodies in various forums have appreciated our policies.

Specific matters are addressed in detail in the extensive Corporate Governance Policies of M&M Limited. Although these are not explicitly instituted across the entire Mahindra Group, all Group Companies are expected to follow them in letter and spirit, so as to foster a 'Mahindra culture' throughout the Group.

### Here are the Mahindra Group's governance policies:

- 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 POLICY

We comply with an overarching Business Responsibility Policy encompassing economic, social and environmental responsibilities of business as approved by our CSR Committee Board. It is 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 Codes of Conduct. No incidents of corruption were 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:

- National Sports Development Fund (NSDF), Government of India – Council and Executive Committee
- India Council for Sustainable Development
- Governing Council of the National Institute of Design – Chairman
- National Council for Electric Mobility
- Chairperson of Public Health Foundation of India (PHFI)

**Rajeev Dubey**  
President - Group HR, Corporate Services & 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 & 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

### Pawan Goenka

Executive Director & President - Automotive & Farm Equipment Sectors

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

### 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)

### 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)

### Ulhas Yargop

President - IT Sector and CTO, Mahindra Group

- Member of the Advisory Board of Harvard Business School (HBS) Club of India
- Member of the Executive Committee of TERI BCSD

### Beroz Gazdar

Sr. Vice President - Group Sustainability

- Vice President of the Governing Council of Global Compact Network India (West Zone)
- Member of the Advisory Board of the United Nations Global Compact for Supply Chain Sustainability
- Member of the Environment Committee of CII and Sustainability Committee of CII (WR)
- Member of the Chief Sustainability Officers Forum set up by TERI
- Member of CII National Environment Committee
- Co-Chair of the BCCI Sustainability Committee

## AWARDS

Awards and recognitions encourage us to excel beyond expectations. In addition to being objects of pride, they motivate us to perform better and aspire higher. They reinforce our belief and indicate that we are on the right track. During the reporting year, multiple segments of Mahindra won many accolades in almost every sphere of sustainability. Some of our key achievements include:

### Governance

Mr. B. Venkatakrishnan, Head - MVML, IT & AFS Pune Hub, received **IT Leadership Honoree Award** at Premier 100 IT Leaders Conference 2013 and

**Thought Leadership Award** in the individual category at Thought Leaders Award 2013

Mr. V. Ravi, CFO - Mahindra Finance, received '**Best CFO Award**' for 2013 at the IPE BFSI Awards endorsed by the Asian Confederation of Business

Mr V. S. Parthasarathy, Group CIO & EVP - Group M&A, Finance & Accounts, member of the Group Executive Board, won the '**CIO100 Award**' fourth time in a row and entered the 'Hall of Fame'

Mr. V. Ravi, Chief Financial Officer, Mahindra Finance, won **The Ninth India CFO Awards** in the category - Use of Technology from International Market Assessment India Pvt. Ltd. (IMA)

Mr. V. Ravi won the '**CFO100 Roll Of Honour 2013**' award in the category - 'Innovation' by CFO India

Mr. Anand Mahindra, Chairman, Mahindra Group, was given a '**Special Recognition for Creating a True Global Indian MNC**' at Zee Business' India's Best Market Analyst Award 2013

**MMFSL's** Annual Report 2011-12 'Empowering Ideas. Enduring Relationships' was awarded the Gold Award in the 2012 Vision Awards Annual Report Competition held by League of American Communications Professionals (LACP), with a score of 98 out of 100, featuring among the Top 10 Indian Reports of the competition

**Farm Division** won Golden Peacock Business Excellence Award - 2013



### Environment

**AD, Kandivli Plant** won the 1st prize in Energy Conservation Awards in Automobile Category

**The XUV 500** received the Total Customer Satisfaction Award for being ranked No. 1 in the SUV segment in the largest syndicated automotive study in India conducted by TNS Automotive.

**AD, Nashik Plant** won Manufacturing Today Award 2013 for Excellence in CSR, second time in a row

**AD, Nashik Plant** bagged 1st Prize at the 13th TPM National Conference, a joint venture of CII / JIPM Solutions Co. Ltd., under the Supervisor / Manager Category

**AD, Nashik Plant** won CII National Award for Excellence in Energy Management for the 6th consecutive year

**Mahindra & Mahindra Ltd.** received National Energy Conservation Award for Automobile Manufacturing Sector

## People

**Three Plants of Farm Division viz. Kandivli, Nagpur & Rudrapur** received the 'TPM Consistency' and **Two Plants of Swaraj Division (Plant 1 & Plant 2)** received the 'TPM Excellence' Awards from Japan Institute of Plant Maintenance (JIPM)

**MTWL** won Silver EDGE Award for DMS (Dealers Management Service) Project at the event organised by Information Weekly

**Mahindra & Mahindra Ltd.** received CII National HR Excellence Award 2013

## Product

**MVML** won 3 Gold Category & 1 Silver Category award at the 28th Annual Chapter Convention of Quality Circle Forum of India (QCFI)

**Tech Mahindra** Won 'Best Sell With for Customer Success in Manufacturing' at Pegasystems 2013 Partner Excellence Award

**Mahindra Logistics (MLL)** won the 'Brand Excellence in Supply Chain & Logistics' Award at the 4th Annual CMO Asia Awards

## Quality and Innovation

**AFS Pune IT** bagged the 'Manufacturing Today Award 2013' for the 2nd consecutive year in a row, under the Editorial Choice category of 'Excellence in Innovation'

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**Automotive Sector** bagged 'CII – ITC Commendation Certificate for Significant Achievement' category in the first attempt

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**Brand Mahindra Tractors** received Asia's Most Promising Brands 2012-13 Award, organised by the World Consulting & Research Corporation

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**Plant Vehicle Engineering (TPDS)** won 4 Gold awards, 1 Best Case Study award, 3 Silver awards & 2 Bronze awards at the 27th Annual Chapter Convention on Quality concepts - 2013

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**Mahindra AFS** won ISTD National Award for Innovative Training Practices at IFTDO World Conference

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**AD, Nashik Plant** bagged 'Excellence Kaizen Award' at the 9th State Level Kaizen Competition organised by CII for the 5th consecutive year

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**Mahindra Logistics** won the Silver Edge award for its MILES (Mahindra Integrated Logistics Execution System) solution at the EDGE Awards 2013

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**Mahindra Two Wheelers** won 3 Awards at the CMO Asia - Manufacturing Excellence Awards 2013, in categories - 'Best in Class CSR Award in Manufacturing Sector', 'Best in Class Safety Excellence Award' and 'Best in Class Carbon Footprint Award'

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**MIQ** won 'Quality Excellence & Leadership Award' by World Quality

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Congress (Asia edition), under the category 'Excellence in Learning Outcomes'

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**Mahindra Powerol** won the 'Excellent Performance Award' from Indus Towers Limited under DG SME (Subject Matter Expert) Category

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**MVML Chakan** won at the 25th CII National Work Skill Competition

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**MVML** won at the National Convention on Quality Concept organised by QCFI

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**MVML** was awarded the Golden Trophy, under Corporate Category, by the Indian Institution of Industrial Engineering, Pune Chapter for bagging the 1st position in the Productivity Case Study Contest 2013-2014

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# SUSTAINABILITY AND US

## Mahindra's Sustainability Evolution

From triple bottom line 'awareness' to 'action', from conservation 'potential' to 'performance', from 'responsibility' to 'ownership', from 'setting targets' to 'surpassing them', from 'incremental improvement' to 'disruptive change' - in this sustainability journey of ours, 'Alternative Thinking' has empowered us to evolve at multiple levels.

Below are key milestones of our sustainability journey over the years:

### Successfully cascading **Sustainability awareness** across the entire organisation

- A 360° awareness campaign to mainstream Sustainability across the organisation, including multi-disciplinary tools such as training programmes, emailers, installations, posters, celebrations, intranet, film screenings, etc.
- Embracing 'Alternative Thinking' as a strategic approach to drive sustainability into business decisions.

### Formulating a **structured roadmap** and setting **measurable goals**

- Starting with a one-year roadmap to charting out 3-year and 5-year roadmaps covering aspects related to reduction in energy, GHG emissions, water and waste, enhancing awareness among significant shareholders, improving the policy framework related to procurement & supply chain and receiving certifications for improvement in Environment Management Systems.

### Spearheading **strategic sustainability initiatives** at business and unit level to achieve the set goals

- Institutionalising sustainability across businesses by establishing a group-wide sustainability structure. Formulation and meticulous implementation of sustainability SOPs.
- Continued focus on capacity building and knowledge enhancement around the emerging dimensions of Sustainability through regular workshops and specifically tailored programmes. The number of candidates trained, increased from 80 in year 1, to over 250 during the reporting year.
- Continually contributing 1% of Profit After Tax (PAT) to CSR initiatives annually since 2005 and encouraging employee volunteering across businesses.

### Adopting **Sustainability as a key plank in our business portfolio** and strategic acquisitions and large-scales investments towards the same

- Acquired Reva Electric Vehicles Ltd.
- Forayed in farm equipment and rural housing finance
- Going beyond tractors and setting up Mahindra Samridhi Centres to empower farmers with agri-support information
- Forayed in solar domain
- Reinforced focus on alternative propulsion technology
- Spearheading sustainable construction business
- State-of-the-art green manufacturing plant with a phased investment of over USD 1 billion
- Fully-integrated R&D facility - Mahindra Research Valley (MRV) in Chennai

## Harvesting visible **competitive advantages of sustainability and communicating them**

- Asia's 1st 100% Biodiesel SUV
- India's 1st hydrogen powered three wheeler
- India's 1st IGBC Platinum pre-certified residential green building
- 5 MW solar power plant with one of the highest output per installed MW in the country
- 1st in the industry to be awarded an Ecotel certification for resorts
- Corporate India's 1st operational Special Economic Zone (SEZ)
- India's 1st compact low maintenance, high mileage and affordable trucks
- Widening rural finance reach with 547 branches mainly in semi-urban and rural area
- Sharing sustainability best practices in the reports so that they can be replicated and cascaded across the Group. Mahindra Group Sustainability Awards instituted to encourage sustainability efforts of the Group companies and employees.

## Amplifying the significance of Sustainability by making **'Alternative Thinking' one of the three pillars** of our redefined core purpose

- 'Sustainability' made an indelible part of the re-articulated core purpose, with 'Alternative Thinking' being made one of the three brand pillars. The other two being 'Accepting No Limits' and 'Driving Positive Change'.
- Encouraging 'out-of-the-box' thinking, through internal Innovation Awards with a 'failed innovations' category to nurture the spirit of creativity.

## Traversing our **5-year Sustainability Roadmap in just 3-years**, in 4 out of 7 parameters

- A significant 17.13% reduction in specific energy consumption at the end of the third year, against the target of reducing it by 2% in three years and 5% in 5 years.
- A 13.45% reduction in water consumption in three years against targets of 2% in three years and 5% in five years
- Achieved 41 certifications related to environment management, green business and Health & Safety as against the target of 10 certifications over five years.

## Introducing the **Sustainability culture to key members of our supply chain**

- Instituting a green supply chain policy for all suppliers of the Group
- Awareness drives and training sessions for key suppliers on environment, health & safety issues

## Going beyond mere incremental change and **seeding large impact initiatives**

- Rehabilitating the flood-devastated Pattori village to an eco-friendly model village
- Transformation of a 343 acre semi-arid region into a green belt at AS Zaheerabad through a comprehensive 10-year water management exercise
- Being a catalyst to rural prosperity through our unique finance business model and farm-support solutions including agri-mechanisation, micro-irrigation, and farm productivity information & counselling

## Delving into macro materiality by focussing on vital issues like energy and then expanding the ambit to water

- A comprehensive energy saving drive year-on-year including planning strategic initiatives, meticulous execution, leveraging innovation, introducing automation, and utilising alternate sources.
- Spearheading a 360° water conservation exercise across units to incorporate the 3Rs of water conservation - reduce, replenish and recharge and an integrated Watershed Management project at Damoh, to meet the needs of 20,000 Indians.

## Developing business-wise roadmaps in addition to charting a Group-wide roadmaap

- Undertaking a detailed materiality exercise for each business to re-prioritise stakeholders and identify business-specific high-impact issues, and drafting individual roadmaps to address these key issues for a deeper commitment to Sustainability plus more relevant and constructive outcomes.

## Sustainability Structure

Sustainability at Mahindra has always been top-down governance enabling strategic vision and action plan to not just steer grass-roots interventions but also monitoring its effectiveness and disclosing it transparently.



# Sustainability 2.0

One of the country's early sustainability reporters, Mahindra Group flagged off its journey, seven years ago, by introducing the concept of Sustainability to our internal stakeholders and then gradually enhancing the sphere of influence to our external stakeholders.

Over the years, after consistently evolving on our sustainability performance - it was time to significantly raise the bar. It was time to go beyond incremental improvement and widen our sustainability horizon to a whole new level.

Thus, after embedding the overall framework of sustainability across businesses, we are now progressing to targeted 'Business-Wise' sustainability and as a first step to enhance individual accountability, we have formulated customised business-specific roadmaps. The aim is to enhance ownership and accelerate penetration of Sustainability within each business.

## This is allowing us to:

- Look deeper into existing materiality issues as well as address emerging issues
- Align our sustainability actions and disclosures in line with newer expectations of external stakeholders like governments, regulators and investors
- Champion sustainability next practices such as alignment with the G4 sustainability disclosures framework through a structured process
- Realign our materiality with stakeholder expectations
- Make all our businesses future-ready, enabling them to make a larger impact
- Move towards business-wise reporting so that each businesses can focus on material issues and key stakeholders, unique to themselves
- Benchmark each of our businesses against the best in their sector

## Business-wise Roadmap Creation Process

Each business followed a structured and well-understood process, right from re-identification of stakeholders to arriving at key materiality issues which are aligned with business strategies, and accordingly customising sustainability targets:

### CAPABILITY BUILDING

To ensure thoroughness of process and enhance the quality of outcomes, the Group Sustainability hosted customised workshops for each business, to explain and train them on how to identify and prioritise each material issue, and map their importance to the business as well as the key stakeholders.



### RE-IDENTIFYING AND PRIORITISING STAKEHOLDERS & MATERIAL ISSUES

Each business individually undertook a structured three-step exercise, to refresh, refine and redefine their sustainability focus, based on their respective business vision & goals, and developed a 'Sustainability Agenda' for the next 2 to 5 years.



With this in mind, the businesses validated their stakeholder identification. To ensure efficiency, businesses were encouraged to identify not more than five key stakeholders.

Similarly material issues were listed out and a tool was provided to enable them to map and prioritise those important to the business.

Data available for existing stakeholders was used to prioritise issues that would be material to them. This became the basis for developing the Roadmap.

### PRIMING UP FOR G4 STUDY

Across our reporting journey of 6 years, we have consistently demonstrated the highest degree of disclosure and all our reports have been GRI checked A+. Keeping in line with our philosophy to push the reporting envelope, we have commenced our migration to the newly introduced G4 Guidelines which encourage more strategic and focussed reporting, with a high degree of emphasis on materiality and stakeholder engagement and would be reporting on the same in subsequent year. However, some requirements under GRI G4 with regard to materiality and stakeholder engagement, supply chain management etc., have been dovetailed in the new "Business wise" Roadmaps.

With G4, GRI has evolved its sustainability reporting guidelines with emphasis on reporting only what is material to the businesses and their stakeholders. This will result in reports that are more strategic, more focused, more credible, and easier for stakeholders to navigate.

Moreover, in order to sharpen the focus on stakeholder engagement, this year, we were audited for the AA1000 Stakeholder Engagement Standard (AA1000SES) certification.

The AA1000SES provides a framework to help organisations ensure that the stakeholder engagement processes are purpose driven, robust and deliver results.



Training was imparted to the Sustainability Champions and some data owners across Group Companies, so that they can meet the expectations under the G4 Framework. The Sustainability Council, was also sensitised on the methodology and requirements of G4, through a structured presentation by KPMG, our assurance provider.

## ARTICULATING THE ROADMAP

After building the sustainability capacity, re-identifying and prioritising stakeholders & materiality issues, and becoming G4 ready, each business crystallised its individual Roadmap.

### Identifying the commonalities of Material issues at the Group level

While the diversity of issues relevant to each business was sacrosanct, in order to maintain a common pattern the material issues identified by all the businesses were analysed.

It was noted that while the issues included in the roadmaps were different, they revolved around the following five areas:

#### Eco-Efficiency

Targets were set around water conservation, energy efficacy, biodiversity preservation, reduction in waste generation and GHG emissions etc.

#### Responsible Product Development

Includes issues like customer safety, reduced environmental footprint during product's life cycle in the use phase and product stewardship.

#### Community Development

Increased employee volunteering, undertaking large-scale social development projects, and conducting need and impact assessments.

#### Green Supply Chain Management

Encompassed training, audits, effective packaging and logistics etc.

#### Employee Care & Development

Continuous improvement in health & safety standards, training & development, and knowledge enhancement in varied fields of Sustainability.

## IMPLEMENTATION OF THE BUSINESS WISE ROADMAPS

Ownership of the new roadmaps lies with the Senior Management, to ensure continual focus and facilitation. Being the first individual Roadmaps for businesses, periodic monitoring and review mechanisms have been instituted to enable quick course correction if needed.

The expectations and concerns of key stakeholders are changing at a rapid pace, globally and nationally. Therefore, pertinent revisions in the materiality issues are imminent. To accommodate them, the roadmaps will be annually reviewed and

realigned to the current realities. This will ensure that the roadmap remains relevant at all times.

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 85% of the Group's turnover.

Besides the parameters, the base line year and the time horizon for each business have been set based on the needs and aspirations of individual businesses.

Below companies have also instituted their individual sustainability roadmaps:

#### Two Wheeler Sector:

- Mahindra Two Wheelers Ltd. (MTWL)

#### Leisure & Hospitality Sector

- Mahindra Holidays & Resorts India Ltd. (MHRIL)

#### Aftermarket Sector:

- Mahindra First Choic Services Ltd. (MFCSL)

#### Mahindra Partner Division:

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

# BUSINESSWISE ROADMAPS

TARGET 2015-16	ACTUAL 2013-14	BASELINE 2012-13		
20%	4%	0.380	<b>Specific Carbon Footprint Reduction</b> [GHG Emissions Scope 1+2] (Tonne/eq. vehicles)	ECO-EFFICIENCY
6%	1.7%	0.025	<b>Use of Renewable Power</b> (% of total power)	
25%	14%	2.86	<b>Specific Water Footprint Reduction</b> (kl/eq. vehicles)	
25%	22.7%	2.90	<b>Waste Impact Reduction</b> <ul style="list-style-type: none"> <li>Reduction in Paint Sludge (kg/eq. vehicles)</li> <li>Reduction in Packaging Waste (kg/eq. vehicles)</li> </ul>	
15% 15%	28% 10%	9.76 21.82	<b>Wood</b> Corrugated Box	
400 150 100	110 50 0	0	<b>Upstream Supply</b> (supplier) <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</li> </ul>	GREEN VALUE CHAIN
5%	7%	171	<b>Emission Reduction for M&amp;M Fleet</b> (gm/km)	PRODUCT RESP.
0 75% 90%	12 49% 41%	12 40% 30%	<b>Aim Towards Zero Accident</b> (nos.) <b>Knowledge Enhancement in Sustainability Parameters</b> <ul style="list-style-type: none"> <li>Coverage of Sr. Management</li> <li>Coverage of Mid. &amp; Jr. Management</li> </ul>	EMPLOYEE CARE & DEV.
50 100	15 12	5 5	<b>Vocational Training to Youth</b> (no. in thousands) <b>Vision Correction</b> (no. in thousands)	COMMUNITY DEVELOPMENT



## M&M - AD

**Mission:** Adopt & enable benchmark sustainable practices to be a top 10 global automotive brand

TARGET 2015-16	ACTUAL 2013-14	BASELINE 2012-13		
10%	17.84%	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%	11.68%	1.185	<b>Specific Water Footprint Reduction</b> (kl/eq. tractors)	





## TECH MAHINDRA

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

		BASELINE 2013-14	TARGET 2015
ECO-EFFICIENCY	Reduction in Power Usage Effectiveness of Data Centers (in %)	*	3%
	Reduction in Absolute Emissions Scope 1 + Scope 2 (MTCO <sub>2</sub> in thousands)	100.6	2.5%
	Reduction in Per Capita Water Consumption (kl in thousands)	615.6	5%
	Use of Recycled Water	*	95%
	Operations & Locations adhering to Centralized E-Waste Policy	*	100%
GREEN VALUE CHAIN	Capacity Building and Auditing on Sustainability Parameters for a number of Suppliers by Market Spend	5	10
EMPLOYEE CARE & DEV.	Continuous Learning (hours per person per year)	40	40
	Reduction in Attrition Rate of Top Performers	12.78%	10%
COMMUNITY DEVELOPMENT	Tech M Foundation to reach out to Beneficiaries across Ten Locations (beneficiaries in lac)	1	1.25
	To establish SMART Centers 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)	50	75

\* New parameters. Process for collection of baseline data being put in place.

		BASELINE 2013-14	TARGET 2016-17
ECO-EFFICIENCY	Specific Energy Reduction across all Businesses through electrical & thermal energy efficiency		5%
	Specific Water Reduction by harvesting rainwater and increase in usage of recycled water		5%
	Waste Reduction (Hazardous & Non-hazardous) through technological interventions		5%

year is common, each of aggregate targets.

250	110	0	<b>Upstream Supply</b> (supplier) <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</li> </ul>	GREEN VALUE CHAIN
50	25			
100	56			
0	5	6	<b>Capacity Building</b> <b>Aim Towards Zero Accident</b> (nos.) <ul style="list-style-type: none"> <li>Coverage of Senior Management</li> <li>Coverage of Middle and Junior Management</li> </ul>	EMPLOYEE CARE & DEV.
75%	40%	30%		
90%	35%	25%		
50	10	5	<b>Agriculture School Education</b> (no. of youth in thousands) <b>Rental Service for Agri Equipment</b> (no. in thousands)	COMMUNITY DEVELOPMENT
200	20	10		



### M&M - FD

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

TARGET 2015-16	ACTUAL 2013-14	BASELINE 2012-13		
5%	30.13%	9.976	<b>Reduce Specific Electricity Consumption by % YoY</b> (in GJ) <b>Reduce Specific GHG Emissions by % YoY</b> (in tCO <sub>2</sub> )	ECO-EFFICIENCY
5%	31.89%	2.135		
4	1.8	1.2	<b>Providing Happy Homes to Rural Families</b> (in lac) <b>Providing Health Products to Rural Customers</b> (in lac)	PRODUCT RESPONSIBILITY
1.5	0.764	0.051		
10%	52.17%	264	<b>Empowering Communities by focusing on Financial Literacy % increase YoY</b> (in thousands)	
5%	5.4	3.3	<b>Unleashing the Passion of Our People through Capability Building % YoY</b> (in hours per day per person) <b>Conducting Workshops on Employee Wellness, Awareness and H&amp;S % YoY</b> (no. of workshops conducted)	EMPLOYEE CARE & DEV.
10%	77	NIL		
10%	43.93%	3,312	<b>Uplift Communities through Need-based Interventions and Employee Volunteering % YoY</b> (no. of employees)	



### FSS

**Mission:** To be a leading financial service provider in semi-urban and rural area



## SYSTECH

**Mission:** Create an innovation-led Group with 'Art-to-Part' capabilities, servicing customers in the world's most important automotive markets



**GREEN VALUE CHAIN**

Training and Capacity Building on Sustainability and Conducting Periodic Audits of suppliers on Environmental, Health & Safety and Compliance Parameters (% of total suppliers)

25%



**PRODUCT RESP.**

Improved Customer Satisfaction

10%



**EMPLOYEE CARE & DEV.**

Reduction in Reportable Accidents and Cases of Permanent Disability

50%



**COMMUNITY DEVELOPMENT**

Increased Involvement in Employees' Volunteerism

20%

SYSTECH comprises a cluster of companies. While the baseline data is drawn from their own targets, depicted here are the targets set for the cluster.

Companies included: Mahindra CIE Automotive Ltd. excluding sourcing & Mahindra Sanyo Special Steel Pvt. Ltd.



## MLDL

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



**ECO-EFFICIENCY**

Energy Intensity Reduction (in MJ/sq.ft.)

BASELINE 2013-14

TARGET 2020

0.62

10%

Water Intensity Reduction (in cu.mt/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 #

2

Share of Renewable in Energy Mix

\*

5%



**GREEN VALUE CHAIN**

Total Building Materials (by cost) to be procured within a distance of 400 km

\*

50%

Build Sustainable Supply Chain by capacity building and establishing monitoring mechanism of carbon and water footprint (no. of top suppliers)

\*

100



**EMPLOYEE CARE & DEV.**

Be Industry Leader in the 'Great Place to Work'

\*

TOP 5

Increase Gender Diversity at Workplace

17%

30%

Achieve the Target in Fatalities for all sites (in nos.)

1

0

Achieve the Target in Reportable Accidents for all sites and continued reduction in lost work day accident rates (in nos.)

3

0



**COMMUNITY DEVELOPMENT**

Projects to have Community Engagement Programmes (CEP)

\*

100%

CEP to Reach Out / Cover the Target Group

\*

30%

Enable Employability by driving skill development / upgradation programmes (in thousands)

\*

10

Companies included: MLDL, MWC | \* New parameters. Process for collection of baseline data being put in place. # 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

# H2infinity - A continuous commitment

Last year we flagged off 'H2Infinity', the 360° water management programme with an aim to bring about massive change in the way water is consumed and conserved - not just within our operations, but by local communities, our vendors as well as our customers.

In this initial phase, we are focussing on water conservation within our facilities and implementing interventions that reduce, reuse, recycle and replenish. Water audits conducted at six Mahindra locations yielded significant conservation opportunities and many of them have already been implemented.

Below is a snapshot of our triple bottom-line water conservation initiatives undertaken during the reporting period:

## PROFIT

### MSSCL, Kanhe

Annual Saving of INR 3.83 lakhs

Installation of Bio-sanitizer in STP

- Power Savings: 40 units per day, INR 95,000 per year.
- Maintenance Cost Saving: INR 2.88 lakhs as the annual maintenance contract was no longer required.

#### Enhanced Usability:

The treated water now smells slightly fragrant and is being used for gardening eliminating the need for tankers.

#### Enhanced Safety:

Zero usage of chemicals at the STP.

### MSSSPL, Khopoli

Annual Saving of INR 35.54 lakhs

Leakages Plugged.

Constructed a check dam and harvested rain water.

Revised agreement with Irrigation department.

### Mahindra Hinoday, Bhosari

Annual Saving of INR 20.42 lakhs

Underground pipelines made overhead to easily detect and plug leakages.

RO Treated water and Excess ETP water used for gardening.

### Mahindra Hinoday, Urse

Saving of INR 2718 per day

Constructed a check dam which resulted in availability of rainwater during the monsoon. This brought down the cost of extracting water by pumps from INR 3,078/- per day to INR 360/- per day.

### AD, Nashik

Annual Savings of INR 52 lakhs

Since 2009, a total of 51 projects have been initiated at the unit which collectively save 286345m3 of water and INR 52 lac every year.

These projects include:

- Implementation of above ground piping.
- Centralised distribution tank.
- Natural draught for compressor
- The Hydro MPC system for compressor.
- Automatic water filling system for radiators.
- Installation of skid sensors to control the spray ring operation.

### Group Companies

Investment of INR 14.42 lakhs in water quality monitoring across Group companies.

## PEOPLE

### Group Sustainability & MIQ

To develop awareness about the business continuity risk posed by water scarcity, Group Sustainability & MIQ Conducted a Water Management Seminar which was attended by 27 participants from Group Companies. During the seminar, best practices were shared by the Group companies and suppliers

### Integrated Watershed Management Project

- Will directly impact 20,000 people across 32 villages in the Damoh district of Madhya Pradesh.
- Objective is to increase the per capita income of the region by at least two folds.
- 23 check dams constructed this year; total 31.
- 18 ponds and tanks were built this year; total 35.
- 234 hectares of land brought under vegetative plantation this year; total 286.70 hectares.
- 3237+ structures like stone outlets, gully plugs, gabion completed this year; total 4337+.
- 1036.65 million litres incremental storage capacity of water developed this year; total 1486.65 million litres.
- 292 km of trenches and bunds built this year; total 300 km
- 36,000 saplings of forestry & horticulture species planted till date.

## PEOPLE

### Esops

- Facilitated setting up of rainwater harvesting plants in communities around our facilities.
- Installed water coolers and RO filters at an orphanage.

### Water Conservation

#### Mahindra Hinoday, Bhosari

Organised a water conservation awareness rally in Pune in collaboration with an NGO. 500 students participated along with their teachers.

#### MUSCO, Nashik

Created awareness about water conservation through training and educational films.

### Water Accessibility

#### AD, Nashik

Installed drinking water facility and solar lights at an ashram, benefiting 500 children.

#### MVML, Chakan

Set up a large bore well to cater to the entire village's fresh water need when they were facing draught-like situation.

#### FD

Distributed Wello Water Wheels that remarkably reduce the drudgery of fetching water.

### Water Audits Conducted

Across Mahindra Group, water audits are being conducted to gauge water consumption so that it can be better managed. During the reporting year, water audits were conducted at following locations. The findings of these audits will help us devise smarter ways to conserve water.

- Mahindra Gears, Chakan
- Mahindra Gears, Rajkot

## PLANET

### Rain Water Harvesting

#### Mahindra Hinoday, Urse

Rain Water Harvesting helped reduce river water intake and eliminated the need of tanker water for 3 months.

#### FD

Provided guidance to supply chain for implementing rainwater harvesting system.

#### AD, Igatpuri

Annual water saving of 16,360 KL achieved through rain water harvesting

#### AD, Nashik

Annual water saving of 8,400 KL achieved

- Rain water harvesting.
- Reduced domestic water consumption by regulating pressure plus usage of water saving taps.

The usage of the harvested rainwater has increased 21 times.

- A pond to store was made at an unused bare land.
- 1/3rd area of the plant has been covered under the catchment area of the pond.
- Innovative collapsible storage tanks.

### Water Saving Initiatives

#### Mahindra Hinoday, Urse

Annual water saving of 46,752 KL achieved

Constructed a small check dam to store rain water.

STP treated water used for gardening and sand cooling.

New water meters installed for effective monitoring.

#### AD, Nashik

Water saving ranging from 5% to 20% due to initiatives such as push taps, throttling valves, taps with orifice, foam taps, continuous water monitoring and waterless urinals

**Water Saving Initiatives**

**MUSCO, Nashik**

Flow reducers fitted on water taps; reducing the water flow from 14.8 lit to 3.4 lit per min.

Nashik Water consumption reduced from 80.6 KLD in FY12 to 71.7 KLD in FY13.

**Water Recycling Initiatives**

**MUSCO, Nashik**

All domestic wastewater now treated at the STP and utilised for gardening. The unit also installed three rain guns in the garden.

**Swaraj Plant-2**

Installed a Reverse Osmosis (RO) Plant with a capacity of 1.5 lakh litres per day, whereby 1 lakh litres per day of treated wastewater is channelled back into the process for production/cooling etc.

**AD, Kandivli**

RO system installed and use of treated water for process applications.

**MHRIL**

Now recycles 60% of their water.

## Stakeholder Engagement

Rather than just reacting to concerns raised by stakeholders, we constructively engage with them, understand their needs and interests, and inculcate their inputs in our decision-making process.

The greater our interaction with stakeholders, the better is our understanding of their expectations. Hence, we are creating a wider engagement canvas encompassing stakeholders, right from investors to customers, employees to communities and suppliers to dealers.

We strategically employ diverse dialogue platforms to access multiple perspectives and the concerns of the multitude.

**Group-wide stakeholder engagement mechanisms:**

All our businesses regularly engage with all stakeholders through diverse platforms. A list of these is mentioned here, in reference to the respective stakeholder group:

Stakeholder group	Engagement channels
Employees	Conferences & workshops, publications, newsletters & reports, online portals, feedback surveys and one-to-one interactions.
Customers	Interview, personnel visit, publications, media & communications, feedback camps, plant visit and support programmes.
Suppliers & Dealers	Supplier & vendor meets, workshops & training, 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.

While an elaborate list of new and ongoing engagement initiatives is provided in the respective chapters, below is a glimpse of key engagement mechanisms:

### EMPLOYEES

At Mahindra, we listen to employee expectations and personal objectives with the same enthusiasm, that we communicate the organisation's vision, mission, culture, and business roadmap. This helps us synergise individual and organisational goals.

This year, we continued to actively engage with our employees providing ample platforms for interaction, motivation and appreciation. The initiatives undertaken during the reporting period include:

## Being G4 Ready | Group-wide

A three-day GRI Certified Sustainability training course was conducted by KPMG, featuring the G4 bridging gap module. G4 is GRI's fourth generation of Sustainability Reporting Guidelines to help reporters prepare reports that contain valuable information about the organisation's most critical sustainability-related issues. The course was attended by 26 participants across various Group Companies.

## Living Mahindra Experience (LME) | SD

A guideline for Mahindra Group employees, LME charts out the Dos and Don'ts of being a Mahindraite - like respect for time, effective and efficient meetings, and spontaneity in appreciation & recognition.

## Annual Steel Conference | MIL

MIL conducts an annual conference where best practices and strategies from across the steel industry are shared. The conference also includes an innovation competition where teams compete to showcase their innovations and help cascade best practices across the organisation.

## Reviewing Sustainability Performance | AD

The Annual Sector Sustainability Conference was organised with the purpose of reviewing the sustainability performance of FY 13 and initiating affirmative action on the long-term future aspirations of AD towards sustainable development. A total of 50 participants shared views and discussed on key focus areas such as eco-efficiency, water self-sufficiency, green supply chain, product stewardship, world-class safety management, capacity building, stakeholder engagement and CSR activities.



## Generating 'GREEN' Ideas | Real Estate

A special week-long campaign, 'Greens', was organised in October 2013. Each day was assigned for submitting ideas in the areas of growth, re-engineering, employee engagement, environment, net profit and service excellence. Around 40 ideas were received and were assessed by a committee. The five best ideas were selected and members were rewarded. The selected ideas were then shared with the process owner for implementation. During the reporting period, three ideas were implemented.

## Brewing change through EyON's Cafe | Real Estate

EyON's Café was launched in January 2014 to share change and success stories and enable collaboration across the Sector. The café uses crowd-sourcing as a mechanism to generate ideas, feedback and achieve co-creation towards growth. In February 2014, Change Champions were selected at all locations in the sector and were branded.

## CUSTOMERS

Multiple interactive engagement mechanisms are in place to solicit feedback from our customers as well as keep them updated on the performance, operational philosophy, products and services plus organisational achievements. Some of the innovative engagements initiated this year include:

## Updating Customers on Projects | MWC

In the Mahindra World Cities, Coalesce is a quarterly forum for customers to discuss operational matters and collaborate on new initiatives and infrastructure needs.

MWC also communicates with its Lifespace residents and World City occupants through monthly newsletters - 'Refresh' and 'Skyline' respectively. This newsletters provide updates and other useful information on prevalent industry trends.

## Bharat Awakens | MMFSL

Mahindra Finance launched 'Bharat Awakens' - Unlocking the Chakraview, a book of inspirational stories that chronicles the journey of hope and courage of 123 Mahindra Finance Customers from all walks of life. Be it the journey of an auto rickshaw driver who turned a businessman or of an idli maker who built his own house - with a little help from Mahindra Finance these individuals have really triumphed over considerable odds. The creation of the book spurred intense engagement with customers, first to identify the ones who had a life transformation due to availability of finance, and then through detailed discussions with them.



## Connected World Connected Solutions | Tech M

In July 2013, to commemorate the merger of Mahindra Satyam and Tech Mahindra, the brand's overarching philosophy of Connected World Connected Solutions was launched. Adopting the principles of Integrated Marketing Communications a series of Connected stories were compiled to produce a coffee table book on the Connected World. This book was presented to several CXO's and CEO's. As a result of these efforts, Tech Mahindra's marketing team walked away with two awards for its collaterals at the Annual ABCI awards in October 2013.

## Guiding Home Users | MLDL

To communicate with the customers of MLDL's 'Splendour' project, a home user guide containing information about green features installed in their homes, buildings and how to use and maintain them was prepared. The booklet contains advice on safety, security and some useful tips and suggestions on energy saving and recycling. The customers were also provided with various manuals, warranty cards, maintenance guidelines supplied by the manufacturers and installers of the equipment in the home or the building.

## Creating value through value engineering workshops | MIL

As part of a constant endeavour to guide and support our customers and suppliers on Value Analysis & Value Engineering, MIL conducted joint workshops with customers & suppliers. These workshops promoted use high strength steel in automobiles to increase safety, reduce weight of the vehicle and improve fuel economy.

## Customers - Our Very Own Brand Ambassadors | FD

To turn customers into brand ambassadors, Farm Division's customer care team at the Nagpur Plant, organised the Mahindra Milan programme. Customers were taken for a guided plant visit wherein they were given a microscopic view of our manufacturing plants and quality systems. The plant head personally interacted with the customers while the senior management engaged with them through a video conference.



## Sustaining Customer Delight | AD

As part of our continued commitment to customers, AD arranged a free mega service camp, M-Plus, for Mahindra vehicles such as Scorpio, Bolero, Xylo, Quanto, XUV500, Rexton, Verito Vibe, Logan and Thar. This included a completely free, 75-point full check-up of the vehicle by trained technicians, surprise gifts and discounts/exciting offers on spare parts, labour charges and accessories. The customer feedback collected during the camps is leveraged to improve product performance and service levels.

## Global Standards for Local Produce | MSSL

To strengthen the yield of exportable grapes, Mahindra ShubhLabh Services Ltd. (MSSL) launched Khet Se Khaliyan Tak (KSKT) - a programme supporting farmers to improve exportable quality and quantity of grapes. Our team mentored the farmers on the right application of various chemicals such as fertilisers, pesticides and growth regulators as per approved package of practice. This helped farmers improve productivity and meet stringent European food safety standards. These efforts also established MSSL as the preferred grapes supplier and improved perception of food safety of Indian grapes in Europe.

MSSL also organised felicitation functions at Nashik and Sangli to applaud those who achieved high farm productivity and quality.



## Adventure Off Road. Mobility On Road. | AD

Mahindra Adventure has become a hit with the adrenaline junkies for its most incredible expeditions. Alongside providing adventure delight to its customers, this unique initiative also showcases the off-roading capabilities and on-road qualities of Mahindra vehicles. It is also a very apt platform to receive feedback from the actual users as well as experts in the automotive field.

This year Mahindra Adventure raised the bar.

- In the 'Mahindra 'Monsoon Challenge 2013', Mahindra vehicles traversed the challenging route from Bengaluru to Goa, becoming one of India's biggest TSD (Time, Speed, Distance) rallies.
- At the 'Tri-Nation Escape 2013', the agenda was: 3,000 km, 3 Nations, 30 Vehicles. 25 expedition-ready vehicles and five service vehicles travelled across India, Nepal and Bhutan over a span of 11 days.
- The 'Mahindra Great Escape' was held in South Africa for the first time. It was coupled with the launch of McCarthy Eco 4x4 Club.
- The 'Great Off-Road Media Challenge 2013' which was hosted exclusively for automotive journalists, witnessed 26 participants from India's leading automotive magazines.



## Mahindra's Online Footprint

We have adopted social media as a key tool for engagement. We are leveraging online platforms to enhance customer satisfaction and quality control, address concerns, engage with fans and build loyalty.

Social media helps us get real time critical feedback, inputs and market responses from the entire universe of our stakeholders at varying stages of affinity, right from curious onlookers and prospective customers, to promoters and detractors.

Online status of AFS:

10 million fans on facebook.

20+ million views on YouTube

## SUPPLIERS

In order to transform ideas into products, we need to operate in synergy with a diverse set of suppliers. Suppliers hence form an integral part of our stakeholder engagement manifesto and we proactively engage with them at multiple levels:

### Creating 'Sustainable' Suppliers | AD

We organised a Sustainability Awareness and Training workshop to embed sustainability culture in our suppliers. Conducted in two phases - the first batch witnessed 94 participants from 54 suppliers while the second batch comprised of 93 participants from 56 suppliers. Topics included global best practices in the suppliers' domain, best practices at AD, assessment criteria, case studies by suppliers and the way forward.



### Green Supply Workshop | MSSSPL

The 4th Sustainable Supply Chain Management (SSCM) workshop was conducted at MSSSPL, Khopoli for 52 delegates, to elaborate the role of supply chain in our sustainability performance. MSSSPL's Vision, Policy and Roadmap for SSCM were presented and the Supplier Code of Conduct was discussed.

The suppliers too presented their sustainability efforts, as did our consulting organisations such as KPMG (on G4 Guidelines) and BSI (on BS 8903 Sustainable Supply Chain Standard).



### Enhancing Sustainability Quotient | AFS

In order to ensure that the suppliers meet the defined sustainability standards, AFS engaged with five of its core suppliers at two levels:

- Conducting sustainability audits and pin pointing improvement areas like welfare & safety, statutory compliance, environmental management, community connect and training
- Providing on-site hand holding training in key sustainability areas



### Driver engagement | MLL

A total of 7,628.5 hours of training on safety was imparted to drivers. Additionally, health checkup camps were organised for 764 drivers and more than 500 third party drivers were brought under insurance coverage plans.

### Supplier Cluster Meet | AD

The Supplier Cluster Meet facilitated alignment of Tier 1 and Tier 2 suppliers and encouraged them to grow through knowledge sharing. The agenda of the Meet included going towards 'Zero PPM for AD / Tier 1 companies', 'Zero MIS failures for supplied parts' and 'stringent controls on change management'.



### Awareness & Audits | MUSCO

MUSCO, Rudrapur undertook a year-round sustainability awareness drive for all its suppliers. Areas of focus included energy, water & waste management, prohibition of child labour and community development. As part of the programme, half-yearly audits were conducted for two of its suppliers and training was provided in key improvement areas like safety, water conservation, and energy management.

### Capability Excellence | AFS

A kick-off workshop was held for AFS supplier partners to upgrade them on technical and managerial fronts. The workshop titled 'Supplier Business Capability Building' laid emphasis on strategic business planning, managing growth through partnerships, people practices and execution excellence.



## DEALERS

Dealers form the vital cog between us and our customers. A dealer is the 'direct point of contact' for our customers and hence it is very important to engage with our dealers and seed in them the Mahindra ethos. Some of the platforms for interaction this year were:

### Effective Technology. Efficient Information. | MTWL

Our new IT-enabled Dealer Management Service (DMS) is an excellent information sharing tool that connects all MTWL dealers through a common platform. A revenue-based model, DMS enables over 200 dealers to access secured information about day-to-day sales, spares and service transactions, company news and industry knowledge, along with related reports.

### Good Skills. Better Service. | AD

Competitions not only bring out the best in an individual, but also motivate to sharpen one's skills. In the reporting year, AD organised 'Mahindra Idols' and 'Ustaadon Ke Ustaad' wherein 27,539 dealers were assessed at different levels. Methodologies for assessments included case studies, situation-based responses, interviews, vehicle diagnostics and group activities. The 48 winners were felicitated at a gala award ceremony in the presence of industry stalwarts and Mahindra executives.



### Encouraging Aptitude | FD

'Mahindra Star' is a Dealer Recognition Programme launched by Farm Division to reward the star performing salesmen and technicians working in FD dealerships. The objective is to boost morale of those who act as the first interface with the customers.

## LOCAL COMMUNITIES

We continued to engage with local communities to understand their aspirations and gain feedback on our ongoing programmes.

### Anti Tobacco Rally | MTWL

In an effort to create sensitisation on the ill effects of Tobacco, an Anti-Tobacco Rally was organised by volunteers of MTWL. They, along with 38 community volunteers and 10 policemen enthusiastically participated by holding no-smoking placards and distributing 2,000 informative pamphlets to the public.



### Community Engagement | MLL

As part of its CSR strategy, MLL adopted a Avre village near Thane to help initiate the survey recommendations obtained from engagement with panchayat. In focus were the communities facing issues on safe drinking water, school infrastructure, vocational training and youth employment.

### Wheels of good health | SD

Swaraj Division launched the 'Swaraj Arogya Rath', a mobile health van with an objective to make quality healthcare accessible to the rural pockets of Mohali. In the reporting period, this health carriage was stationed at 14 need-based camps and conducted over 1,693 OPDs, while also addressing concerns in areas like dental, anaemia, ophthalmic, orthopaedic, geriatric and general healthcare.



# DRIVEN BY OUR PEOPLE

## Introduction

Talent makes the world go round. It stares at the face of challenges and sees opportunities hiding underneath. It seeks to go that extra mile which connects customer satisfaction and delight. It is the vital ingredient that differentiates seemingly homogeneous organisations involved in similar fields of business and using the same forms of technology.

In today's world, talent is precious; and yet it is abundant. It is there in each one of us; waiting for the right set of circumstances and conducive environment to catalyse it into motion.

At Mahindra, we seek to provide an environment that discovers, incubates, nourishes, rewards and retains talent. Because we understand that at the end of the day, we as a Group are only as good as the people we employ.

We enable and enrich every individual associated with us, by providing freedom to innovate and opportunities to put ideas into practice. Across all our businesses, we have well-designed and, more importantly, well-executed learning programmes. While leveraging the potential of our people, we also ensure that they are protected by a robust health and safety policy.

Over the years, we have understood the benefits of gamification in the process of bringing out the best in people. Mahindra Rise Awards and Mahindra Safety Awards invoke a positive competitive spirit among our businesses, manufacturing units and employees.

As we have grown and flourished as a Group, so have our employees. But we strongly believe that it is true, the other way round.

## Management Approach

To attract, nurture and retain talent, we deploy the following two constructs: adherence and aspiration. As a Group, we adhere by our three Rise pillars - Accepting No Limits, Alternative Thinking and Driving Positive Change, and aspire to be one of the Top 50 most admired global brands by 2021.

Our HR policy is derived from contemporary practices in Talent Management and Leadership Development, and has been formulated with an aim to create leaders across hierarchies and businesses, and build a thriving culture of meritocracy and co-creation.

Our Human Resource Development function operates through a two tier framework - one at the Group level and other at the Business level. Working together in concert, these two levels guide and nurture our employees towards individual and organisational growth.



### THE GROUP LEVEL 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 co-creates with the businesses, 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.
- Is 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 businesses.
- Manage routine processes for their businesses like employee performance management, industrial relations, recruitment, training & development, employee engagement, employee satisfaction surveys etc.

## LABOUR PRACTICES

Every seed must get its required share of water and sunshine in order to flourish to the best of its potential. We follow the same philosophy and provide equal and ample opportunities to all our employees. Discrimination or biases, in any form, are unacceptable. We ensure adherence to all the labour legislations and facilitate safe & healthy working conditions for our workforce. Our 'Corporate HR Cell' charts norms, policies and initiatives to ensure a consistent approach across our business segments.

All units of AD, FD, Systech and MIL are OHSAS certified, except the recently commissioned Zaheerabad unit of FD, which too is in the advanced stage of obtaining OHSAS certification.

Under our strategic employee up-gradation programme, all our employees periodically undergo training and remain updated with contemporary best practices. We recognise and support the right to collective bargaining.

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, we have added on the International Labour Organisation's core labour conventions into our policies:

1 Freedom of association and the right to collective bargaining

2 Right to organise and collective bargaining convention

3 Forced labour convention

4 Abolition of forced labour convention

5 Minimum age convention

6 Worst forms of child labour convention

7 Equal remuneration convention

8 Discrimination (Employment and Occupation) convention

## HUMAN RIGHTS

At Mahindra, Human Rights is a non-negotiable premise. We place utmost importance on upholding the dignity of every individual associated with us. Any acts of discrimination, forced & compulsory labour and child labour, be it within or beyond Mahindra boundaries, are denounced. We also discourage moral & monetary corruption and remain vigilant that they do not infiltrate our premises.

In May 2009, we formally incorporated the 10th Principle of UNGC in our Human Rights Policy.

### PRINCIPLE 10

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

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

## DIVERSITY COUNCIL

In order to harness the synergy of diversity and collaboration, Mahindra has incorporated a Diversity Council. This Group Diversity Council, comprising senior level executives from across the Group Companies, will meet at regular intervals to device ways and means to bring forth diverse perspectives cutting across gender, physical abilities and race. Sector-level Diversity Councils have also been set up to derive a roadmap for driving the agenda of diversity in their Sectors and to cascade the policies of the Group Diversity Council.

# Talent Management

Talent Management, at Mahindra, goes beyond just identifying and attracting the right talent; it is also about developing, nurturing and rewarding existing talent. It is our comprehensive approach to enable every individual associated with us to Rise and thereby amplify our potential to consistently deliver excellence.

## INTEGRATED DEVELOPMENT STRATEGY

The talent development process at Mahindra is multifaceted in nature and sports a high quotient of consistent engagement.



Key programmes conducted during the reporting period:

### Harvard Manage Mentor - Rewards and Recognition



The Harvard Manage Mentor (HMM) - Rewards and Recognition competition is a unique inter-sectoral competition that aims to gauge the extent to which participants have integrated programme learnings in their professional lives. During the competitions, held in February 2014 at Mumbai, 11 individuals and 2 teams showcased the various ways in which they had implemented their learnings in real-life scenarios. Attractive prizes such as training programme sponsorships and holidays were awarded to winners.

### Leadership Lifecycle Programmes



This year our Group HR designed and delivered the 'Early Leaders' programme and the 'Emerging Leaders' programme, in-house. Earlier, both were undertaken in partnership with Centre for Creative Leadership (CCL). The Early Leaders programme had 25 participants and the Emerging Leaders programme had 26 participants from five sectors. The programmes covered topics like Knowing Thyself, Impacting Others, Leading Change and Internalising Learning. Psychometric tools, various management games and movies were deployed to provide a blended learning experience.

### Reflective Conversations

Reflective practice gives an organisation the ability to introspect and engage in continuous learning. The Group HR conceptualised and rolled out the Reflective Conversations Skill Building Workshop, in July 2013, in partnership with the CCL. 75 senior executives from various businesses, including members of the Group Executive Board (GEB), participated in these workshops.

Looking at the impact of these workshops, Tech Mahindra leveraged them towards realising the goal of becoming a USD 5 billion company by 2015. 28 senior leaders, including Global Business Heads of Tech Mahindra, participated.

Following the success of these workshops, Group HR conducted similar workshops in US, UK and Singapore for Tech Mahindra.

So far, close to 300 senior leaders in the Strategic and Executive bands, across Mahindra businesses spanning the globe, have participated and committed to create a culture of Reflective Conversations in the organisation.

## Chakravyu

Formulated for high performing managers of Mahindra Finance, Chakravyu is a programme that helps individuals develop a strong resolve to challenge conventions and stoke their spirit of Alternative Thinking.

The three-stage workshop includes:

STAGE 1

### Awareness

Participants acquire a comprehensive theoretical perspective of the competencies. Sessions are facilitated by faculties from the best business schools in India.

STAGE 2

### Practice

Participants apply their learnings in a controlled environment by running a business on a virtual platform and creating value for shareholders. This stage provides a safe, yet challenging environment to hone their application skills.

STAGE 3

### Application

Participants work in an actual market with real challenges. Apart from entrepreneurship, this stage puts to test their teamwork ability, situational leadership, decision-making skills and financial acumen. The participants are provided a holistic feedback from customers, peers and faculties. It also gives the participants an opportunity to reflect on their actions and adopt a progressive course of action.

### Economic Impact:

Business development

Quality & engaged workforce

Improved customer satisfaction score

### Social Impact:

An opportunity to interact with SMEs in Tier III city

Better exposure to the importance and scope of rural financial inclusion

## Premier Learning at Mahindra Intertrade Limited

Premier Learning is an opportunity for identified talent comprising those at 'Heads' and above level, to choose learning interventions at premier institutions such as XLRI, IIMs, ISB etc. This unique initiative grants employees, the benefit of enhancing their knowledge with the best institutions.

## PRIMING THE LEADERSHIP PIPELINE

We have a bouquet of holistic programmes to nurture young talent, tap into their skills and efficiencies, and give them a platform to perform in real business scenarios.

In 2013, 31 managers and 66 interns were recruited through the GMC programme.

## The Group Management Cadre (GMC) Programme



This Group-wide leadership development programme is 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.

Programmes conducted during the reporting period include:

### Business Finance Workshop for Group Management Cadre

For the first time, GMC recruits were part of a workshop specifically aimed at developing business and financial acumen. This was conducted for 15 managers from 2009 and 2010 batch by the Group HR to develop entrepreneurial spirit and thoughtful risk-taking ability.

### Summer Internship Programme

The GMC 2013 summer internship programme gave 68 B-school students, an opportunity to work on interesting and challenging assignments across various Group companies for eight weeks.

Over the years, this programme has proved to be one of the biggest sources for recruitment of future GMC batches. On an average, almost 50% of the Group's GMC recruits come from this pool of interns.

### GMC Individual Development Action Plan (IDAP) Workshop

The GMC IDAP workshop was held to aid the GMCs create an Individual Development Action Plan (IDAP), with specific action areas related to education, experience and exposure, for themselves.

It was conducted in July 2013 for 20 GMCs of the 2011 batch. It helped the participants reflect on the next crucial phase in their career and map out important milestones ten years down the line.

### The Mahindra War Room

The Mahindra War Room is a shining example of one of our long-standing Rise pillars - Alternative Thinking. It is an ingenious initiative to attract bright talent from top B-schools across India. In its six seasons so far, the initiative has hit the right note of engagement with young talent, by leveraging their

desire to spark innovative and disruptive solutions. The sixth season in 2013, under the theme 'Disruptive Innovation in Turbulent Times' saw participation increase from 1,816 teams last year to 2,619 teams this year.

In November 2013, campus winners from the top 22 B-Schools flew down to Mumbai for the two-day Grand Finale. During the CEO Round, held at Mahindra Tower, the jury comprising senior leaders from various business sectors chose the top seven teams. These seven teams presented their solutions to the jury comprising Mr. Anand Mahindra, Chairman and Managing Director & Presidents of our various businesses. Team 'IIM Underdogs' from Indian Institute of Management, Ranchi were declared winners for their 'Disruptive Innovation on Rural Health Insurance in the

Financial Services Industry' and Team 'Outlandish' from Mudra Institute of Communications, Ahmedabad, which presented on the Automotive Industry, were the runner-up.

### Interface 2013 launched at AFS

Interface is a unique industry-academia platform for creating insights in collaboration with educational institutes for grooming future leaders. Interface 2013 was organised at the AFS campus in Mumbai and witnessed participation from leading institutes like Indian Institute of Technology (IIT), Bombay, Automotive Research Association of India (ARAI), Sardar Vallabhbhai National Institute of Technology (SVNIT) etc. The event helped bridge the gap between academia and corporates by setting apt expectations.

## Mahindra Finance Launches Employee Value Proposition

At the core of a successful employer brand is a clear employee value proposition or EVP. The EVP defines what the organisation would like to be associated with as an employer and defines the 'give and get' of the employment deal - the value that employees are expected to contribute with the value that they can expect in return.

Last year, Automotive & Farm Equipment Sector pioneered the concept of Employee Value Proposition in Mahindra and this year, Mahindra Finance embraced it with an aim to reinforce its position as a preferred employer in the Finance sector.

The following parameters emerged from a study undertaken between April-June 2012, to discover the Employee Value Proposition (EVP) of Mahindra Finance:

Being customer centric; reaching our customers directly

Pioneering the use of IT to cater to rural customers

De-risking the Treasury and maintaining Asset Liability Management (ALM)

Unleashing the passion of our people through capability building

The next step was to gauge its connect with the employees. A four-step process was deployed for the same:

Discovering EVP attributes within the organisation through interviews, employee surveys, external benchmarking etc.

Ascertaining believability and attractiveness quotient of the attributes among the employees

Selecting the best attributes using validation surveys and competitive advantage analysis

Articulating the selected attributes to reflect the underlying themes and draft an accurate description of the Employee Value Proposition

The Employee Value Proposition was articulated as:

- 1** Growth is a way of life
- 2** Employees are empowered
- 3** People Matter

This EVP was then released pan-India on 1st of November, 2013, across all offices of Mahindra Finance.

and innovative 'Young CEO' programme, designed to nurture young leaders. The initiative fosters innovation by encouraging a start-up mindset, while providing early leadership opportunities. It is a strategic step towards the mission of developing 30 young CEOs in the system by 2015.

### Mahindra Finance - Project ASPIRE

Project ASPIRE is undertaken by Mahindra Finance to boost employee engagement, retention and performance. It comprises a structured assessment process, wherein the off-roll employees of Mahindra Businesses & Consulting Services Private Limited (MBCSPL) are offered an opportunity to become on-roll Mahindra & Mahindra Financial Services Limited (MMFSL) employees.

## Nurturing Existing Talent

We continuously blend motivation and target-based training to bring out the best in our existing workforce. This has helped us become the employer of choice for skilled professionals.

Our talent nurturing initiatives are driven by these diverse training programmes aimed towards:

Building positive attitude	Stress management	Creativity
Team effectiveness	Employee engagement	Safety and environment
Quality tools	Total Productive Maintenance (TPM)	Dexterity
Enhancing technical capabilities		

Here is a snapshot of some of these programmes:

### First Corporate Centre Communication Meet

The first Corporate Centre Communication Meet was held in October 2013, with the theme, 'One Dream One Team'. The entire Corporate Centre team came together to hear the leaders share their perspective on the Group's Financial and HR strategies, amongst others. The meet comprised a message from the Group Chairman & MD, followed by an insightful presentation highlighting the analogies between M&M's and Indian economy's growth. The event concluded with an exciting impromptu quiz.

### Dexterity Training Centre by Farm Division

A Dexterity Training Centre was inaugurated at the Machine Shop of Swaraj R&D complex. This training facility is an investment towards honing the skills of new contract workers and Diploma Engineer Trainees (DETs). A Rise initiative, it is expected to pave the way towards achieving the goal of 'Delivering First Time Right and Every Time Right'.

### Young CEO Programme at Tech Mahindra

On April 17th, 2013, Tech Mahindra announced the launch of its ambitious



### Development Centres

Our Talent Management Team continues to fuel our goal of nurturing a proficient top management by enveloping all the leaders in the top three levels of management, across the Mahindra Group. In the reporting period, the 'Development Centre' programme was conducted for 55 leaders.

### Think Tank

Think Tank aims to develop young talent through a structured intervention based on the principles of



mentoring. It encourages Alternative Thinking and gives an opportunity to young talent in the organisation to work on strategic projects sponsored by the Steering Committee.

The projects are mentored by the senior leaders, who provide valuable feedback and exposure. It also helps the seniors hone their coaching skills while grooming the young talent pool.

The young professionals are trained on business writing, time management, effective communication and presentation skills. The winning team is then assisted with a customised Individual Development Plan to fast track its learning.

11 contenders from various sectors competed and were judged by a panel of the Group Executive Board (GEB) members including Mr. Anand Mahindra - Chairman & MD. The 'Financial Services Sector (FSS)' emerged winner in the 'Best Practice' category for the year 2013 edition, held in the Blue Chip conference of M&M at Cape Town.

### Recognition at AD

In order to recognise and encourage the translation of Rise philosophy on the shop-floor, Auto Division organised the first ever RISE awards for Workmen in January 2014, at Fulcrum Kandivli. Nine teams from six plants narrated their stories on themes ranging from ergonomic practices to productivity, cost to quality and

morale to customer-centricity. The competition concluded with an award distribution ceremony and a way forward message by senior management.

### Innovation Website Launched

Sparkosphere - the intranet-based Mahindra Group innovation website, was launched in June 2013. The website can be accessed through the Rise portal and is meant to serve as a knowledge-sharing tool as well as a platform to recognise innovation 'sparks' within the Mahindra Group. Over time, it will host case studies from within and outside the Group, and act as a gateway for the annual Mahindra Innovation Awards process.

## SparkTalks

### Sparking Innovations

With the objective of inspiring innovation at Mahindra, a monthly talk series 'SparkTalks' has been initiated this year. Eminent innovators from various industries, academia, government and social sector will share inspiring anecdotes on the art of innovation. In the inaugural edition, Dr. R.A. Mashelkar, Chairman of India's National Innovation Foundation and former Director General of the Council of Scientific & Industrial Research (CSIR), delivered an engaging address on 'Indian Innovation – views from a personal lens'.

## INITIATIVE

### Prayas - A Humble Effort

A humble effort by MTWL, Pithampur towards empowering employees by providing support to their families resulted in Prayas - a welfare centre that provides platform for all-round development of children and vocational training for spouses.

The centre is equipped with educational and entertainment facilities that enable children to learn, play and share. The team has collaborated with USHA International Sewing School to offer certified sewing courses to the spouses and thus enable them to learn and earn.



Presently, 50 children learn computer basics and 24 women are undergoing sewing courses at the centre.

The Centre plans to extend services including medical counselling and treatment, benefiting its employees.



## Employee Engagement

We at Mahindra, believe that employee engagement is an imperative step to help employees deliver their best at all times. We have various initiatives to engage our people, motivate them, gather feedback and course correct, whenever and wherever needed.

Detailed below are some select initiatives:

### MCares

MCares is Mahindra's employee engagement model which collects valuable employee feedback as well as perspectives on career, alignment, recognition and empowerment, with the help of periodic extensive surveys. This helps in maintaining meaningful engagement with our employees. We are sensitive that employee responses are based on their trust in us and the faith, that there will be action on unresolved issues.

### Young Mahindra at AFS

Young Mahindra is a platform for the Gen Y employees of the age 35 years and below, to connect and engage with each other as well as with the senior leadership.

### Mahindra Remembers

The Mahindra Alumni portal was launched in June 2013, at Mahindra Towers, by Mr. Anand Mahindra. He interacted with 60 alumni members present at the occasion. The portal has been created to re-connect with ex-employees who have been closely associated with the Mahindra family in the past. It has a range of offerings that allows them to create personal profiles and interact with other alumni, create communities of their interest and write blogs. It is also regularly updated with the latest happenings across the Group.



### Spark Award at MIL

The award is instituted to encourage cross-functional and plant-to-plant working, beyond locational boundaries. It is awarded to employees who have contributed towards the success of a project, initiative or process, beyond their job profile, specifically demonstrating a collaborative and boundary-less approach.

### Accelerating Excellence at AFS

The 2000 BHP / HP Excellerator Awards, selected by Dr. Pawan Goenka, were presented to individuals up to DGM level. These awards recognized those who demonstrate discretionary performance in the areas of Exemplary Orientation, Perceivable Innovation at Work and Sustainable Cost Reduction.

## Policies

Our Policies are pivotal in guiding our employees towards performance par excellence, fuelling their growth and achieving job satisfaction. A central HR council, comprising business sector HR heads, addresses all matters related to labour practices. Each of our Group Company complies with the following policies.

### HUMAN RESOURCE

At Mahindra, an adept HR Policy is in place to provide our people the right opportunities at the right time and maintain the dignity of each employee, irrelevant of the seniority or hierarchy. Also, valuable feedback is gathered from the employees through regular surveys.

### EMPLOYEE RELATIONS

All of our endeavours in the Employee Relation sphere are directed towards achieving the following objectives:

- Harmonious relationship with the union through a systematic and periodic dialogue
- Focus on nurturing and enhancing relevant skill sets and competency
- Create a mutually beneficial and productive industrial climate
- Manage employees fairly and transparently
- Encourage innovative projects by enhancing adoption of the Rise pillars

### EMPLOYEE ASSOCIATIONS

#### Employee Associations and Collective Bargaining Agreements

Every employee has the right to be part of an employee association and benefit from collective bargaining agreements. Most of Mahindra Group employees have the option of opting

for a union. However, we make it a point, not to support biases or discrimination towards any specific employee group.

- We respect the employee's right to organise and appreciate mutual gains through negotiations and collective bargaining
- We expect employee associations / unions to recognise

and appreciate the business imperatives in matters of discipline, productivity, quality and process improvement

- We build credibility and mutual trust with unions through regular dialogues
- We have no objection in our unions being affiliated to any political parties



### Employees who are covered under the collective bargaining agreements for FY 2013-14



Break-up of Unionised Employees	No. of Employees
Bharatiya Kamgar Sena	4,060
Gujarat Engineering & General Kamdar Union	148
M&M Employees Union	2,805
Mahindra Conveyer Employees Union	31
Maharashtra Rajya Kamgar Sangathan	567
Maharashtra Rajya Mathadi & General Kamgar Union	512
Mahindra & Mahindra Workers Union	1,913
Mahindra Two Wheelers Workers Union	578
Mumabi Kamgar Kranti Sangathan	23
MVML Associates Union	2,045
Pune Zilla Kamgar Sangh	622
Resort and Hotel Employees Union	105
Shree Ganesh Krupa Kamagar Utkarsh Sangh	12
Swaraj Tractor Workers Union	309
Swaraj Foundry Workers Union	139
Swaraj Engines Workers Union	142
Swaraj Automotives Workers Union	134
<b>Total</b>	<b>14,145</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	15,369	835	16,204
MWC	538	85	623
MHRIL	1,218	205	1,423
Sytech	9,065	45	9,110
FD	13,074	287	13,361
MTWL	2,484	63	2,547
MVML	3,662	43	3,705
MLL	3,139	131	3,270
AD	16,734	92	16,826
Tech M	53,483	19,844	73,327
MSB	908	13	921
MIL	586	15	601
MFCSL	336	38	374
MLDL	5,942	302	6,244
MReva	477	29	506
MEPC	167	16	183
EPC	352	10	362
MRV	2,249	122	2,371
<b>Total</b>	<b>129,899</b>	<b>22,184</b>	<b>152,083</b>

## EMPLOYMENT GRADE & TYPE

Sector	Junior Mgmt.	Middle Mgmt.	Senior Mgmt.	Workmen	Fixed Term Contract	Third Party Contract	Others	Total
FSS	15,633	544	26	0	1	0	0	16,204
MWC	22	20	8	0	1	572	0	623
MHRIL	149	121	30	421	246	377	79	1,423
Sytech	1,651	309	92	1,888	1,031	3,550	589	9,110
FD	1,828	1,246	105	3,450	2,010	4,144	578	13,361
MTWL	510	337	58	578	648	6	410	2,547
MVML	507	168	12	2,069	3	824	122	3,705
MLL	1,571	160	10	0	1,523	0	6	3,270
AD	1,419	811	47	5,936	2,411	4,897	1,305	16,826
Tech M	53,066	13,741	637	0	2,291	3,505	87	73,327
MSB	40	32	13	0	7	829	0	921
MIL	94	41	12	36	0	390	28	601
MFCSL	173	29	4	150	9	0	9	374
MLDL	45	160	43	0	14	5,982	0	6,244
MReva	190	117	5	55	139	0	0	506
MEPC	107	29	18	0	10	19	0	183
EPC	250	42	22	48	0	0	0	362
MRV	1,339	731	18	0	14	157	112	2,367
<b>Total</b>	<b>78,594</b>	<b>18,638</b>	<b>1,160</b>	<b>14,631</b>	<b>10,358</b>	<b>25,252</b>	<b>3,325</b>	<b>151,958</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	14,822	811	15,633	520	24	544	26	0	26	0	0	0	15,368	835	16,203
MWC	18	4	22	19	1	20	8	0	8	0	0	0	45	5	50
MHRIL	129	20	149	108	13	121	29	1	30	375	46	421	641	80	721
Systech	1,623	28	1,651	299	10	309	92	0	92	1,888	0	1,888	3,902	38	3,940
FD	1,739	89	1,828	1,209	37	1,246	104	1	105	3,438	12	3,450	6,490	139	6,629
MTWL	467	43	510	330	7	337	58	0	58	578	0	578	1,433	50	1,483
MVML	467	40	507	166	2	168	12	0	12	2,068	1	2,069	2,713	43	2,756
MLL	1,470	101	1,571	146	14	160	10	0	10	0	0	0	1,626	115	1,741
AD	1,372	47	1,419	798	13	811	47	0	47	5,929	7	5,936	8,146	67	8,213
Tech M	36,628	16,438	53,066	12,232	1,509	13,741	593	44	637	0	0	0	49,453	17,991	67,444
MSB	36	4	40	31	1	32	13	0	13	0	0	0	80	5	85
MIL	86	8	94	36	5	41	10	2	12	36	0	36	168	15	183
MFCSL	141	32	173	26	3	29	4	0	4	150	0	150	321	35	356
MLDL	31	14	45	134	26	160	37	6	43	0	0	0	202	46	248
MReva	172	18	190	116	1	117	5	0	5	55	0	55	348	19	367
MEPC	97	10	107	26	3	29	17	1	18	0	0	0	140	14	154
EPC	240	10	250	42	0	42	22	0	22	48	0	48	352	10	362
MRV	1,261	78	1,339	716	15	731	18	0	18	0	0	0	1,995	93	2,088
<b>Total</b>	<b>60,799</b>	<b>17,795</b>	<b>78,594</b>	<b>16,954</b>	<b>1,684</b>	<b>18,638</b>	<b>1,105</b>	<b>55</b>	<b>1,160</b>	<b>14,565</b>	<b>66</b>	<b>14,631</b>	<b>93,423</b>	<b>19,600</b>	<b>113,023</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	1	0	1	0	0	0	0	0	0	1	0	1
MWC	1	0	1	492	80	572	0	0	0	493	80	573
MHRIL	231	15	246	294	83	377	52	27	79	577	125	702
Systech	1,031	0	1,031	3,546	4	3,550	586	3	589	5,163	7	5,170
FD	1,979	31	2,010	4,028	116	4,144	577	1	578	6,584	148	6,732
MTWL	646	2	648	6	0	6	399	11	410	1,051	13	1,064
MVML	3	0	3	824	0	824	122	0	122	949	0	949
MLL	1,509	14	1,523	0	0	0	4	2	6	1,513	16	1,529
AD	2,405	6	2,411	4,896	1	4,897	1,287	18	1,305	8,588	25	8,613
Tech M	1,204	1,087	2,291	2,764	741	3,505	62	25	87	4,030	1,853	5,883
MSB	7	0	7	821	6	829	0	0	0	828	8	836
MIL	0	0	0	390	0	390	28	0	28	418	0	418
MFCSL	6	3	9	0	0	0	9	0	9	15	3	18
MLDL	12	2	14	5,728	254	5,982	0	0	0	5,740	256	5,996
MReva	129	10	139	0	0	0	0	0	0	129	10	139
MEPC	8	2	10	19	0	19	0	0	0	27	2	29
EPC	0	0	0	0	0	0	0	0	0	0	0	0
MRV	13	1	14	142	15	157	99	13	112	254	29	283
<b>Total</b>	<b>9,185</b>	<b>1,173</b>	<b>10,358</b>	<b>23,950</b>	<b>1,302</b>	<b>25,252</b>	<b>3,225</b>	<b>100</b>	<b>3,325</b>	<b>36,360</b>	<b>2,575</b>	<b>38,935</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	15,369	835	38%	43%	60%	42%	13%	10%
MWC	538	85	2%	0%	3%	2%	0%	0%
MHRIL	1,218	205	51%	47%	45%	43%	16%	16%
Systech	9,065	45	17%	46%	17%	60%	3%	2%
FD	13,074	287	56%	24%	29%	27%	0%	0%
MTWL	2,484	63	91%	25%	122%	46%	75%	35%
MVML	3,662	43	2%	13%	23%	9%	0%	4%
MLL	3,139	131	16%	16%	56%	36%	4%	4%
AD	16,734	92	15%	6%	17%	3%	8%	1%
Tech M	53,483	19,844	37%	39%	45%	52%	18%	17%
MSB	908	13	0%	0%	1%	9%	0%	0%
MIL	586	15	4%	7%	3%	21%	0%	0%
MFCSL	336	38	32%	18%	72%	52%	12%	9%
MLDL	5,942	302	1%	4%	1%	3%	0%	1%
MReva	477	29	0%	0%	1%	0%	0%	0%
MEPC	167	16	10%	15%	44%	62%	2%	0%
EPC	352	10	18%	0%	27%	0%	0%	0%
MRV	2,249	122	12%	2%	14%	15%	0%	0%
<b>Total</b>	<b>129,899</b>	<b>22,184</b>	<b>28%</b>	<b>36%</b>	<b>36%</b>	<b>48%</b>	<b>12%</b>	<b>16%</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	34%	21%	14%	63%	20%	12%	14%	4%	8%
MWC	1%	2%	2%	2%	4%	2%	0%	0%	0%
MHRIL	47%	12%	7%	57%	16%	4%	21%	5%	0%
Systech	23%	9%	11%	24%	8%	1%	3%	2%	2%
FD	40%	4%	15%	58%	7%	1%	0%	0%	0%
MTWL	164%	28%	18%	228%	34%	10%	142%	18%	5%
MVML	4%	1%	11%	49%	1%	7%	0%	0%	7%
MLL	17%	14%	14%	65%	41%	16%	5%	3%	6%
AD	46%	3%	4%	1%	3%	0%	25%	1%	0%
Tech M	49%	23%	33%	60%	29%	53%	26%	7%	19%
MSB	0%	0%	0%	1%	2%	0%	0%	0%	0%
MIL	5%	3%	0%	4%	2%	0%	0%	0%	0%
MFCSL	34%	25%	33%	82%	53%	33%	14%	8%	0%
MLDL	0%	2%	5%	1%	2%	2%	0%	0%	0%
MReva	0%	0%	0%	1%	1%	0%	0%	0%	0%
MEPC	7%	21%	0%	52%	33%	0%	2%	2%	0%
EPC	0%	31%	0%	0%	47%	0%	0%	0%	0%
MRV	15%	8%	4%	19%	7%	13%	0%	0%	0%
<b>Total</b>	<b>40%</b>	<b>17%</b>	<b>13%</b>	<b>55%</b>	<b>21%</b>	<b>9%</b>	<b>19%</b>	<b>5%</b>	<b>3%</b>

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

## TRAINING (MAN-HOURS)

Sector	Junior Mgmt.		
	Males	Females	Total
AD	64,363	1,812	66,175
FD	24,056	656	24,712
MEPC	1,894	322	2,216
MFCSL	2,147	400	2,547
MIL	3,049	55	3,104
MLDL	798	449	1,247
MSB	1,376	168	1,544
MTWL	9,941	672	10,612
MVML	2,889	516	3,405
MWC	102	96	198
MHRIL	10,646	1,796	12,442
SFD	19,802	1,467	21,269
Systech	16,551	501	17,052

Sector	Middle Mgmt.		
	Males	Females	Total
AD	33,016	190	33,206
FD	14,132	40	14,172
MEPC	827	68	895
MFCSL	1,224	123	1,347
MIL	1,262	40	1,302
MLDL	6,686	1,073	7,759
MSB	1,704	56	1,760
MTWL	11,167	224	11,391
MVML	2,374	24	2,398
MWC	251	34	285
MHRIL	3,900	322	4,222
SFD	6,207	52	6,259
Systech	7,635	75	7,710

Sector	Senior Mgmt.		
	Males	Females	Total
AD	1,023	0	1,023
FD	552	0	552
MEPC	628	104	732
MFCSL	200	0	200
MIL	412	98	510
MLDL	1,449	109	1,558
MSB	1,224	0	1,224
MTWL	1,349	0	1,349
MVML	40	0	40
MWC	74	0	74
MHRIL	606	50	656
SFD	2,424	0	2,424
Systech	5,674	0	5,674

Sector	Workmen		
	Males	Females	Total
AD	140,107	132	140,239
FD	107,716	0	107,716
MEPC	0	0	0
MFCSL	1,647	3	1,650
MIL	492	0	492
MLDL	0	0	0
MSB	0	0	0
MTWL	13,944	0	13,944
MVML	59,840	40	59,880
MWC	0	0	0
MHRIL	37,294	4,646	41,940
SFD	54,704	478	55,182
Systech	29,412	7,960	37,372

Sector	Fixed Term Contract		
	Males	Females	Total
AD	4,140	0	4,140
FD	18,159	184	18,343
MEPC	0	0	0
MFCSL	188	293	481
MIL	0	0	0
MLDL	0	0	0
MSB	0	0	0
MTWL	108	0	108
MVML	0	0	0
MWC	0	0	0
MHRIL	2,803	440	3,243
SFD	0	0	0
Systech	2,210	0	2,210

Sector	Third Party Contract		
	Males	Females	Total
AD	8,481	30	8,511
FD	39,174	0	39,174
MEPC	0	0	0
MFCSL	0	0	0
MIL	976	0	976
MLDL	0	0	0
MSB	8,606	92	8,698
MTWL	0	0	0
MVML	0	0	0
MWC	179	30	209
MHRIL	16,765	4,211	20,976
SFD	0	0	0
Systech	7,958	0	7,958

Sector	Others		
	Males	Females	Total
AD	41,178	1,500	42,678
FD	0	0	0
MEPC	0	0	0
MFCSL	108	6	114
MIL	662	0	662
MLDL	0	0	0

Sector	Others		
	Males	Females	Total
MSB	0	0	0
MTWL	4,432	1,092	5,524
MVML	3,992	0	3,992
MWC	0	0	0
MHRIL	5,234	986	6,220
SFD	0	0	0
Systech	3,695	60	3,755

## 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
MWC	1	1	1	1	1	1	0	0
MHRIL	65	12.5	27	42.1	17	57.2	216	43
Systech	1.5	0	13.5	4.5	21.5	25	1.5	0
FD	0	0	0	0	0	0	22.5	4.8
MIL	0	0	0	0	0	0	0	0
<b>Total</b>	<b>67.5</b>	<b>13.5</b>	<b>41.5</b>	<b>47.6</b>	<b>39.5</b>	<b>83.2</b>	<b>240</b>	<b>47.8</b>

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
MWC	0	0	0	0	0	0
MHRIL	103	0	108	17.2	44	0
Systech	1.5	0	21.5	20.5	1.5	0
FD	16.5	1.1	123	2.6	0	0
MIL	0	0	54.7	11.5	0	0
<b>Total</b>	<b>121</b>	<b>1.1</b>	<b>307.2</b>	<b>51.8</b>	<b>45.5</b>	<b>0</b>

## Health & Safety

The road towards absolute safety is ever-changing and never-ending. It is also a path of continuous learning. During the reporting period, there were two fatalities amongst our contractual workers. These unfortunate incidents made us realise that, as far as safety is concerned, one cannot rest on past laurels. They also gave us important learnings that have helped us make our operations and processes, safer and more employee-friendly.

Our commitment to safety and health of our employees remains firm. And while we are analysing and learning from the past, we are also forging ahead by continuing with our safety Kaizens and Poka-Yoke exercises, and introducing new initiative and practices.

### CENTRAL SAFETY COUNCIL

In order to make safety a collective and collaborative effort, we established a Central Safety Council two years back, consisting of representatives from all our sectors. The Council regularly takes stock of the safety initiatives and programmes across the Group, and also deliberate to improve safety levels.

Broadly, the Council creates a forum which functions to fulfil following objectives:

- 1 Improving safety awareness
- 2 Sharing best practices for ensuring safety
- 3 Promoting proactive measures to prevent accidents and occupational hazards
- 4 Rewarding and recognising commendable achievements
- 5 Regularly briefing the Group Executive Board on safety performance

## INITIATIVE

### Mahindra Safety Award

In 2011, the Central Safety Council instituted the Mahindra Safety Award to create a competitive spirit within the Group by recognising and rewarding commendable achievements by various plants, leading to an improved safety culture.

The Award also recognises achievement in the field of environmental and social sustainability.

Every year, based on the qualification criteria, plants are shortlisted from all the entries. The short listed plants / units are then put through a rigorous assessment by an eminent jury.

### The Winners 2013

★ **Best Of Best Plant:**  
FD, Kandivli

★ **Most Sustainable Performer Plant:**  
FD, Rudrapur

★ **Joint Runner-Ups:**  
FD, Jaipur & MSSCL, Kanhe

★ **Best Sector:**  
Farm Division



## OCCUPATIONAL HEALTH & SAFETY

### Permanent Employees

Sector	Lost Time Injury Rate	Lost Day Rate
Systech	1.668	334.165
MVML	0.098	1.376
AD	0.146	3.205
FD	0.189	32.237



### Contract Employees

Sector	Lost Time Injury Rate	Lost Day Rate	Fatality
Systech	1.414	84.146	0
MHRIL	5.820	80.322	0
MVML	0.493	37.700	0
MLDL	0.105	316.705	1
AD	0.504	410.507	1
FD	0.143	26.519	0
MWC	0.413	20.633	0

### Fatality Reporting

During 2013-14, there were two unfortunate cases of fatality; one, as a result of a fall from the roof while undertaking repair work at the Zaheerabad unit of AD; and another, due to improper handling of H-frame while constructing a scaffolding at MLDL's Iris Court site in Chennai.

A comprehensive 'Root Cause Analysis' was conducted for both the losses, based on which the following preventive measures have been implemented:

#### At Zaheerabad unit, AD:

Crawling boards, roof ladders and safety nets being provided for all roof works

An on-site supervisor present for all high-risk jobs

#### At Iris Court, Chennai, MLDL:

A Safe Work Method Statement (SWMS) on scaffolding erection and inspection has been released

Dos and Don'ts for all critical activities prominently displayed

Fall arrester system made mandatory for all scaffolding erections and dismantling works

Businesses with 'Zero Accidents' reported in 'Permanent Workforce'

**MHRIL | MWC | MTWL | MIL | MReva | MLDL | MRV**

Businesses with 'Zero Accidents' reported in 'Contract Workforce'

**MTWL | MIL | MReva | MRV**

## Serious Diseases

We regularly communicate the importance of leading a healthy lifestyle, and share knowledge amongst our employees, their families and our surrounding communities on how to prevent diseases. This helps us maintain a healthy, satisfied and stable workforce.

### Few of the many diseases which we address include:

Gynaecology Issues, HIV and AIDS, Orthopaedic Issues, Breast Cancer, Cancer, Swine Flu, Hepatitis B, Thallaesemia, Malnutrition, Polio, H1N1, Seasonal Fever and Jaundice, Rubella Vaccination, Diabetic Detection, Hypertension, Cataract, Polio, ENT, Dengue, Malaria and other epidemic diseases.

INITIATIVES					
<p><b>MGTPL</b> <b>Auto Indexing Safety in Grinding Machines</b></p>	<p><b>MGTPL</b> <b>Reducing Finger Injuries in Machining Operations</b></p>	<p><b>MLL</b> <b>Yoga Wellness</b></p>			
<p>Workers working on root grinding machines run the risk of injury due to their hand coming in contact with the grinding wheel or due to breakage of the grinding wheel. This is mainly due to the non-existence of a guard in the root grinding machine and manual indexing of the component.</p> <p>With an objective of embedding safety in operations and providing better working conditions to the workers, Mahindra Gears and Transmissions Pvt. Ltd. introduced new safety features in root grinding machines. An auto indexing wheel was added to the machine, eliminating operator intervention to rotate the component. Also a guard was provided to the root grinding wheel to make it safer for the operator. The interventions eliminated risk and allowed a single operator to run two machines at a time, which also increased productivity by 10%.</p>	<p>We believe that all injuries are preventable. In order to keep finger injuries at bay during the removal of burr from the machines, Mahindra Gears and Transmissions Pvt. Ltd. introduced a new deburring device 'Deuburring Chakki'. The new device helps cut down the manual process of removing unwanted pieces of material created after the machining process.</p> <p>In the absence of the device, operator's hands were directly exposed to the risk of burrs and the blade. This was the cause of 79% of finger injuries. Since the implementation of the new device, finger injuries more than halved from 11 injuries per month in FY 13 to just 5 injuries in FY 14. Based on the concept of ice-crusher, this compact device is being deployed in other cells too. The operators are being trained to use this device by production engineers.</p>	<p>MLL undertook 'Yoga Sessions @ Work' to help employees enrich their professional and personal lives. These hourly sessions are held once a week.</p> <p><b>MEPC</b> <b>Essentials of Safety at EPC Projects &amp; Operational Sites</b></p> <p>Mahindra Institute of Quality (MIQ) designed and delivered, a customised and comprehensive training programme, 'Essentials of Safety at EPC Projects and Operational Sites', at Phalodi, Rajasthan. 37 participants including GETs, Site Engineers, Supervisors, Senior Engineers and Assistant Managers attended this two-day programme, which covered numerous topics ranging from behavioural safety to electrical safety, and safety in Operations &amp; Maintenance.</p>			
<p><b>MSB</b> <b>'Walkathon' Wellness</b></p>	<p><b>CC</b> <b>Rolling Out Safety Initiatives</b></p>				
<p>Spares Business Unit (SBU) Kandivli, Hyderabad, Kanhe and Nasik organised a Walkathon in February 2014.</p>	<p>During the reporting period, CIS and Group Security carried out three new safety interventions.</p> <table border="0"> <tr> <td>Installed a Public Address System at Mahindra Towers</td> <td>Organised a Women Employees' Safety Workshop</td> <td>Mahindra In-Time Response Assistance (MITRA) helpline</td> </tr> </table>		Installed a Public Address System at Mahindra Towers	Organised a Women Employees' Safety Workshop	Mahindra In-Time Response Assistance (MITRA) helpline
Installed a Public Address System at Mahindra Towers	Organised a Women Employees' Safety Workshop	Mahindra In-Time Response Assistance (MITRA) helpline			

AD

## Safety Management Week

In order to deeply embed a safety culture in employees, we regularly conduct initiatives such as Safety Management Week. During the reporting year, the Safety Management Week at AD, Igatpuri addressed the following aspects:

Behaviour-based safety | Human error prevention | Safety theme-based initiatives | Inspections | Ergonomic analysis of work stations | Monthly and daily reviews

AD

## Visitor Safety Management System

In order to ensure the safety of plant visitors and to avoid any plant accidents, a 360° Visitor Safety Management System was introduced at the AD, Igatpuri unit. Every visitor is shown a safety video at a designated screening room before entering the facility. The safety video includes a visual tour of the plant, safety message from the plant head and a list of Do's and Don'ts of safety.

AD

## Dexterity for Safety



Attaining dexterity not only makes equipment easier to use, but also safer to use. During the reporting year, AD Igatpuri held a Safety Dexterity Workshop for officers and new trainees. Experiential training was provided for using safety shoes and controlling fire incidents more effectively.

The participants were also shown how to use both hands and fingers safely, for undertaking certain kind of processes.

AD

## Ensuring Employee Comfort

A number of initiatives were taken to make the workplace at AD, Igatpuri more comfortable for the employees. These include:

An ergonomic analysis study was conducted; resulting in bend-free assembly lines

Introduction of acoustic enclosures for DG sets and engine test cabins, and provision of ear muffs reduced noise by 25 dB

AC roof sheets were replaced with bare galvalum sheets and glass wool; resulting in a temperature drop of 4°C



Tech M

## Towards All-round Well-being of Associates

In addition to the Group Term Insurance policies and comprehensive health check-ups, Tech M has also introduced an Associate Wellness Programme which is aimed towards providing round-the-clock counselling support to associates, so that they handle stress better and strike a proper work-life balance. Additionally, programmes are also conducted for associates and managers, so that they can identify colleagues who might require help.

# A MITRA in Need: Mahindra In-Time Response and Assistance Helpline



## INTERVENTION

Safety and security of the employees is of a paramount importance to the Mahindra Group. In order to support employees and their spouses during unforeseen emergencies, Mahindra Group launched a voluntary initiative called MITRA (Mahindra In-Time Response and Assistance) helpline. The objective of the helpline is to provide registered employees and their spouses support in case of medical emergency, crime / assault, accident, vehicle break-down and police liaison requirement.

The helpline was launched on Independence Day and was piloted for all the employees of the Mahindra Towers, Mumbai. The service was also extended to spouses of registered employees of the Corporate Centre.

The actual response on ground (i.e. vehicle, medical staff, police liaison) is provided by partners, whom the Group has engaged. The software (mobile & web application) is designed by Group Security & developed by Tech Mahindra. The control room is designed & manned by Group Security.

## SUCCESS STORIES

Ms. Kritika Kapoor (name changed) placed a frantic call to MITRA around 7 am. She had just returned from her hometown and had forgotten her handbag in the rickshaw which she had boarded from the railway station. Her handbag contained her house keys, cash and her credit & debit cards.

The MITRA team swung into action and in less than 15 minutes, a team of first responders reached her society. A key maker was found and duplicate keys made for her flat. MITRA helped her in blocking her credit & debit cards too. A team of liaison officers reached her home by 9 am to help her file a complaint with the authorities. Though her hand bag could not be found, Kritika was greatly relieved to receive prompt support from the MITRA team in her time of crisis.

## OUTCOME

MITRA, which means friend in Hindi, is surely turning out to be a friend in need for employees and their spouses. With 1400 employees already reaping its benefits, it has witnessed a laudable response. Buoyed by this response, we have extended this helpline for all Mahindra Group employees and their spouses based in Mumbai region.



Ganesh Desai (name changed) was on his way to the office and his vehicle stalled on the Chinchpokli Flyover. He raised an assistance alert from the MITRA App and immediately received a call from MITRA.

A tow truck with trained staff reached the site within half an hour and towed the vehicle to the service centre.

## WOW - Wealth of Wellness

## CASE STUDY

It is an open secret that a workforce with a healthy lifestyle and a healthy mind, body & soul creates a stimulating and supportive work place plus delivers greater productivity. Not to mention the important manifestations of job satisfaction and high retention rates.

### Intervention

Tech Mahindra's Health and Wellness initiative, WOW aims to proactively infuse a healthy and productive lifestyle in its employees through a dual pronged strategy

- 1 **Dissemination of easy to understand and easy to implement health tips**
- 2 **Hosting participatory and fun activities**

### WOW Page on TechM Portal

An easily accessible rich repository of information, it features articles like:

- Health Calculators:** Associates can check their BMI, BMR, body fat, calories & weight on the spot.
- Health Articles / Tips:** Interesting & useful articles covering varied range of topics, from nutritious

food tips to ergonomics at workplace and lifestyle diseases, posted by our very own TechM associates.

- Health Poll:** Simple questions that open our eyes to various health issues.
- Health Prescription:** Information on nutrition, stress management, exercise, therapies and counselling

## WOW Activities

Participatory activities organised by the WOW team in collaboration with the HR, which include health and fun sessions like:



Cookathon	50			
Emotional Wellness Session	200			
Treadathon Men's Run	12			
Pinkathon Women's Marathon	30			
TCS Fit for Life Corporate Challenge	32			
Meditation Session	900			
Know the Secrets of Yoga	180			
Unblocking Your Hidden Potential	40			
Session on Cardiac Arrest	80			
'Stumbling into Infinity' Talk by Michael Fischman	400			
Hepatitis-B Vaccination Drive	500			

## OUTCOME

The WOW initiative has resulted in increased awareness on health and wellness among the associates, and has inspired them to follow a healthy lifestyle

## Formal Agreements

We have all the mandatory & voluntary, health & safety agreements in place to provide appropriate medical cover to all of our employees. Although we do not have separate agreements for health & safety, the formal agreements touch upon the essence of health & safety.

The major points covered in the formal agreements are following:

- Medical scheme is applicable to the workmen under settlement. It covers all illnesses.
- Panel doctors and panel hospitals are fixed, which provide treatment.
- Yearly Family Medical Allowance is given.
- Medical Insurance policy to cover expenses up to INR 2.5 lac p.a., towards hospitalisation, for spouse and two children.
- Group Accident Insurance policy of INR 5 lac, per workmen.
- Full-fledged Occupational Health Centre for pre-employment and yearly medical check-up for all employees.
- Discussions are held with the Plant Safety Committee, along with department level safety subcommittee members, for specific issues related to hazard identification, risk assessment, determination and mitigation.
- Moreover personal sickness and employment injury cases are immediately treated for first aid, and if need be, are sent to panel hospital.
- Accident investigation reports are shared with the Safety Committee members for corrective and preventive actions to be taken to avoid recurrence through one point lesson. The related reports are communicated.
- Provision of PPEs for all employees.

# PRODUCT PERFORMANCE

## Overview

At Mahindra, sustainability is the fountainhead of product innovations, big or small.

Our products and services are aimed at enhancing living standards and are designed and developed from three core standpoints - profitability, environmental responsibility and social accountability.

Our ever-expanding range of sustainable products emanates from our firm commitment to

<b>1</b> Exploring alternative fuel technologies. 	<b>2</b> Enabling farm-tech prosperity. 	<b>3</b> Bringing insurance & credit to rural markets. 
<b>4</b> Sustainable tourism, sustainable economies. 	<b>5</b> Green living spaces and cities. 	<b>6</b> Spearheading large-scale solar projects. 

In addition to introducing new products with a high sustainability quotient, we are systematically transforming our existing product range. We continue to leverage 'Alternative Thinking' to make a positive impact across the entire product life cycle, from manufacturing to disposal.

## Management Approach

Our fundamental approach to product development is precisely articulated in our core purpose - "to enable people to Rise". This philosophy is a compass that pilots all our actions, intentions and innovations.

For us, our products are not just our brand ambassadors but promoters of progress as well. Hence products and services, at Mahindra are developed to bridge gaps between - aspirations and access, economy and ecology, passion and compassion.

We are affirmative that our products will fulfil the Mahindra dream - to see 'Made in India' mean best in the world.

We have institutionalised a structured process called The Mahindra Quality Way which 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 etc.
- Providing customers with options of 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 Hand Held Devices in rural finance to cut courier commute to distant destinations
- Providing Green Data Centre Management and Enterprise Carbon and Energy Management (ECEM) services
- Leveraging Mahindra's patented forging processes to save substantial amount of energy

# Environmental Impacts

## SPEARHEADING SUSTAINABLE MOBILITY

From flagging off India's first hybrid vehicle, to pioneering the world's first hydrogen powered three-wheeler, Mahindra aggressively pursues transformative innovations to shape the way the world commutes in the 21st century.

The objective is to redefine the future of mobility by offering smart and sustainable solutions which are:

Clean, Convenient, Connected, Clever and Cost-effective

'Continuous improvement' is the singular constant at Mahindra, because we strongly believe that no matter how far we have travelled, there is always more room for fuel efficiency.

All our mobility products, existing or new, are regularly put under the scanner to make them greener. Our interventions include making conventional fuel engines more fuel-efficient; using lightweight materials, reducing CO<sub>2</sub> emissions, introducing alternate fuels like CNG, LPG, Bio-diesel etc. and enabling hybrid options.

'Continuous improvement' is the singular constant at Mahindra, because we strongly believe that no matter how far we have travelled, there is always more room for fuel efficiency.

## NEW DEVELOPMENTS

### AD - Product Launches

#### India's first all-electric, zero-emission racing car



Crossing the threshold of 21st century innovations, Mahindra Reva took a paradigm leap into the world of electric mobility and introduced to the nation a project of pride - the Mahindra Formula E-Car, aptly christened the 'Challenger'.

An 'all-electric, zero-emission race car', the Challenger is capable of reaching speeds up to 225 kmph. It produces 200kw of power which is equivalent to 270 BHP when compared to a conventional gasoline engine.

Showcased at Auto Expo 2014, it will participate in the 2014 FIA sponsored Formula E Championship, the all-electric car racing event which is hosted on the streets of 10 major cities of the world, including Beijing, London, Monaco and Rio de Janeiro.

#### Fuel-efficient family car

With an aim to provide customers a car with a better fuel economy, M&M unveiled a sub 4-metre compact car, Verito Vibe. Powered by Renault's renowned 1.5-litre dCi diesel engine which is known for its durability and a staggering 20.8 kmpl mileage, this sporty and stylish car caters to both aspirational and functional needs with equal panache.



#### Xylo H-Series for greater fuel-efficiency

The new Xylo H-Series is powered by the world-class mHawk engine which generates class-leading 120 PS power and 280 NM torque, resulting in excellent fuel efficiency and better drivability. It is also equipped with a series of key safety features like Extra Stability Technology (EST) Suspension, and Reverse Parking Assist.

#### A 'Plus' for urban goods transport

Developed on Mahindra's rugged Bolero Pick-up platform, Bolero Maxi Truck (BMT) Plus is powered by Mahindra's proven 2523 cc fuel-efficient common-rail engine, which delivers 17.7 kmpl in line with

ARAI figures for BS3. Conceptualised to cater to the needs of urban goods transport, it has a higher load-carrying capacity, improved safety and low operating costs.



## The all new Electric Maxximo & Verito

For the carbon-conscious customers, MReva unveiled the e-versions of Maxximo and Verito at the Auto Expo 2014.



Maxximo EV has a range of 90 km and takes eight hours to charge the batteries of the passenger carrier. With a top-speed of 55 km/h, it has a maximum gradeability rating of 18%.



The Verito Electric is also India's first completely electric sedan and takes seven hours to charge fully and just an hour for a fast charge. On full charge, the electric Verito can travel 80 km and reach a top speed of 85 kph.

### AD - Product Innovations

### AD - Service Innovation

## Micro-hybrid Technology in XUV 500 and Bolero Pick-Up



With the launch of its 'W4' model, 'Mahindra XUV500' - India's trendsetting SUV, now comes equipped with fuel-efficient micro hybrid technology. The technology automatically turns off the engine when idle or in neutral gear and restarts it once the clutch is pressed.



The new Bolero Pick-Up Flat Bed incorporates micro hybrid technology and is powered by Mahindra's trusted MDI Engine which delivers an excellent 13.86 kmpl with a load capacity of 1,250 kg.

With a view to encourage eco-friendly travel, Mahindra Reva has tied up with Carzonrent, the pioneering self-drive car rental services, to offer Mahindra e2o for self-drive. To start with, five electric cars would be available in New Delhi, Bengaluru and Mumbai, and the service will gradually be expanded to other cities.

The concept of an electric car is comparatively new, in India. Hence, a 10-minute test drive is not sufficient to experience the convenience and realise its far ranging benefits. This new initiative will allow customers to experience the e2o for a longer duration and get insights on this next-generation, eco-friendly and hassle-free mobility solution.

### FD - Swaraj promises extra mileage

With the launch of the water-cooled single-cylinder engine for tractor 825XM, where 'XM' stands for 'Xtra Mileage', Swaraj has crossed yet another milestone. The engine represents a new fuel-efficiency benchmark in this product category. The 825XM is a powerful 25 HP tractor with road speed of 30.5 kph as well as greater pulling and load carrying capacity.



## MTWL - The fuel-friendly powerhouse

Mahindra Centuro - our newly launched motorcycle, is a shining example of style meeting substance. Designed in-house at the world-class MTWL R&D Centre in Pune, the power-packed Centuro comprises the indigenously developed intelligent MCI-5 (Micro Chip ignited-5 curve) engine delivering an astounding mileage of 85.4 kmpl (ARAI).



## Introducing a technology that cuts fuel consumption in DG sets by 20%

### CASE STUDY

### CHALLENGE

There are more than 375,000 telecom towers in India, majority of which run on diesel generators at a constant speed, irrespective of the load demand. This process leads to higher fuel consumption which comes to 8,760 litres of diesel consumption per year per tower.

In the year 2012 alone, the telecom sector was responsible for 7 million tonnes of carbon dioxide emissions.

India is expected to have 1 billion mobile phone subscribers by 2015, which would mean about 250,000 more mobile towers being added and projected emission close to 30 million tonnes CO<sub>2</sub>. This quantum of increase in emissions is not just sharp but also alarming.



### INTERVENTION

In spirit with our sustainability philosophy of Alternative Thinking, Mahindra Powerol introduced a technology that radically reduces the fuel need in a Diesel Generator (DG).

Majority of the telecom sites run diesel generators at a constant speed irrespective of the load demand. Mahindra Powerol identified this setback and introduced the eFSS module that enables variable speed operations of its diesel generators. This leads to lesser diesel consumption, and thereby lesser emissions and lower operational costs.

Mahindra Powerol is the leading manufacturer of diesel generators in the Telecom sector, and hence this breakthrough will empower us to largely contribute in reducing the emissions in telecom industry.

One of the added benefits of this technology is that it has wide applicability. It can be deployed in new or refurbished DGs as well as can be retrofitted on any engine / DG for both outdoor or indoor sites.

Plans are in place to introduce this fuel-efficient technology for diesel generators - in industries beyond telecom, nationally and globally.

A first in the industry, this technology features smart speed regulation with intelligent load sensing, smart controller and tamper-proof hour meter. Optional features include remote monitoring, digital fuel monitoring system, integrated SMPS and AMF functionality for new sites.

The eFSS module also allows centralised monitoring of all the sites through GPS / GPRS and the creation of a separate ID for customers to analyse parameters like fuel consumption. Till date, 100 telecom sites have already adopted the eFSS technology.

### BENEFITS

#### Enhanced resource efficiency and Reduced carbon footprint

- Fuel consumption can be reduced by 18% over fixed speed Diesel Generator
- Even if only 25,000 of the telecom sites turn to eFSS, there would be a collective saving of 11.6 million gallons of diesel each year

#### Lower operating cost and enhanced functionality

##### Before eFSS

Each telecom site consumed approximately 8,760 liters of fuel per year, amounting to approx. \$8,500 (as per current diesel prices of \$0.97/liter) of expenditure to the telecom operator

##### After eFSS

After the installation of eFSS, same site consumes about 7,000 litres annually, thus saving about \$1,700

## BACKGROUND

Every year, end-of-life vehicles generate between 8 and 9 million tonnes of waste in the European Union. To tackle this problem, a Directive encouraging vehicle and component manufacturers to design products with reusability, recyclability and recoverability (RRR) in mind, was proposed and has been adopted.

It is estimated that some 75% of a vehicle (mainly the metallic content) is currently recycled.



The remaining 25%, which mostly comprises of plastic, glass, rubber, foam and contaminants, is generally considered either unsuitable or uneconomic for recycling.

The Directive includes the following provisions:

- 1 Economic operators (this term includes producers, dismantlers and shredders among others) are to establish adequate systems for the collection of ELVs - passenger cars and light commercial vehicles
- 2 Current reuse, recycling and recovery targets that must be met by economic operators are 85% recovery with 80% as a minimum for recycling and increased targets from 2015 are 95% recovery with a minimum of 85% recycling
- 3 Restrict use of heavy metals such as Lead, Hexavalent Chromium, Mercury & Cadmium to in new vehicles
- 4 Producer to be responsible for establishing collection systems to take back end-of-life vehicles, and the arrangements for meeting re-use, recycling and recovery targets

## INTERVENTION

ELV / RRR requirements for present European Export Vehicle variants was made part of the Mahindra Product Development Systems (MPDS). A vehicle recycling strategy was drawn up, to streamline the vehicle recovery process for compliance with RRR directive. This strategy involves inclusion of agreed measures right from developmental stage of the vehicle, to ensure successful achieving of target 85% recycling and 95% recovery rates.

Working groups have been constituted to deal with restrictions on the heavy metals in products exported to European Union. Measures are in place to collect appropriate data through the full supply chain, (in particular the nature and the mass of all materials used in the construction of the vehicles), manage the breakdown of materials and ensure that no component part listed in Annex V of RRR Directive is used in construction of new vehicles.

A number of standards have been mandated to be followed during the vehicle developmental stage and for providing detailed specifications about ELV / RRR requirements. M&M has also devised a list of Raw Material Codes, which are being incorporated in the PLM systems, so as to understand the material content and gauge approximate recyclability level of the vehicle during the pre-production stage itself.

Dismantling information for safe handling of end-of-life vehicles and sound material recovery has been freely made available on Mahindra's website - [www.mahindra-tis.com](http://www.mahindra-tis.com), for the benefit of dismantling agencies.

## IMPACT

Mahindra has imbibed these environmental learnings and can now respond rapidly to similar directives if and when they emerge from any geography.



BOLERO PICK-UP



QUANTO



THAR

## MAHINDRA ELV CERTIFIED VEHICLES



XUV 500



SCORPIO



GENIO

## INITIATIVE

### Increased quality, reduced cost

For reducing costs and increasing productivity as well as quality, an automated assembly for robotic- spot welding was planned, designed and installed at MUSCO (Mahindra Ugine Steel Co. Ltd.), Kanhe.

Working as a team, members from production, automation, maintenance and quality, completed the entire project in-house, including providing training to the supervisors and the end-users.

## BENEFITS

- 1 Team-building
- 2 Capability development
- 3 Savings in terms of manpower, time and cost
- 4 Improvement in productivity and quality

		Details of savings	Saving (INR) per year
Total savings		Manpower 6 / shift	1,674,000
		Electrical cost saving	2,574,236

## HARNESSING GREENER ALTERNATIVES

In India about 400 million people, more than the combined population of the US and Canada, lack access to electricity. While tapping the power of sun is an obvious solution – it is important to do so in a sustainable fashion.

At Mahindra, we build solar power plants that incur 'lower' cost of

production and yield 'higher' returns on investments. We execute large-scale solar plants within record time, while ensuring adherence to demanding quality standards in every aspect of project execution.

This year, was a milestone year for our solar team as Mahindra EPC (MEPC) became the largest solar EPC player in

the country with a total installed capacity of more than 85 MWp. The Company was also recognised by the Ministry of New and Renewable Energy (MNRE), Government of India and the nodal agency for Phase I of the JNNSM – NRVN (Jawaharlal Nehru National Solar Mission – NTPC Vidyut Vyapar Nigam), for speedy commissioning of solar power projects.

### NEW DEVELOPMENTS

#### Expanding Footprints

Mahindra EPC successfully commissioned 23 MWp and 30 MWp Solar PV Projects in Bikaner and Jodhpur respectively. Both these solar PV power plants are built to supply more than 85 million units of clean and green energy per year and are expected to mitigate nearly 71,000 metric tonnes of CO<sub>2</sub> annually.

Adding to existing 2 MW off-grid projects, MEPC commissioned a 118 kWp solar rooftop power plant for Infosys in Chennai.

#### Replacing diesel with solar power

DG sets are a high-cost power generation option, not only from an environmental point of view, but also from an economic view point. The financials make them unattractive for segments like residences, small offices, and inns.

To cater to this unfulfilled need, the MEPC has designed a proprietary solar generator that can provide up to 2kW of power - enough to run a 1 HP (750W) water pump, a 200W refrigerator, a 50W television set, two 40W light bulbs and two 60W fans concurrently.

Its sleek, compact design also includes a 5 kWh battery backup which can also be charged by the grid during cloudy days. The generator works silently, produces zero emissions, and has the ability to export power where net metering power is permitted.

### Sun on the run

Mahindra's solar-powered CCTV camera project on the 90 km Jaipur-Ajmer National Highway was successfully executed by ekoSol, a brand under Mahindra Cleantech Ventures. This project is part of the National Highway Authority of India (NHAI) initiative to install solar-powered street lights and CCTV cameras across the country.



### Mahindra EPC Milestones - Till Date

- **Completed more than 80 MW of Off-Grid Solar PV Projects**
- **Provided Electricity to more than 135,000 Rural Homes Every Day**
- **Saved more than 62,000 Tonnes of CO<sub>2</sub> Emission**
- **Provided more than 3,500,000 Hours of Employment to Local People**
- **Developing Solar Charging Stations for Electric Vehicles across the Country through Partnership with MReva**

## BUILDING GREENER LANDSCAPES

From pioneering sustainable construction in India to developing a carbon-efficient township, Mahindra Lifespaces Developers (MLDL) has come a long way in promoting sustainable urbanisation in India.

All MLDL projects undergo pre-certification under the IGBC Green Building Rating System. This results in architectural ecosystems that are energy-conscious, water-friendly and resource-efficient, offer higher comfort, and a healthier lifestyle compared to conventional buildings.

**Green by design.  
Green for life.**

Sustainability focus during planning stage includes climatological studies

Conservation of soil during construction

Reduced dependency on conventional energy

Enabling renewable energy option for occupants

Efficient water and waste management during construction and beyond

Healthy indoor environment quality

Selection of sustainable construction material

Optimisation of operation and maintenance



Indian Green Building Council  
*Greening India since 2001*

**This year, 5 projects received  
Pre-certified Gold ratings  
for their green credentials**



Bloomdale, Nagpur



Nova, Mahindra World City Chennai



Aura, Gurgaon



Ashvita, Hyderabad



Antheia, Pune

## INITIATIVE

### The Life Cycle Sustainability Quotient of Mahindra Lifespaces

At MLDL, we operate by the mandate of constructing only green buildings and all our projects - be it residential or commercial, are certified green buildings. But when it comes to sustainability, we believe that there are always rooms for improvement and hence we undertook a Life Cycle Assessment study at our Antheia Project in Pune which comprises seven buildings.

Life Cycle Assessment (LCA) is a powerful tool used to analyse the environmental, social and economic

impacts of a product across its life cycle. This gave us the opportunity to identify pockets of achievements and improvement areas with respect to various indicators across the life cycle phases.

The LCA was performed using GaBi 6 software on the buildings which were operational, and a total of 6 impact categories were analysed. The outcome was a comprehensive SWOT analysis. The team will proactively act upon it, while implementing the suggestions obtained during the study.

# Health & Safety Impacts

The health and safety of our customers and communities is of paramount importance to us. HSE standards are embedded in all our products and projects right at the drawing board stage. Intensive prototype testing is done for each product to ensure durability and longevity. This helps us identify and address all possible health and safety concerns before commencement of commercial production. Rigorous and periodic testing is undertaken across the life cycle of the products to ensure adherence to specified HSE parameters.

Below is a snapshot featuring select safety initiatives undertaken by our various sectors:

## AD

The safety of our vehicles can never be overemphasised. Listed below are key parameters that drive the safety agenda for our mobility solutions:

- We follow the Central Motor Vehicle Rules (CMVR) for the Indian market. These rules govern emissions, noise and safety.
- Our vehicles currently comply with applicable emission norms in all cities. These include BS - IV in 13 cities and BS - III in the rest. We have developed a new MDI LCCR engine to meet BS - III & BS - IV emission norms for our UV vehicle, Bolero.
- An On Board Diagnostic (OBD) system is a regular, on all our export models of Scorpio Single Cab, Double Cab, Scorpio SUV and XUV 500 M1 including both all-wheel drive and two-wheel drive models. All these models are certified for Euro V, the current European emission norms. The Scorpio SUV is certified for L6 emission norms in Brazil.
- All our export vehicles comply with the applicable OECD and 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 and South American motor vehicle safety standards and regulations.

### Quanto with Yoga Seats

For unmatched convenience and safety of the passengers, Quanto - the new 7 seater compact SUV has introduced 'Yoga seats' that offer 36 different seating combinations.



## FD

Farm operations are rugged by nature. To provide the highest possible comfort we deploy specialised software to embed good ergonomics in our tractors and design a fatigue-free seating arrangement which provides a safe, comfortable, stress-free and easy to operate workspace for the tractor driver.

## MTWL

- Air pollution poses a serious threat to health. MTWL complies with the pollution laws of the land in letter and spirit.
- Presently, BS - III norms are applicable to two wheelers. BS - IV norms are under consideration and may become applicable from 1st April 2015.

MTWL 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

In addition, revision of idling CO and HC norms is also on the anvil.

- For unmatched convenience and safety of the passengers, Quanto - the new 7 seater compact SUV introduced 'Yoga seats' that offer 36 different seating combinations.
- Mahindra Centuro is a smart motorbike which leverages the power of technology to enhance safety. Being theft-proof is an innovative feature which has been widely appreciated.

## Systemech

Systemech straddles diverse business domains such as casting, forging, composite manufacturing and steel processing. To accomplish the common goal of health and safety, individual approaches have been formulated, keeping in mind the nature of each business.



### Designed Safe

To ensure that the designed product is safe in functionality, Mahindra Composites conducts a systematic Computer Aided Engineering (CAE) analysis to determine the break-point for various products. Additionally, the material also undergoes rigorous testing at an independent laboratory to determine product endurance.

### Compliance in Letter & Spirit

At Mahindra Hinoday, safety is at the core of its operations. The Company is TS 16949 certified and complies with specific health and safety requirements of each customer.

These requirements are incorporated in the product at the development stage itself and measured across the stages through routine assessments. Additionally, requisites such as Restriction on Hazardous Substances (ROHS) compliance, Perfluorooctane Sulfonates (PFOS) compliance and Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) compliance are regularly checked and complied with, right up to packaging stage.

## MLDL

All the buildings designed and developed by Mahindra Lifespaces are in accordance with 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 certified.

## Social Impacts

What is good for community is also good for business. Our products are conceptualised to drive positive change in the lives and lifestyles of citizens, enabling them to Rise.

We empower farmers through innovative agri prosperity initiatives, lend support through financial products, leverage technology to reach rural customers at their doorsteps, and offer solar solutions to rural and semi-urban residents facing chronic power shortage.

## FD

From enhancing farm productivity by offering farm equipment and services, to going beyond business and empowering farmers with agri-support information – our farm division provides a comprehensive support system to empower rural India.

Initiatives	Services Rendered to Farmers
Mahindra AppliTrac	Agri-mechanisation
Samriddhi	Market linkages, Distribution, Agri-support information ranging from water management to crop solutions and counselling
EPC Industrie Ltd.	Micro-irrigation, Inter-related requirements of fertigation, and Agronomic support

## NEW DEVELOPMENTS

### Arjun Ultra 1 DLX launched in Punjab

Arjun Ultra 1 DLX is India's first Multi Application Tractor (MAT) in >50 HP category. It offers a 4-cylinder, powerful and reliable MKM engine with best-in-class fuel efficiency and its button operated hydraulic system enables farmers to lift large weights, quickly and comfortably.



### Swaraj, now even in Sandy Soil

Swaraj has added one more feather in its portfolio by launching the Swaraj 841XM within Gujarat and Rajasthan. This tractor is designed to perform efficiently even in loose and sandy soil and sports the unique Sensilift Hydraulics.



### Unnati in Agriculture

Mahindra Agribusiness introduced Unnati Single Super Phosphate (SSP) – an indigenously produced fertiliser, by upcycling Hazardous Sulphuric Acid, which is a by-product of the Detergent / Mineral industry. It not only mitigates imports, but also facilitates waste management and reduces the burden on the effluent treatment plant.



### The Potato Special

Mahindra Tractors launched its new 35 HP tractor, the Mahindra 265 DI Power Plus - Potato Special. The tractor has an adjustable track width, which is extremely critical for potato farming as the potato tubers are planted at different widths, based on the farming practices prevalent in that region. It is a powerful, fuel efficient and versatile new-age tractor with revolutionary and technologically advanced HyTEC Hydraulics, ideal for potato farming and lifting heavy loads.



## CUSTOMER-CENTRIC INNOVATIONS

At Mahindra, we believe that happy customers equal a happy bottom line. Hence we continually bring forth innovations that cater to demand gaps and desires of our customers. We don't shy away from offering smallest of economic services, if they can bring a smile on our customer's face.

In fact, at the Blue Chip conference held in Cape Town, Mr. Anand Mahindra, the Chairman of Mahindra Group, unveiled a new micro innovation initiative to drive home the message that each and every member of the Mahindra Group needs to think about how they can innovate.



## KEY MICRO INNOVATIONS

Sector	Innovation	Description
Financial Services	Mahindra Arogya Suraksha	MAS is a comprehensive yet affordable group health insurance cover, specially designed for semi-urban and rural customers.
Mahindra Partners	Opening doors for the Mahindra Group in Africa through MACE2 strategy	The MACE2 strategy is an innovative model to cater to Consulting & Engineering Sectors in the underserved markets of Africa.
Corporate Centre	Msquare M&A Alliance - An International Partner Connect	M&A Department at M&M established a web-based platform for linking various constituents of the Investment Banking (IB) community across the globe.
Automotive and Farm Sector	Korando Sports Facelift Project	A branding, styling and Euro 5 engine design project to facelift the Korando Sports model and maintain its market dominance.
Two-wheelers	E-Retailing of Mahindra Two Wheelers	MTWL created an e-commerce platform, enabling customers to buy from the comfort of their homes.
Automotive and Farm Sector	Loyalty Programme	M&M's Farm Division devised a unique loyalty programme for tractor-buyers, which has been made available across the top 200 dealerships nationwide.

## INITIATIVES

### MFCSL 'Car Dent Estimator'

'Car Dent Estimator' is an online platform that facilitates customers with instant estimate for repair of car damage. Knowing the exact cost of fixing a car's dents, paint scratches, wear and tear is now just a few clicks away. This interface is also available as a mobile site.

### MFCSL Bringing Service to your Neighbourhood.

MFCSL continued to set-up workshops across the nation to offer car owners a reliable and efficient option for service and repair of their vehicle. MFCSL now operates 26 workshops across the country and has crossed the milestone of having serviced 150,000 multi-brand cars.

### MReva 'Be Connected' to your Car

Mahindra e2o customers can now access a host of communication services through their smartphones. A strategic partnership between Mahindra Reva and Vodafone enables Machine-to-Machine (M2M) communication services between Mahindra e2o and the owner.

The services are aimed at ensuring that the Mahindra e2o customer has a smooth ride and provides added benefits such as:

- The status of the battery of their car
- Distance that can be covered with available charge
- Remotely controlling the air-conditioner
- Remotely lock and unlock doors
- Locate the nearest charging station
- Receive alerts on various events such as disruption in charging etc.

- Get an extra boost of battery with a command of the smart phone to go extra 8-10 km
- Access to Mahindra Reva Tech Help Desk for diagnostics of the car



### Mahindra Logistics Order Management System

Mahindra Logistics' IT team has developed two new applications - OMS (Order Management System) and DISHA (Dock Intelligent Scheduling Application), to enhance the efficiency of ordering systems and improve customer relations. Developed in-house, OMS optimises routing and scheduling of orders for in-city distribution and DISHA facilitates Yard Management and Dock Scheduling.

## Mahindra Logistics A New Middleware to Increase Productivity

IT team of Mahindra Logistics successfully deployed a new middleware (ION), which enables seamless communication with multiple systems and automatically sends out email alerts whenever data is not transmitted properly between systems. With this addition, MLL now has the capability to interact with customer systems, move data directly between systems and increase productivity in operations by eliminating the need for dual data entry.

## Powerol sets up Business Centre

In order to educate prospective customers about alternate solutions

to power failures as well as about Powerol's product and service offerings, Mahindra launched the Mahindra Powerol Business Centre in collaboration with M/s. Global Innovative, this year. The call centre employs 76 women employees and additional 5% of employment is reserved for those with physical limitations, thus contributing to the upliftment of society.

## Mahindra Agribusiness The Art of Healthy Living

For those who like to pick the best in the basket - Mahindra Agribusiness launched 'Saboro'. Inspired from the Spanish word 'sabor' meaning taste, Saboro will offer a wide variety of fresh and healthy fruits.

## The Car Servicing Lounge

Now our customers can chill out at our outlets, as M&M has launched Mahindra QWIK, a unique customer service experience. Our strategically located QWIK service outlets promise swift service timeline and customer comfort. While the delivery is assured within 90 minutes, in the meantime the customer has access to a wi-fi enabled AC lounge. This will especially delight those residing in mega cities where commute time is a pressing issue.



## Rise Prize: A Call for Disruption Innovations

To build a culture of innovation in India, the Mahindra Group has launched 'Rise Prize', an open innovation challenge for innovators and entrepreneurs from India with path-breaking ideas. It is a call to propel a better future for India with USD1 million prize money on offer to drive globally relevant, disruptive innovations in two primary challenges:

1 The Mobility Challenge, which invites solutions for driverless cars in India

2 The Solar Challenge which aims to make solar energy products more accessible to the population at large

This national competition will accept applications till September 19, 2014, and declare the winners thereafter.

“  
With the 'Rise Prize', the Mahindra Group wants to provoke big disruptive ideas that can dramatically change lives. We are offering a big incentive for fresh thinking among the new generation of innovators in our country. Our ambition is to propel India into the next orbit of innovation and develop the nascent innovation ecosystems in India. Essentially we want to catalyse the rise of world-class, world-beating innovations and technology from India. ”

Anand Mahindra,  
Chairman, Mahindra Group

'Rise Prize' is a part of Spark the Rise (STR) initiative - a nationwide innovation platform by the Mahindra Group, that connects entrepreneurs to resources, features innovators on television, and connects passionate individuals with the country's most influential and powerful figures through the Amazing Indians programme.

Till date, STR has over 300,000 users, has raised funding worth US\$ 1 million, awarded 100 grants, built over 20 partnerships, generated over 1.3 million votes and currently has nearly 2,000 live projects in operation.

## Learning from our innovations

To innovate smartly it is essential to focus on innovations which have failed and learn from them. We therefore celebrate genuine innovations even though they might have failed in gaining a foothold.

In 2011, we instituted 'Failed Innovations Award' to recognise that learning from failures also leads to success. Below is the proud winner for the year 2013.

## Infrastructure & Real Estate for their innovation 360° curing and waterproofing

To cure water seepage in construction materials, this innovation employed nanotechnology. A surface is created on the material to make it waterproof. Though this innovation passed most tests for waterproofing, it did not get satisfactory results for the test which involved compressive strength on concrete. However, it can be used as a waterproofing agent on tiles and other surfaces.

## Increased productivity, increased capability

Productivity can be increased by small innovative ideas. This was ably demonstrated by the team at Mahindra Ugine Steel Co. Ltd. (MUSCO), Kanhe.

Job unloading from a machine was time consuming, as ejection was done with the help of magnets. Instead of relying on external industrial engineers for the solution, the team developed an efficient and effective solution, completely in-house. Training was given for preparing layouts on computers, MOST study was

conducted, and the root cause was identified, as ejection pins.

Inserting ejection pins helped unload the job faster which allowed more Strokes Per Minute (SPM) and thereby enhanced production.

### IMPACT

Increase in SPM from 3.5 to 4.6

No compromise in quality

Cost savings of INR 117,600 annually

Enhanced production capacity

In-time delivery

Preserved safety norms for people and product

Increased team spirit

In-house risk taking capacity and skill augmentation

Material saving

Manpower saving

Increase productivity

## Compliance

Compliance is a hygiene factor at Mahindra. Well-established systems, procedures and review mechanisms are in place at all our businesses to comply with laws and regulations relevant to our products and services. During the year, we continued to comply with all applicable statutes and no non-compliance incidences related to product or service were reported.

### HEALTH AND SAFETY REGULATIONS

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

### PRODUCT AND SERVICE INFORMATION

At Mahindra, our customer service philosophy is based on three essential factors - customer centricity, information security and delivering high quality & timely information. The information stated in our products and services manuals, and in our product brochures clearly lists the known potential risks and ways to disseminate or eliminate the same. We provide accurate and appropriate

information in line with required regulatory and mandatory requirements pertaining to labelling, brand promotions, sponsorships and advertising.

## MARKETING & COMMUNICATIONS

Communication is the strongest tool to connect with one's customers. At Mahindra, responsibility is a key ingredient of our marketing mix. We use various communication channels to promote our products and services, and in doing so hold ourselves accountable to provide accurate and truthful information about them, so that the customers are aware of their benefits and impacts.

At Mahindra, integrated systems are in place to conform to all the statutory laws and standards related to marketing communication, advertising, promotion and sponsorship.

Below is an overview of our marketing communication channels.

### AFS, Real Estate, MTWL and MMFSL

These companies strictly adhere to the code of conduct defined by the Advertising Standards Council of India.

#### MMFSL

MMFSL has launched a new TVC campaign which features true stories of customers. The campaign is in Hindi and several regional languages.

The tagline aptly reads 'Bharat ko pehchante hai hum', showcasing the Finance team's in-depth knowledge which supports customers and help them turn their dreams into reality.

## SOCIAL NETWORKING

Social Media is no more a fad. It has become a vibrant platform for influencers to interact on a one-on-one basis with current and prospective customers. At Mahindra, we realise the importance of a platform which provides direct access and interaction with customers. We not only use social media as a tool to create buzz or

awareness about our products or services, but also to get instant feedback. We are active members of various social communication platforms for a few years now. This helps us cater to a wider audience and receive direct customer feedback that helps us evolve.



### On Facebook

Tech Mahindra, Mahindra Satyam, Xylo, Scorpio, Bolero and XUV 500 and Mahindra Tractors



### On Twitter

Auto Division, Tech Mahindra and Mahindra Satyam.

### Blog



Club Mahindra has a travel and holiday blog called Clay.

# ECONOMIC PERFORMANCE

## Overview

India's growth story is replete with irony. FY 2014 was a testament of the same. In a year that saw a near-perfect monsoon season and record agricultural output, India's manufacturing sphere still witnessed its worst performance in two decades. The overall GDP growth too dropped below five percent for the second fiscal year in a row. However, with economic recovery in developed countries, coupled with growing international demand for Indian goods and stabilisation of the Rupee, we believe that we have witnessed the darkest hour before dawn and look forward to a slow but steady turnaround.

Despite having extensive business interests that straddle both industrial and agricultural sectors, majority of the Mahindra Group Companies maintained a healthy growth in both business and profits. But the vagaries of nature and eccentricities of market sentiments cannot be discounted altogether. So while the Farm Division (including Swaraj Division) showed a robust sales growth of 19.4%, Automotive Division showed a de-growth of 10.2% and 4.8% in vehicle and three-wheeler sales respectively.

Similarly, while subsidiary companies like Mahindra & Mahindra Financial Services Limited, buoyed by judicious control over transaction costs and high collection efficiency, registered a growth of 28.9% in consolidated income, Mahindra Lifespace Developers Limited showed a consolidated profit after tax after minority interest of INR 1,006.3 million as compared to INR 1,413.7 million in the previous year.

## Management Approach

Years of deep thinking and sustainability reporting have ensured that ecological and ethnographic aspects are an intrinsic part of all our economic considerations. Mahindra Group Companies continue to explore business opportunities, while being sensitive to the needs of the people and the planet.

Our extensive business interests in alternative energy and technology sectors allow us to pave the way towards a better future. While Mahindra EPC continues to commission bigger and more efficient solar power plants at a faster rate, Mahindra Reva's Future of Mobility concept seeks to encompass the

## 5Cs framework of Clean, Convenient, Connected, Clever and Cost-effective vehicle technology

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 establishment of the world-class Mahindra Research Valley in the previous year, created at an investment of INR 650 crore and home to over 1,500 engineers and designers, is a case in point.

The aim is to build on our culture of innovation and unveil products and services which are both disruptive and sustainable, enabling India to Rise.

Mahindra & Mahindra recently received a Credit Rating upgrade to AAA, the highest level by India Ratings & Research, the domestic arm of global ratings agency, Fitch. The firm assigned a Long Term Issuer rating of 'Ind AAA' with a stable outlook to M&M. This stands testament to the Company's resilience in economic cycles across last 18 years, its strong market position, meaningful diversification activities, effective product development strategies, and conservative financial policies.



# Key Highlights

## FINANCIALS

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<p>Mahindra Group's consolidated Gross Revenue and Other Income for the year ended 31st March 2014 stood at INR 787,357.2 million as against INR 743,608.2 million for the previous year.</p>	<p>The consolidated Group profit for the year, after exceptional items and tax, and after deducting minority interest was INR 46,669.3 million as against INR 40,992 million earned last year.</p>	<p>During the year, Tech Mahindra merged with Mahindra Satyam (earlier an associate company). On a comparable basis, the consolidated revenue of Tech M grew by 31.4% and PAT grew by 54.9% as compared to the previous year.</p>	<p>The Group's Korean subsidiary, Ssangyong Motor Company Limited turned in significantly improved performance with a 20% growth in revenue and posted a profit in FY 2014 as compared to a loss in the previous year.</p>

## BEYOND FINANCIALS

<p>Mahindra Group signed a Memorandum of Understanding (MoU) with the Government of Bhutan to promote the usage of electric vehicles in the country. Mahindra will create a sustainable ecosystem for electric mobility, through the following:</p>	<ul style="list-style-type: none"> <li>• Mapping out Bhutan's Electric Vehicle and charging infrastructure requirement</li> <li>• Working towards introducing affordable Electric Vehicles in Bhutan for public and private commuting</li> <li>• Developing the regular and fast charging infrastructure</li> <li>• Monitoring and managing Electric Vehicles through our partners' local service and maintenance network</li> </ul>
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Particulars	INR million		
	FY 2011-12	FY 2012-13	FY 2013-14
Foreign Exchange Earnings*	18,576.2	23,533.0	22,599.3
Amount spent on R&D#	8,719	10,605.4	13,389.4

Notes:

\* Figures are only for M&M Ltd.

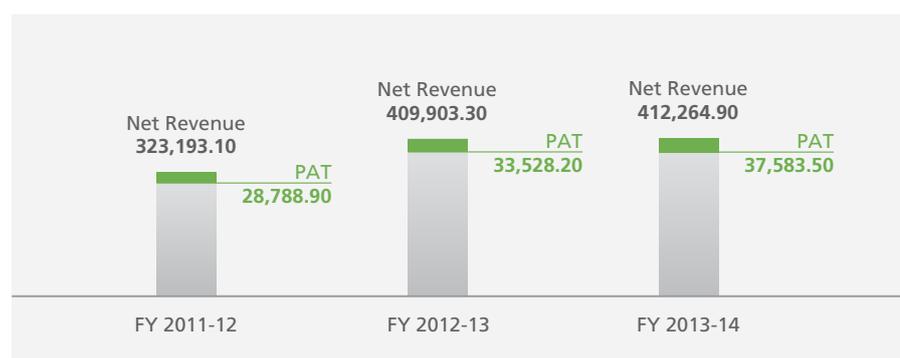
# For FY 2011-12 and FY 2013-14, data is for M&M, MTWL and MReva. 2012-13 data is for M&M Ltd.

## Revenue and PAT

Note: Mahindra Composites and Mahindra Forgings are no longer part of the Mahindra Group, since September, 2013

### Mahindra & Mahindra Ltd.

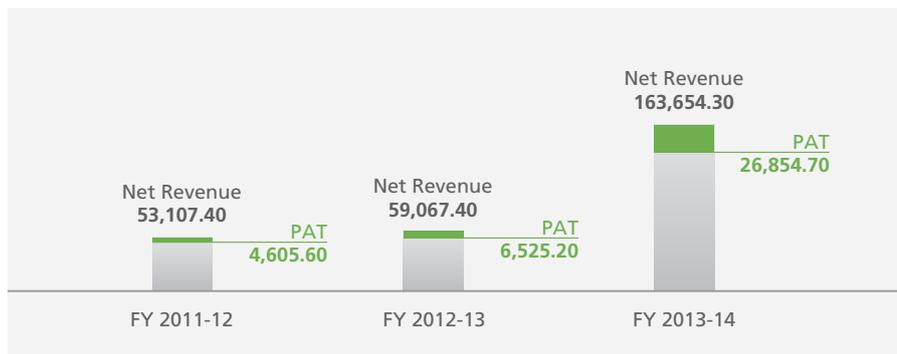
INR million



## Revenue and PAT

### Tech Mahindra Ltd.

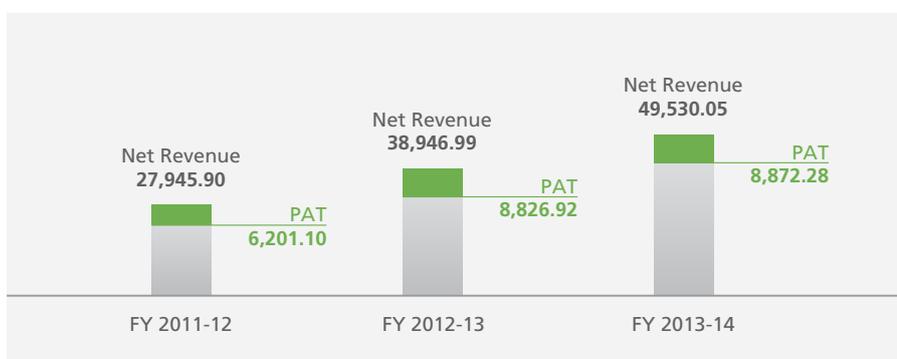
INR million



\* Includes Mahindra Satyam for year 2013-14

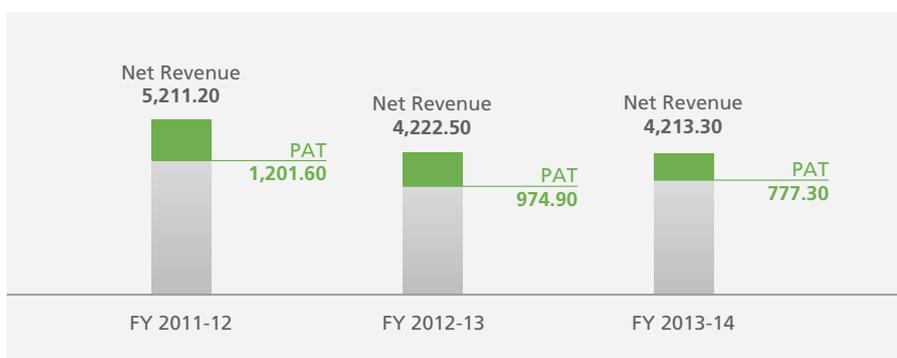
### Mahindra & Mahindra Financial Services Ltd.

INR million



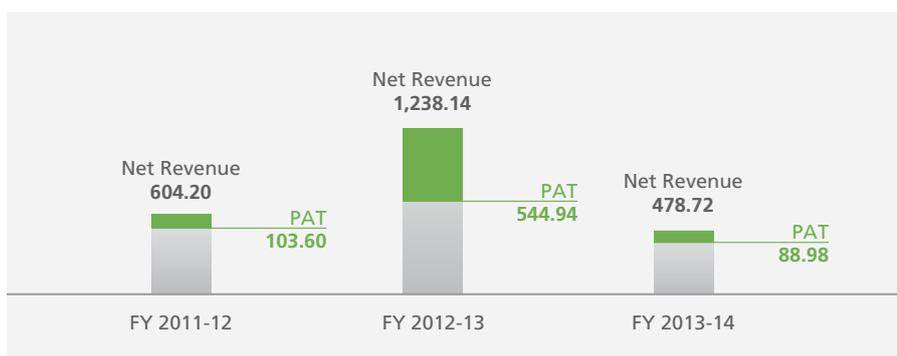
### Mahindra Lifespace Developers Ltd.

INR million



### Mahindra World City Developers Ltd.

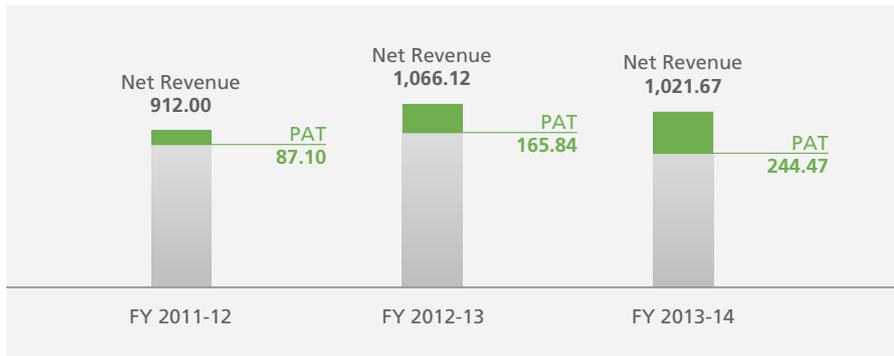
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## Revenue and PAT

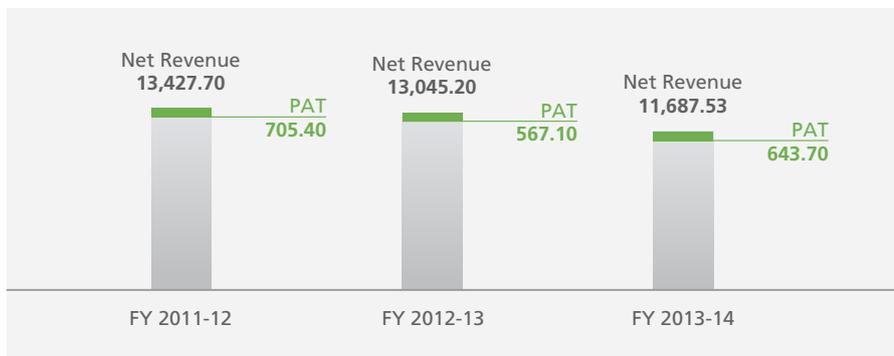
### Mahindra World City Jaipur Ltd.

INR million



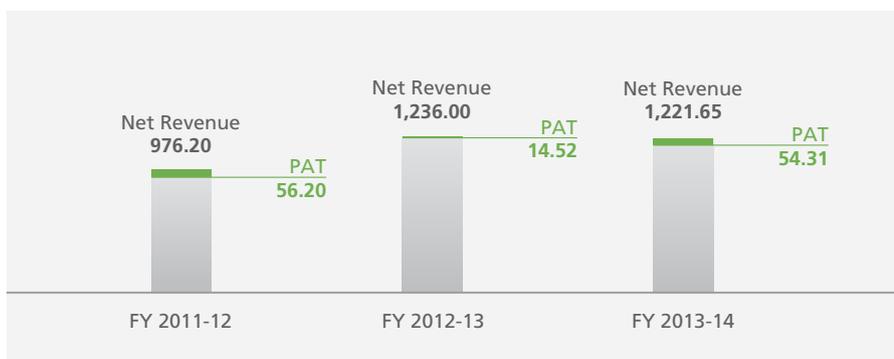
### Mahindra Intertrade Ltd.

INR million



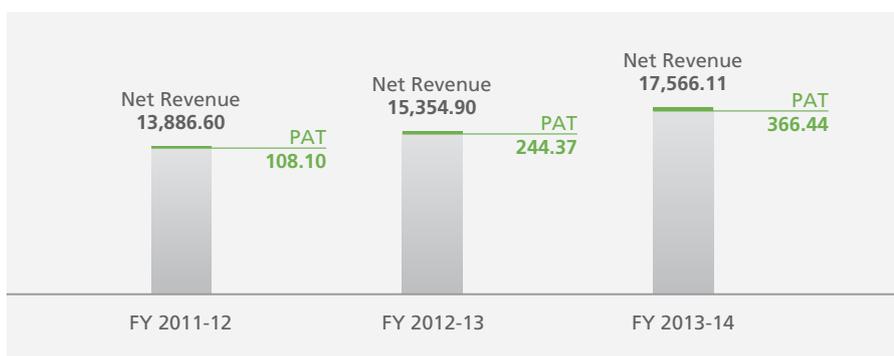
### Mahindra Steel Service Centre Ltd.

INR million



### Mahindra Logistics Ltd.

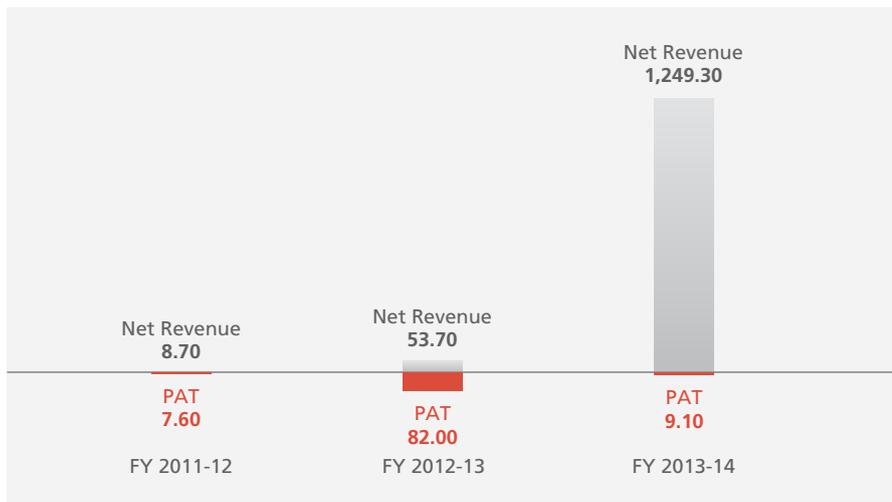
INR million



## Revenue and PAT

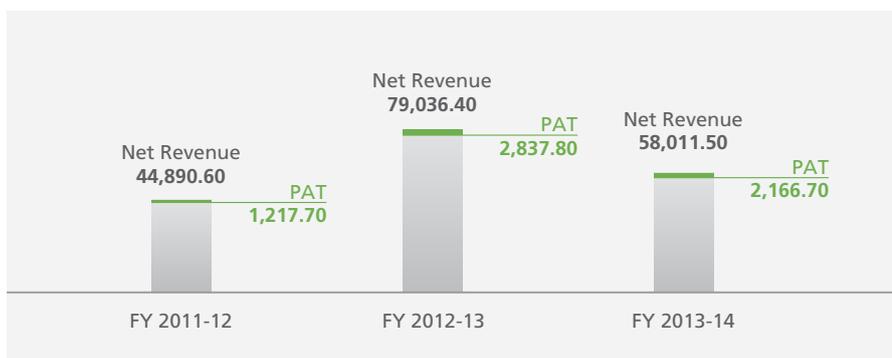
### Mahindra EPC Services Pvt. Ltd.

INR million



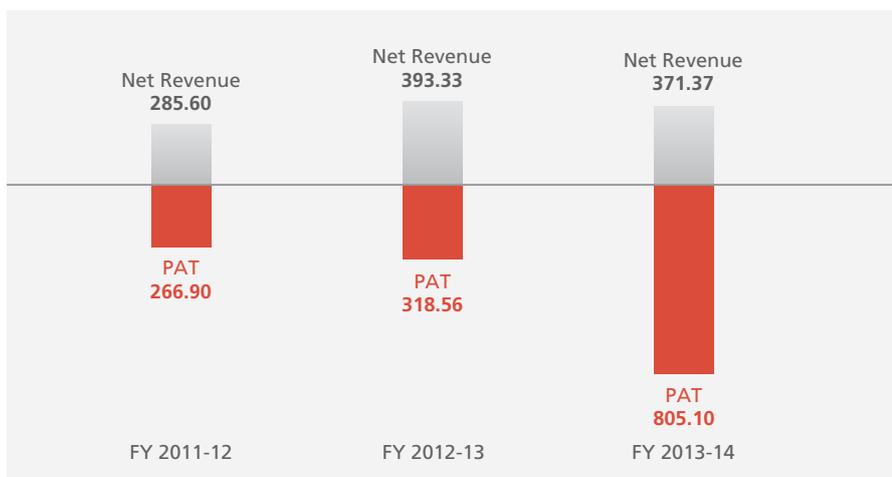
### Mahindra Vehicle Manufacturers Ltd.

INR million



### Mahindra Reva Electric Vehicles Ltd.

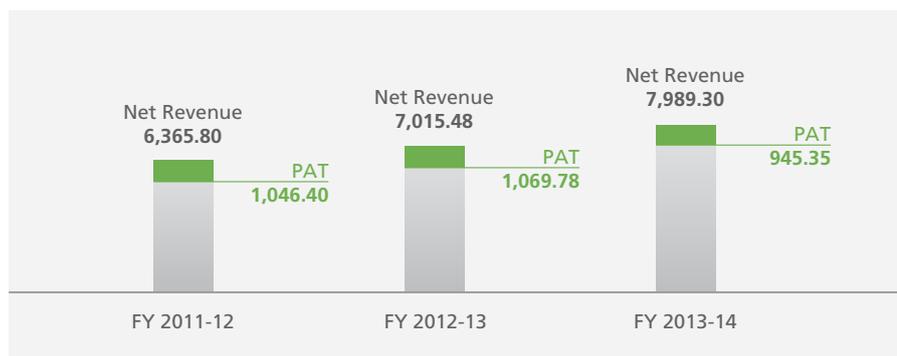
INR million



## Revenue and PAT

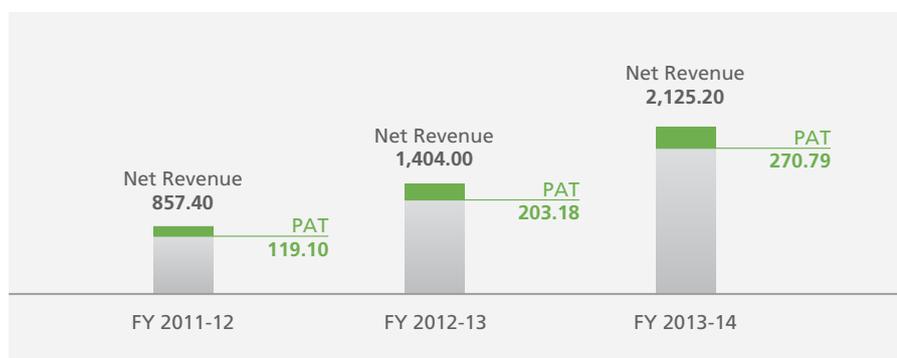
### Mahindra Holidays & Resorts India Ltd.

INR million



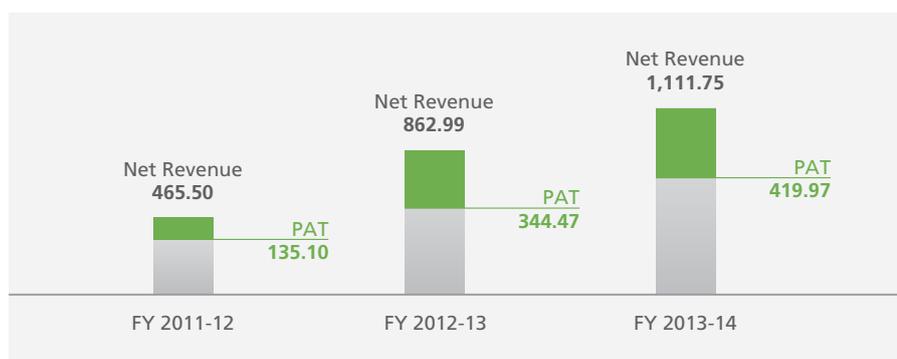
### Mahindra Rural Housing Finance Ltd.

INR million



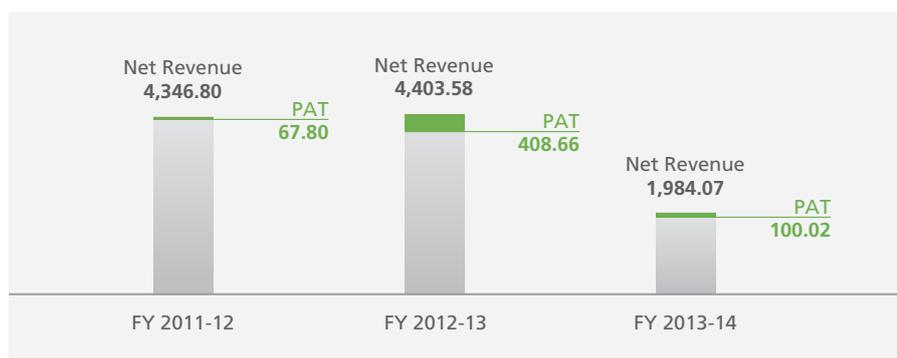
### Mahindra Insurance Brokers Ltd.

INR million



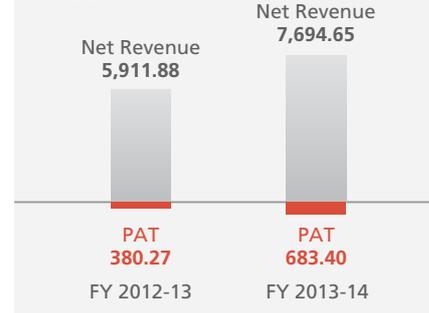
### Mahindra Forgings Ltd.

INR million



### Mahindra Sanyo Special Steel Pvt. Ltd.

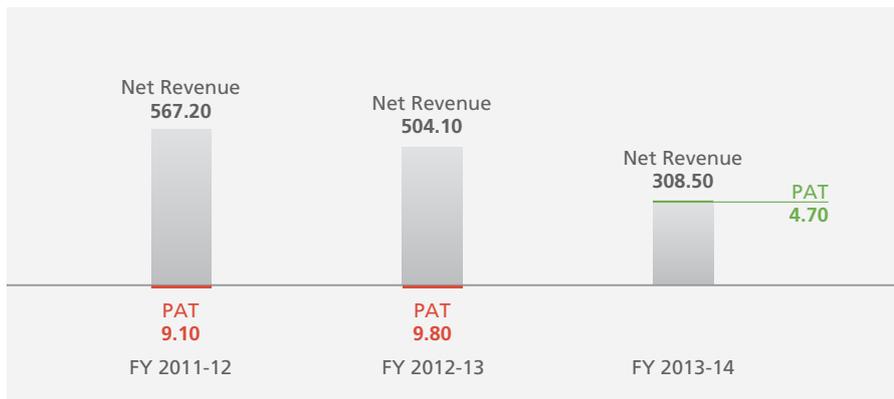
INR million



## Revenue and PAT

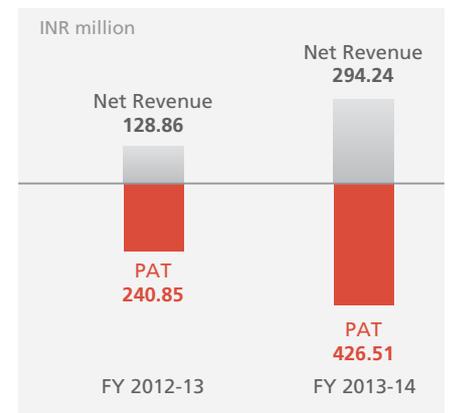
### Mahindra Composites Ltd.

INR million



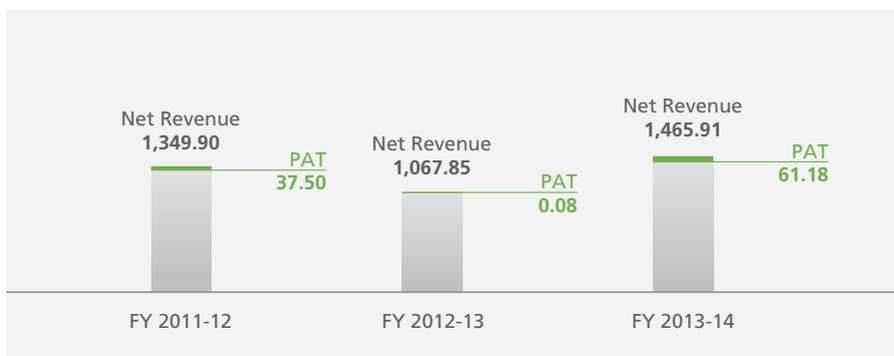
### Mahindra First Choice Services Ltd.

INR million



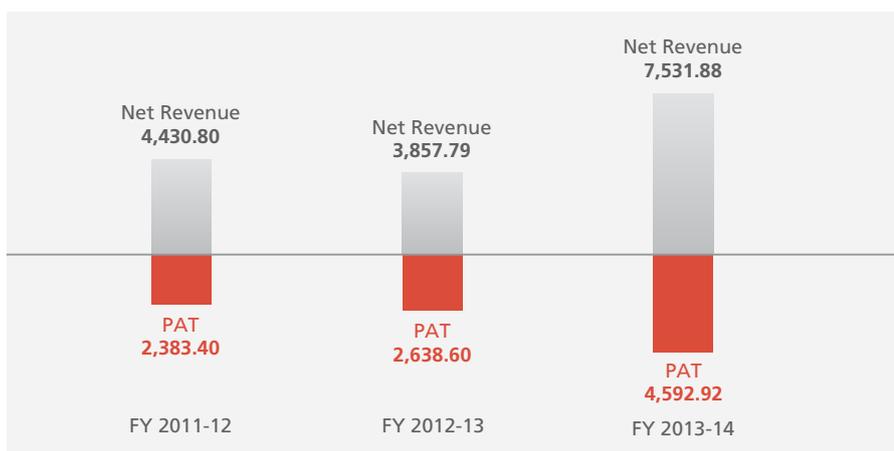
### Mahindra Gears & Transmissions Private Ltd.

INR million

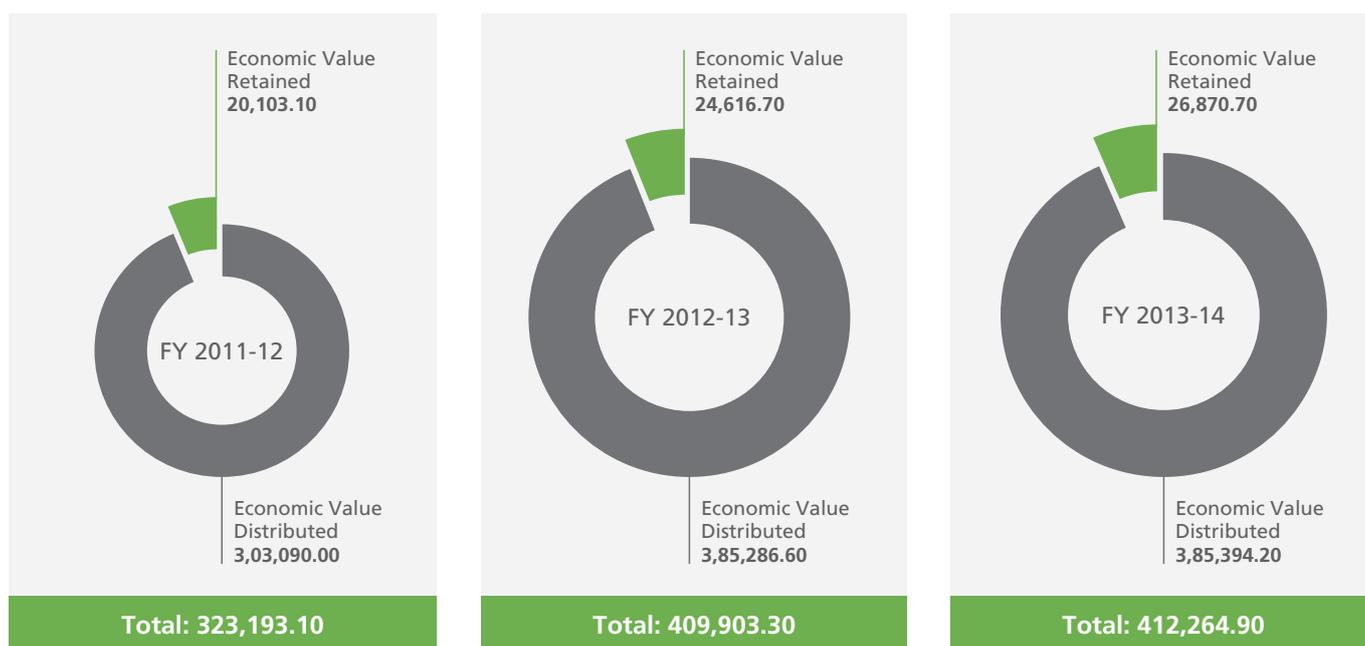


### Mahindra Two wheelers Ltd.

INR million



## Economic Value Generated and Distributed



## Financial Assistance Received from the Government

INR million

Tax relief / credits	3,941.77
Subsidies	1,508.3
Investment grants, research and development grants, and other relevant types of grants	-
Awards	-
Royalty Holidays	-
Financial assistance from export credit agencies (ECA's)	440.22
Financial incentives	-
Other financial benefits received or receivable from any government for any operation	1,229.67
<b>Total</b>	<b>7,119.96</b>

## Financial Implication of Climate Change

No business is weather-proof. Adverse climate can impact a business operation just as significantly as an adverse business operation can impact the climate. Our businesses cover both manufacturing and agricultural sectors, and are hence even more susceptible to temperamental weathers.

Although we have institutionalised wide-ranging initiatives to keep our carbon footprint under check, we also appreciate the fact that there is only so much that we can do as an individual organisation. 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.



Mahindra Group is a part of the TERI BCSD forum. TERI-BCSD helps incorporate sustainability into the business strategy of companies by providing advisory and connecting corporates with other stakeholders.

This year, one of our companies, Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL) became a founding member of India Greenhouse Gas (GHG) Program. The Program is a new industry-led, voluntary initiative, spearheaded by the World Resources Institute (WRI)-India, The Energy and Resources Institute (TERI) and Confederation of Indian Industry (CII).

MSSSPL also became one of the only two Indian businesses making a representation at The Warsaw Climate Change Conference 2013. A delegation from the Company took part in the nineteenth session of the Conference of the Parties (COP 19). Key decisions adopted at this conference include decisions on further advancing the Durban Platform, the Green Climate Fund and Long-Term Finance, the Warsaw Framework for REDD Plus, and the Warsaw International Mechanism for Loss and Damage.



While we strive to contribute towards resisting the climate change, we have also adapted to its adverse impacts by adopting various measures - right from getting the right supply of our raw materials to ensuring the right demand of our product, right from adopting the right technology which is favourable to nature to equipping our operations with right infrastructure.

We realise that climate change impacts not only our businesses, but also our stakeholders. Hence, we engage with relevant stakeholders and mentor them on climate risk and sustainable practices that will help mitigate this risk.

## Local supply

At Mahindra, when we say that we are an Indian Multinational, the emphasis lies more on the word 'Indian'. The country has given us immense opportunities to grow and we take it as our prerogative to give back in kind. Encouraging local supply is just one such means. Giving local supply a shot in the arm not only makes great business sense owing to the reduced transportation cost and faster deliveries, it also provides a global platform for local manufacturers to exhibit their products, services and proficiencies.

That being said, we would not want our customer's user experience to be dampened by our enthusiasm towards local suppliers. Hence, we have a stringent process of identifying and empanelling only the most promising suppliers. Some of the factors influencing supplier selection include:



**Cost**



**Performance and on-time delivery**



**Compliance on environment, health and safety guidelines**



**Commitment to reduce the carbon footprint**

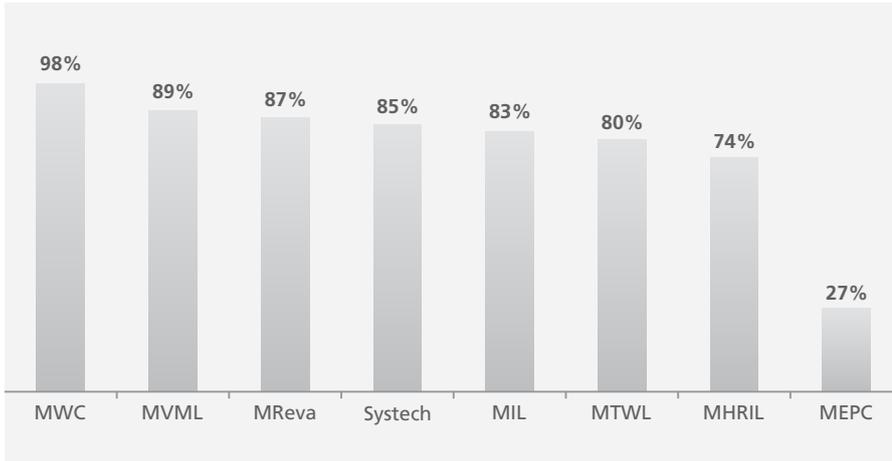


**Statutory requirements**

There are some other factors which can influence the decision to opt for international suppliers like benefits from SEZ, favourable taxes and import duties schemes as compared to local market procurement. But in such cases, the route of policy mandate maintains a fair balance.

Although the boundaries of India remain the de facto definition of local supply for most of our businesses, a few of them have more focussed perimeter. Mahindra World City, Jaipur makes it a point to source from within a 500 km radius while Systech Gears' units at Chakan and Kanhe have a 300 km radius limit for procurement.

### % of local suppliers (within top 10)



An analysis of the top 10 suppliers as per monetary value for each business shows that on an aggregate basis, Mahindra Group sourced 89% of its requirement locally. This is a positive jump from 86.12% reported last year.

Sector	Purchases from Top 10 Suppliers (INR million)	Purchases from Local Suppliers (within top 10) (INR million)	% of Local Suppliers (within top 10)
AD	31,936	31,936	100%
MEPC	557	153	27%
MFCSL	19	19	100%
MIL	8,800	7,300	83%
MLDL	1,526	1,526	100%
MReva	124	108	87%
MTWL	3,213	2,578	80%
MVML	15,653	13,953	89%
MWC	106	105	98%
MHRIL	107	80	74%
Systech	12,491	10,576	85%
MSB	729	729	100%
MLL	3,169	3,169	100%
FD	15,554	15,554	100%
FSS	1,339	1,339	100%
Tech M	9,834	9,834	100%

# ENVIRONMENTAL PERFORMANCE

## Overview

Energy continues to remain a priority focus area across the Group. Address energy and you not only address emissions, you also address costs. Not only do you enhance environmental performance, you also enhance cost competitiveness. Hence we doggedly continue to ferret and implement energy-saving initiatives. We are aware that as we inch towards optimum energy consumption, the quantum of energy savings that we

can squeeze out every year will decrease, but that does not dilute our focus. On the contrary, it eggs us on to look for more innovative methods and push the boundaries of Alternative Thinking.

With energy conservation and optimisation being mainstreamed across a majority of our businesses, we have sharpened our focus on Water and flagged off a transformatory programme - 'H<sub>2</sub>Infinity', to change

the water equation across the group. Under the aegis of H<sub>2</sub>Infinity, we have initiated comprehensive and long-term programmes and initiatives towards making our businesses more water-friendly.

In addition to energy and water, we continue to arrest our emissions, enhance our waste management, and devise innovative ways to do more with less.

## Management Approach

We consider environmental efficiency as a business competency and invest time and money to enhance this efficiency. Alternative Thinking continues to enable us to unearth effective ways of conserving and optimising the finite natural resources bequeathed to us.

Within our manufacturing facilities, we encourage sustainable innovations, embed value engineering in processes and seed green consciousness in our

We strongly believe that ecology and economics are not contradictory, but complementary to each other.

people. Beyond the boundaries of our manufacturing facilities, we undertake comprehensive interventional projects that inculcate the tenets of water conservation in rural India and provide

better access to life and livelihood for the local population.

While we have embedded sustainability within all our Group companies and are steadily driving each firm and manufacturing facility to enhance their performance each year, we are also concentrating on individual high-impact material issues that affect each and every Group company.

## Environment Policies

Environment management at Mahindra is based upon and guided by a well-thought-out and elucidated Environmental Policy. Originally formulated for M&M Limited, the policy has been cascaded across the Group Companies. Its objectives are to reduce the organisation's carbon and ecological footprint, maintain balance in the eco-system, and create long-lasting value for business and society.

*For our Environment Policy; please refer to Sustainability Report 2009-10.*

**In order to complement the Environmental Policy and make it more inclusive, we have also instituted following policies.**

### GREEN SUPPLY CHAIN MANAGEMENT POLICY

Having seeded sustainability within our operations, we have gone a step ahead to enhance the sustainability quotient of our suppliers. Towards this objective, we engage with our suppliers and vendors on a regular basis through a steady stream of green initiatives.

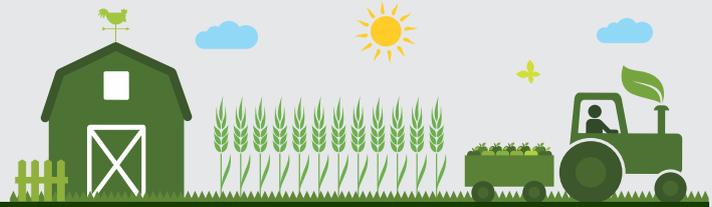
### GREEN IT GUIDELINES

Mahindra formulated its Green IT guidelines in 2008-09 to govern proper sourcing, management and disposal of IT equipment. Today, all the Group IT agencies and users are committed to adhere to these guidelines.

## INITIATIVES

### Green Supply Chain initiatives at FD

The Farm Division continues to collaborate with its suppliers in an effort to make them more environmentally sustainable. During the reporting year, our initiatives included:



Setting up a fume extraction system with wet scrubber, for removal of carbon and other pollutants from fumes.

Guidance for implementing rainwater harvesting system and optimising water usage.

Upcycling of scrapped wood by converting them into pallets and boxes for packaging.

Through sustained collaborations with the suppliers, FD has managed to bring down wood consumption (in kg used per unit of production) from 16 kg/tractor manufactured in FY 09 to 7.8 kg/tractor manufactured produced in FY 14. Similarly during the same period, the consumption of corrugated boxes has come down from 27 kg/tractor manufactured to 17.4 kg/tractor manufactured.

### Seeding a sustainable SCM at MSSSPL

The 4th annual Supply Chain Management workshop at MSSSPL was conducted in October 2013 under the theme: 'Sustainable Supply Chain Meet - SSCM 4.0'. The theme aimed to depict the wider scope and the changing paradigms of sustainable SCM. The workshop included sessions on:



MSSSPL's Vision, Policy and Roadmap for SSCM (FY13-FY18)

Discussion and sharing of expectations on the Code of Conduct for MSSSPL's suppliers

Supplier presentations highlighting the sustainability initiative at their locations

Presentations made by external organisations like KPMG (on G4 guidelines) and BSI (on BS 8903 Sustainable Supply chain Standard)

A total of 52 delegates including 15 Tier 1 suppliers and members from Mahindra System companies, attended the workshop.

### Celebrating World Environment Day with Dealers

AFS celebrated the sustainability month at 316 dealer workshop locations. Activities included free PUC camps for customers, displaying WED posters, giving away handouts on fuel-saving tips, road rallies and contests.

## Environmental Management

At Mahindra we manage our environmental footprint through a comprehensive process which addresses issues ranging from waste management to emission reduction and from reusable packaging options to balancing biodiversity. We deploy a combination of large transformatory interventions and a bouquet of small initiatives that may be vapid if seen in isolation but are potentially game-changing when cascaded across businesses and scaled up beyond plant boundaries.

Our years of sustainability reporting has helped us fine hone our

In the reporting period, we spent a total of INR 932.10 lac towards environment protection which includes investments in waste management, air emission monitoring, water quality monitoring and alternative energy.

environment management skills. The constant monitoring has helped us gain deeper insights into relationships of cause and effect. It has ingrained in us the importance of seeding sustainability at the design stage. Our organisation-wide carbon and water footprinting exercise, continues to help us prioritise interventions.

Every reaction demands an action; every effect requires a cause, and every impact involves an investment. Year after year, we invest towards enhancing our environmental performance.

In INR Lac

Type of Investment	Amount
STP / ETP Maintenance cost and expenses incurred for treatment chemicals	189.42
Expenses incurred for air emission monitoring (Stack and Ambient)	87.88
Cost for water quality monitoring	14.42
External Certification of Management Systems	29.82
Expenditures for the purchase and use of emission certificates (Renewable Energy Certificates)	3.00
Fees paid to Pollution Control Boards for consent application / renewal	166.45
Cost for Waste Disposal / Treatment	441.11
<b>Total Environmental Expenditure</b>	<b>932.10</b>

Year on year, we not only enhance the depth of our reporting but also sharpen and refine our data collection mechanisms and methodology.

We measure our environmental performance on absolute as well as specific consumption. As part of the reporting process the specific consumption is calculated by dividing absolute consumption by a denominator based on the nature of business. For instance, in case of manufacturing business units it is number of units produced, for services it is 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		
		2011-12	2012-13	2013-14
AD	Equivalent number of vehicles manufactured	312,852	355,310	345,702
FD	Equivalent number of tractors manufactured	362,642	316,258	407,572
Systech	Tonne of production	275,874	322,172	299,435
MIL	Tonne of production	239,035	251,841	242,229
MTWL	Number of vehicles manufactured	140,719	112,235	212,849
MVML	Number of vehicles manufactured	116,502	156,143	115,101
MSB	Tonne of packaging material	3,685	4,880	5,329
MReva	Number of vehicles manufactured	497	296	405
MEPC	Power generated in MWh	1,947	9,301	102,169
MWC	Acres of area developed and maintained	2,415	2,425	2,759
MLDL	Built up area in sq. ft.	897,049	836,926	1,625,617
MLL	Full-time equivalent employees	977	1,030	1,378
MHRIL	Room nights booked	236,556	259,387	267,760
FSS	Full-time equivalent employees	1,034	1,270	1,304
Tech M <sup>1</sup>	Full-time equivalent employees	57,505	52,483	55,560
MFCWL	Area of facility in sq. m.	9,422	9,422	NIS
MFCSL	Number of vehicles serviced	NIS	20,502	41,996
MRV	Full-time equivalent employees	NIS	2,294	2,371
SFD <sup>2</sup>	Tonne of production	NIS	NIS	23,970
NPD <sup>3</sup>	Equivalent dyes	NIS	NIS	464
CC	Area of facility in sq. m.	NIS	NIS	14,680
EPC	Tonne of production	NIS	NIS	5,705

<sup>1</sup>For 2011-12 and 2012-13 Tech M values includes both Tech M and Mahindra Satyam. <sup>2</sup>Swaraj Foundry <sup>3</sup>Nashik Plant2  
NIS - Not In Scope.

## AIR QUALITY

Of the five basic elements of nature, air engulfs us most comprehensively. Naturally, the importance of good air quality cannot be understated. As a global conglomerate with major presence in automotive, we adhere to major statutory emission norms and have streamlined monitoring mechanisms to keep a check on various pollutants on a regular basis.

In line with the revised National Ambient Air Quality Standards (NAAQS 2009), the Particulate Matter

(size less than 10 µm), (size less than 2.5µm), Sulphur Oxides (SO<sub>x</sub>) and Nitrogen Oxides (NO<sub>x</sub>) are commonly monitored at all the manufacturing and services locations. 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 2013-14

(in 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	62.31	24.64	30.57	23.05
FD	89.40	51.00	10.53	22.77
MIL	65.93	23.88	25.86	27.74
MLDL	70.85	28.66	9.15	18.61
MRV	57.33	21.33	4.67	6.08
MReva	32.99	15.45	4.04	10.77
MSB	73.28	33.93	21.81	23.01
MTWL	55.79	0.00	6.28	12.99
MVML	57.77	26.12	15.58	21.55
MWC	50.66	33.33	50.24	21.32
MFCSL	66.76	24.35	21.68	27.99
MHRIL	36.51	27.18	7.95	14.65
Systech	73.64	38.05	16.07	27.64
Tech M	52.42	30.68	6.41	20.47

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 given here are for the industrial area and time weighted average of 24 hrs.

### Air Emissions (Stacks) 2013-14

(in Tonne)

Sector	SPM	SO <sub>x</sub>	NO <sub>x</sub>
AD	29.93	4.39	5.45
FD	2.61	3.23	5.16
MHRIL	0.011	0.002	0.015
MIL	0.00	17.39	0.00002
MVML	0.06	0.26	0.02
Systech	201.15	366.48	23.10
MTWL	1.44	DNRM	DNRM
MReva	0.01	DNRM	DNRM
MRV	1.34	0.13	1.48
MLDL	0.040	0.025	0.037
MWC	22.12	14.60	17.76
Tech M	0.02	0.07	0.10

DNRM - Do not require monitoring as per the pollution control board

## OZONE-DEPLETING SUBSTANCES

The perils of Ozone-depleting Substances (ODS) have been known for more than three decades now. They have been identified, classified and mandated to be entirely discontinued as per Montreal Protocol.

Mahindra seeks to play a responsible role by keeping its actions Ozone-friendly. We have incorporated regulation on emission of

Ozone-depleting Substances like chlorofluorocarbons (CFC), Halons and Hydrochlorofluorocarbons (HCFCs), and have implemented multiple processes in our Environmental Management programmes to substantially reduce the use of ODS.

**In 2013-14, the Non-ODS (R134a) consumption stood at 126.08 Tonne vis-à-vis 97.64 Tonne in 2012-13.**



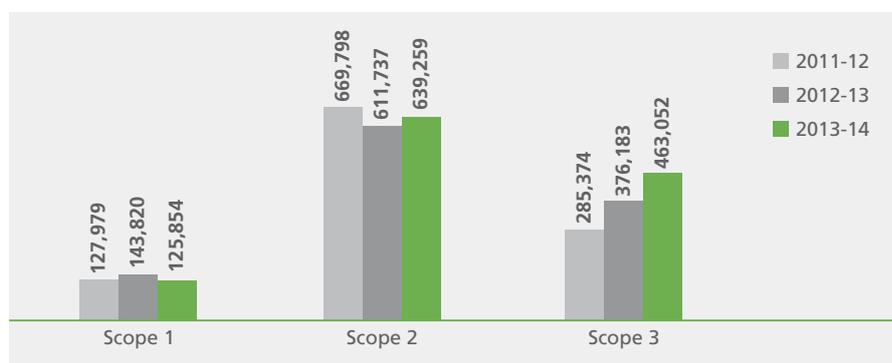
## GREENHOUSE GASES

Measurement is the first step towards mitigation. Not only have we been consistently measuring our emissions across the three scopes, we have also been actively driving initiatives to restrict the rate of their increase vis-à-vis the rate of increase in our production.



### Total Absolute GHG Emissions

(tCO<sub>2</sub>)



Note: As a continual improvement, sectors have improved their depth of reporting and have devised processes to capture Scope 3 consumption in detail. This has resulted in the increase of Scope 3 emissions compared to previous year.

## GHG Emissions Segmented by Source

(in tCO<sub>2</sub>)

Source	2011-12	2012-13	2013-14
<b>Scope 1 - Direct Emissions</b>			
Diesel / HSD	41,479	49,612	35,098
LDO	3,439	2,914	2,679
Petrol	238	322	470
FO	52,824	46,916	47,261
LPG + (Bharat Metal Cutting Gas)	15,063	24,605	15,190
Natural Gas + CNG	14,521	16,771	20,819
Propane	415	2,680	4,193
Others ( Charcoal + Gel fuel )	DNA	DNA	145
<b>Total</b>	<b>127,979</b>	<b>143,820</b>	<b>125,854</b>
<b>Scope 2 - Indirect Emissions</b>			
Electricity Purchased	669,798	611,737	639,259
<b>Scope 3 - Other Direct Emissions</b>			
Inbound Logistics, Outbound Logistics, daily commutation, air travel, paper consumption	285,374	376,183	463,052

DNA – Data Not Applicable

Note: The emissions from diesel decreased due to less running of Diesel Generating sets because of improved power supply from State Electricity Boards. The sectors use various fuels like diesel / HSD, natural gas / CNG, LPG, FO and propane, based on availability.

## GHG Emissions Sector-wise Composition

(in tCO<sub>2</sub>)

Sector	2011-12			2012-13			2013-14			
	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3	
Manufacturing Sectors	AD	19,587	110,652	38,159	27,287	106,696	168,927	20,908	103,959	169,536
	FD	22,190	76,609	68,488	17,605	67,513	108,917	15,162	74,766	192,557
	Systech	66,182	291,634	78,699	62,008	254,791	21,814	58,428	254,431	38,472
	MIL	152	1,953	42,648	97	2,435	3,088	164	2,396	22,079
	MTWL	2,156	4,566	3,321	1,438	3,444	2,327	1,757	5,112	4,513
	MVML	5,443	38,231	15,758	9,797	45,340	35,606	7,845	41,531	14,348
	MSB	170	730	7,852	153	768	4,816	137	802	1,380
	MReva	86	655	124	56	643	146	43	754	4,840
	SFD	NIS	NIS	NIS	NIS	NIS	NIS	1,399	22,265	95
	NPD	NIS	NIS	NIS	NIS	NIS	NIS	17	1,656	19
	EPC	NIS	NIS	NIS	NIS	NIS	NIS	4	3,588	6
Service Sectors	MEPC	NIS	13	DNA	NA	60	6	0	520	81
	MWC	524	6,284	346	744	6,322	341	658	7,236	167
	MLDL	685	657	1,123	475	601	639	2,172	1,280	2,274
	MLL	DNA	2,028	265	31	569	348	42	635	198
	MHRIL	2,036	8,726	349	2,332	7,878	279	1,941	8,943	703
	FSS	211	1,585	746	79	2,633	668	87	1,810	735
	Tech M	8,473	125,234	27,413	13,661	105,813	28,061	11,068	89,531	32,118
	MFCWL	84	241	83	46	145	3	NIS	NIS	NIS
	MFCSL	NIS	NIS	NIS	21	189	97	45	477	79
	MRV	NIS	NIS	NIS	7,992	5,897	99	3,979	15,140	1,786
	CC	NIS	NIS	NIS	NIS	NIS	NIS	NA	2,426	NA
<b>Total</b>	<b>127,979</b>	<b>669,798</b>	<b>285,374</b>	<b>143,821</b>	<b>611,737</b>	<b>376,183</b>	<b>125,854</b>	<b>639,259</b>	<b>463,052</b>	

Note :- NIS – Not In Scope, DNA – Data Not Available, NA – Not Applicable

## Total Specific Emissions

(in tCO<sub>2</sub> / unit of measure)

Sector	2011-12	2012-13	2013-14	% Reduction in 2013-14 over previous year	
	Scope 1+2	Scope 1+2	Scope 1+2	Scope 1+2	
Manufacturing Sectors	AD	0.416	0.377	0.361	4%
	FD	0.272	0.269	0.221	18%
	Systech	1.297	0.983	1.045	-6%
	MIL	0.0086	0.010	0.011	-5%
	MTWL	0.048	0.043	0.032	25%
	MVML	0.375	0.353	0.429	-21%
	MSB	0.244	0.189	0.176	7%
	MReva	1.491	2.361	1.968	17%
	SFD	NIS	NIS	0.987	-
	EPC	NIS	NIS	0.630	-
	NPD	NIS	NIS	3.610	-
Service Sectors	MEPC	0.007	0.0064	0.0051	20%
	MWC	2.819	2.914	2.861	2%
	MLDL	0.0015	0.001	0.002	-65%
	MLL	2.076	0.583	0.491	16%
	MHRIL	0.045	0.039	0.041	-3%
	FSS	1.737	2.135	1.454	32%
	Tech M*	2.325	2.276	1.811	20%
	MFCWL	0.035	0.020	NIS	NA
	MFCSL	NIS	0.010	0.0124	-21%
	MRV	NIS	6.054	8.604	-33%
	CC	NIS	NIS	0.165	-

\*for the years 2011-12 and 2012-13, Tech M value includes Tech M and Mahindra Satyam

NIS - Not In Scope | NA - Not Applicable

Notes:

- AD, FD, MTWL, MSB, MReva, MEPC, MWC, MLL, FSS, and Tech M have all recorded significant reduction in their specific combined Scope 1 & Scope 2 emissions as compared to previous year.

- The increase in MLDL consumption is due to inclusion of 3 new locations - Antheia (Pune), Ashvita (Hyderabad), Bloomdale (Nagpur), and increase in construction activities at existing Aqualily location.

- Systech, MIL, MVML, MLDL, MRV and MHRIL have recorded an increase in their combined specific Scope 1 & Scope 2 emissions compared to previous year. The respective sectors have been alerted.

## GHG Mitigation

Reducing energy consumption is a priority across the Group. Lesser the energy consumed lesser are the emissions. Given below is the sector-wise reduction in emissions during the reporting period.

Sector	Reduction in Emissions (tCO <sub>2</sub> )
AD	4,699
FD	23,130
FSS	7
MHRIL	222
MIL	4
MRV	37
MVML	817
MWC	96
Systech	2,440
MTWL	742
MReva	37
MSB	295
<b>Grand Total</b>	<b>32,526</b>

## Green Logistics at MLL

## CASE STUDY

Even a small change made in a large and important process can result in a major impact.

When Mahindra Logistics Ltd. (MLL) embarked on a journey to reduce the intensity of GHG emissions, it started where it mattered most – transportation which contributes more than 80% of MLL's revenue.

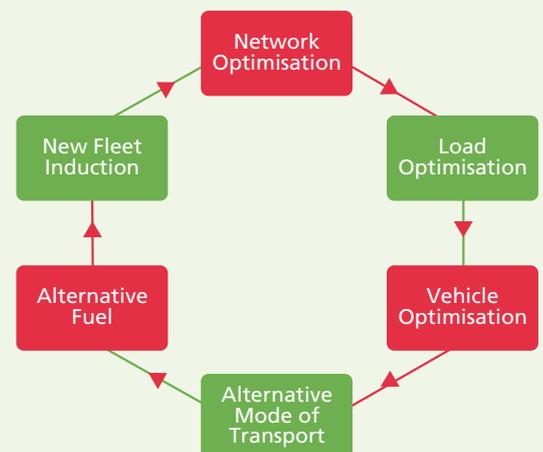
As part of a sustained programme to reduce GHG emissions in transportation, the following initiatives were undertaken:

### NETWORK OPTIMISATION

Aggregating the loads across the transportation network of MLL and ensuring that the right type of vehicle is deployed to meet the aggregated load, without compromising the service level deliverables of adhering to timelines and ensuring damage-free deliveries.

The inbound logistics of Automotive Division were taken up as a pilot. A thorough study in terms of volume and frequency was conducted and an appropriate network

comprising four Cross Docks (Consolidation / Deconsolidation centres) was established to handle these loads in an optimum manner. The outcome was deployment of higher capacity vehicles with full utilisation levels. This led to lower fuel consumption per unit, which not only resulted in a major GHG reduction but manifested in savings of 363,658 litres of diesel per annum. Plans are underway to cascade this drive to FES and other major customers of MLL as well.



## LOAD AND VEHICLE OPTIMISATION

Redesigning the vehicle and other logistical equipment to maximise the capacity utilisation of the vehicle.

Under the vehicle optimisation programme, to accommodate more units and fixtures in the vehicle, the trailer body and the packaging have

been redesigned, wherever required.

Under the load optimisation programme, the loads are decided for a shipment based on minimum idle time and dead runs of the vehicle, this leads to fuel optimisation.

Through these two optimisation drives across the various MLL units at AD and FD, the fuel consumption has gone down by 425,586 litres/year and GHG emissions have been curtailed by 1,191.64 tons/year.

## ALTERNATIVE MODE OF TRANSPORTATION & FUEL

In order to further reduce GHG emissions, MLL has started dispatching long distance goods through rail instead of road. During the year, MLL saved 17,906 tonne of CO<sub>2</sub> by using rail transportation.

As a pilot, electrically-operated Reva cars were also deployed for inter-facility transportation at one of the customer premises. The same

is being replicated at more customer premises.

To give a larger impetus to alternative fuels, MLL is interacting with local authorities to deploy CNG commercial vehicles in the Mumbai to Nashik-Igatpuri-Chakan corridor so that CNG can be filled in Mumbai for these trips.

## NEW FLEET INDUCTION

As part of this initiative, MLL has initiated the process of replacing older vehicles with newer ones, that are more fuel-efficient and meet new-age emission norms. Against a target of 2% of vehicles to be replaced, MLL replaced 7% of its vehicles within the prescribed age brackets for vehicle types.

## INITIATIVES

### Paperless Productivity at MMFSL

**The Personal Loan Application Processing (PLAP) facilitates capturing of personal loan enquiries at source and at every stage till approval / rejection of the application; thereby completely bypassing the use of paper-based stationery and reducing the Scope 3 emission figures.**

The PLAP can also perform the de-dupe function by syncing with E-Parichay and identifying existing customer using fingerprints. It is a core application engine integrated with various applications like collection handheld, two-way messaging, open source web application, and customer communication etc.



Conveyance Claim Module is an integrated module to process conveyance reimbursement payments to the field force. It maintains an MIS on productivity, efficiency and performance comparison across period, for approving authority. It is a completely paperless process that even frees the field force from the need to maintain manual records of local travels.

### MSSSPL first steel company to join India GHG Programme

A new industry led, voluntary programme called India GHG Programme, spearheaded by the World Resources Institute (WRI)-India, The Energy and Resources Institute (TERI) and Confederation of Indian Industry (CII), was launched in July 2013 at New Delhi. Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL) has joined this programme as a founding member company.



# Biodiversity

## PROJECT HARIYALI

Project Hariyali has been our flagship endeavour towards nurturing biodiversity. Initiated in 2007 with an objective to plant one million trees in a year, this initiative has been surpassing its target every year.

During reporting period, the Group planted 1,492,646 trees through the combined efforts of its employees and community partners.

We are fully aware that plantation is just the first step in the long journey, from saplings to the trees. Hence we continuously nurture them, monitor them and replant new ones in place of those that wither away.



Mahindra Hariyali:  
1 Million Tree  
Plantation in FY14.

## Sector Snapshot

Name of the Sector	Target	Number of trees Planted	Name of the Sector	Target	Number of trees Planted
After-Market Sector	5,000	5,008	Mahindra Partners Division	2,700	2,040
Auto & Farm Sectors	212,550	318,937	Real Estate Sector	22,000	22,533
Corporate Centre	1,000	1,000	Systech Sector	26,750	26,901
Financial Services Sector	62,000	68,481	Mahindra Two Wheelers Sector	10,000	5,122
Hospitality Sector	46,300	25,821	SUB - TOTAL	389,600	503,730
Information Technology Sector	1,300	27,887	Araku Valley Plantation	1,000,000	988,916
			<b>Total Number of Trees Planted</b>	<b>1,389,600</b>	<b>1,492,646</b>

## INITIATIVES

### A Deer Park in the midst of a Tech Park

The Tech Mahindra campus in Hyderabad has a unique feature that sets it apart from all the campuses in India's hi-tech city - a deer park.

The deer park was founded in 1997 and is, today, home to 18 deers and more than 8 species of birds. The zoo is Government recognised under Section 38H of the Wild Life (Protection) Act, 1972 issued by CZA (Central Zoo Authority). Tech Mahindra takes special care of all animal species with help of skilled veterinary officers.



### The Araku Hariyali Project: Three Millionth Tree

The valley of Araku, nestled in the northeast region of Andhra Pradesh, is home to various adivasi tribal groups. In spite of globalisation and accelerated development in India, the lives of the adivasis have not changed. To help alleviate this problem, Mahindra & Mahindra Ltd., the Danone (Fund for Nature) and the



Naandi Foundation initiated the Araku Hariyali Project in 2010.

In partnership with the Adivasi Community, the project team helps them create their own portfolio of fruit and forest trees that will sustain a healthy carbon rich ecosystem. The goal is to plant six million trees across a terrain of 6,000 hectares by 2015. This horticulture project will positively impact the lives of over 60,000 people residing in 300 villages.

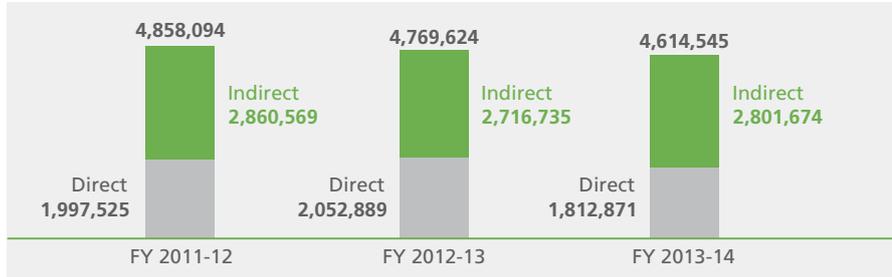
On 19th March 2014, three millionth sapling was planted by Mr. Rajeev Dubey - President (Group HR, Corporate Services & After-Market) & Member of the Group Executive Board, Mahindra & Mahindra Ltd.

# Energy

Energy is the cause and environmental footprint is the effect. Thus at Mahindra, energy constantly remains in the crosshair. We undertake cross-functional and cross-sectoral efforts, and implement strategic interventions every year, to enhance energy efficiency of our operations.

## Absolute Energy Consumption

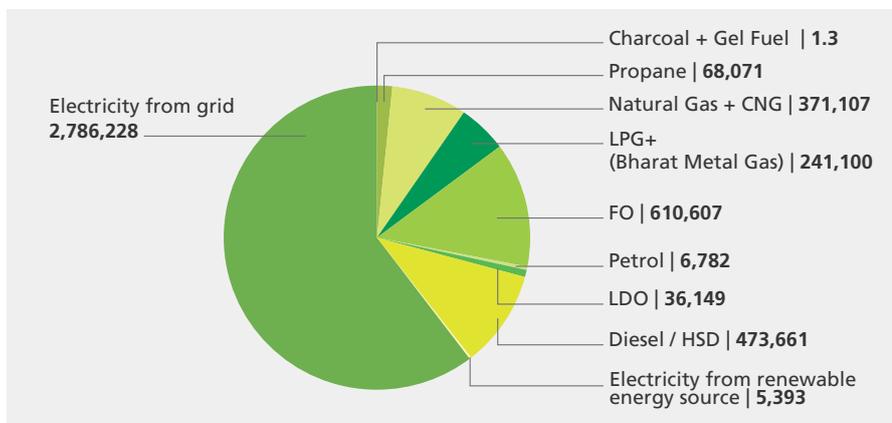
GJ



This year, we have managed to reel in the absolute consumption figures by keeping a keen eye on the direct energy consumption.

## Total Energy Consumption by Source

GJ



## Total Energy Consumption

GJ

	Sector	2011-12	2012-13	2013-14
Manufacturing Sectors	AD	876,163	896,715	791,612
	FD	657,875	557,304	560,202
	Systemch	2,173,951	1,961,753	1,902,017
	MIL	10,539	12,012	12,876
	MTWL	49,295	34,778	47,299
	MVML	306,487	353,208	322,217
	MSB	5,425	5,444	5,358
	MReva	3,735	4,073	4,016
	SFD	NIS	NIS	116,636
	EPC	NIS	NIS	15,801
	NPD	NIS	NIS	7,504
Service Sectors	MEPC	57	264	2,284
	MWC	33,383	38,289	40,394
	MLDL	12,011	9,107	34,879
	MLL	8,043	3011	3,332
	MHRIL	67,904	69,294	64,181
	FSS	9,557	12,669	9,090
	Tech M*	641,469	672,930	543,292
	MFCWL	2,199	1,310	NIS
	MFCSL	NIS	1,135	2,668
	MRV	NIS	136,328	118,234
	CC	NIS	NIS	10,650

Note: NIS - Not in Scope

\*for the years 2011-12 and 2012-13, Tech M value includes Tech M and Mahindra Satyam

## Specific Energy Consumption

(GJ / unit of measure)

	Sector	2011-12	2012-13	2013-14	% Reduction in 2013-14 over previous year
Manufacturing Sectors	AD	2.801	2.524	2.290	9%
	FD	1.814	1.762	1.374	22%
	Systech	7.880	6.089	6.352	-4%
	MIL	0.043	0.048	0.053	-11%
	MTWL	0.350	0.310	0.222	28%
	MVML	2.631	2.262	2.799	-24%
	MSB	1.472	1.116	1.005	10%
	MReva	7.516	13.760	9.915	28%
	SFD	NIS	NIS	4.866	-
	NPD	NIS	NIS	16.815	-
	EPC	NIS	NIS	2.770	-
Service Sectors	MEPC	0.029	0.028	0.022	20%
	MWC	13.823	15.789	14.641	7%
	MLDL	0.013	0.011	0.021	-91%
	MLL	8.232	2.923	2.418	17%
	MHRIL	0.287	0.267	0.240	10%
	FSS	9.243	9.976	6.970	30%
	Tech M*	11.155	12.821	9.778	24%
	MFCWL	0.233	0.139	-	-
	MFCSL	NIS	0.055	0.063	-15%
	MRV	NIS	59.428	49.867	16%
	CC	NIS	NIS	0.725	-

NIS - Not In Scope.

\*For the years 2011-12 and 2012-13, Tech M value includes Tech M and Mahindra Satyam

Note:

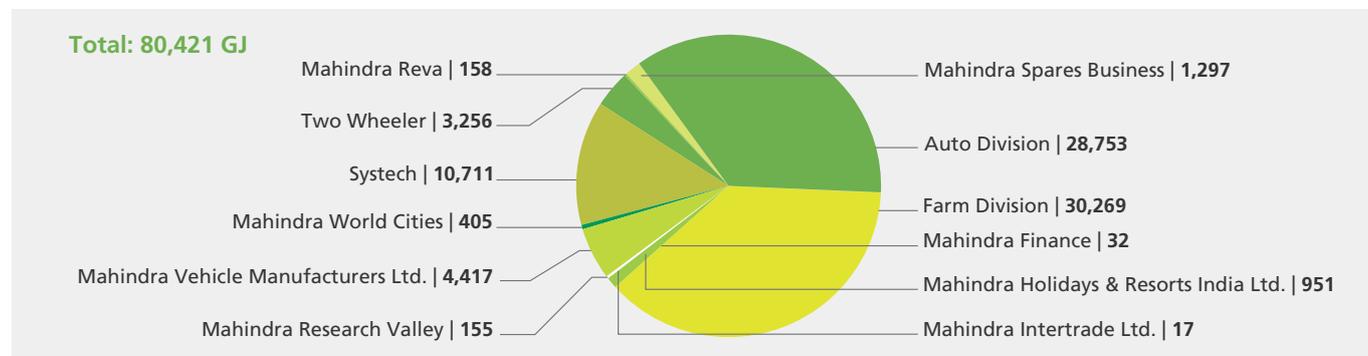
The specific energy consumption of AD, FD, MTWL, MSB, MReva, MEPC, MWC, MLL, MHRIL, FSS, Tech M and MRV has dropped in the current year, due to various energy conservation initiatives implemented by the respective sectors.

The increase in consumption at MLDL is due to inclusion of three new locations Antheia (Pune), Ashvita (Hyderabad), Bloomdale (Nagpur), and increase in construction activities at existing Aqualily location.

Systech, MIL, MVML and MFCSL have recorded an increase in the specific energy consumption. These sectors have been alerted accordingly.

## Energy Savings

(GJ)



## ENERGY SAVING INITIATIVES



### AUTOMOTIVE DIVISION

<div style="text-align: center;"><b>Kandivli</b></div>	<ul style="list-style-type: none"> <li>Heat recovered from exhaust chimney to preheat the air at paint shop. <b>Savings: INR 22.98 lacs per annum</b></li> <li>Electrical heating converted to gas heating in engine of PU washing machine. <b>Savings: INR 3.45 lac per annum.</b></li> </ul>
	<div style="text-align: center;"><b>Igatpuri</b></div> <ul style="list-style-type: none"> <li>Separate Air Compressor for operations.   <b>Savings: 13,000 kWh per annum.</b></li> <li>Introduction of cold washing system for washing machines on station no. 4 and 5, thus eliminating the need of electrical heaters. <b>Savings: 205,920 kWh per annum.</b></li> <li>Installation of Heat Pump for Bock Washing machine.   <b>Energy savings due to partial usage of electrical heaters: 104,400 kWh per annum.</b></li> <li>Installation of a 66 kW solar carport at administrative building under an operating expense model.   <b>Savings: INR 5 lacs per annum; Reduction in CO<sub>2</sub> footprint by 93 tonne per annum.</b></li> <li>Installation of a revolutionary 2 kW solar generator at the engine plant.</li> </ul>

## ENERGY SAVING INITIATIVES

 <b>AUTOMOTIVE DIVISION</b>	Nashik Plant 2	<ul style="list-style-type: none"> <li>Installation of energy-efficient Air Compressor. <b>Savings: 150,253 kWh per annum.</b></li> </ul>					
	Zaheerabad	<ul style="list-style-type: none"> <li>Installation of compressed air demand controller in paint shop. <b>Savings: 35,784 kWh per annum.</b></li> <li>Replacement of 150 W sodium vapour lamps with 43 W LED light fittings. <b>Savings: 2,976 kWh per annum.</b></li> </ul>					
	MVML	<ul style="list-style-type: none"> <li>Installation of low-voltage Lighting Transformer at 45 JPH paint shop. <b>Savings: 22,198 kWh per annum.</b></li> <li>Automation of ED cooling zone at 45 JPH paint shop. <b>Savings: 84,121 kWh per annum.</b></li> </ul>					
	Haridwar	<ul style="list-style-type: none"> <li>Voltage optimisation for lighting load: <table border="1" data-bbox="587 712 1481 801"> <tr> <td>Shop floor electrical load separation for better controlling</td> <td>Separation of Machinery load and lighting load</td> <td>Relocation of load in panel room</td> <td>Installation of new Servo stabiliser for lighting load</td> </tr> </table>   <b>Savings: 91,256 kWh per annum.</b> </li> <li>Switching to energy-efficient lights: <table border="1" data-bbox="587 913 1481 1003"> <tr> <td>Replaced MH roof lights with Mahindra Hinoday Induction lamps - 70 in Bolero PU and 36 in S1T PU</td> <td>32 street lights of 250 W each, were replaced with Mahindra Hinoday lights of 150 W each</td> </tr> </table>   <b>Savings: 102,000 kWh per annum.</b> </li> <li>Automation of Air Compressors: Two Air compressors - 90 kW GA90 and 110 kW Kaeser VSD are synchronised through programming, using differential pressure settings, to minimise energy consumption.</li> </ul>	Shop floor electrical load separation for better controlling	Separation of Machinery load and lighting load	Relocation of load in panel room	Installation of new Servo stabiliser for lighting load	Replaced MH roof lights with Mahindra Hinoday Induction lamps - 70 in Bolero PU and 36 in S1T PU
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 <b>MSB</b>	Kanhe	<table border="1" data-bbox="587 1232 1481 1344"> <tr> <td>Installation of power saver units at lighting distribution boards and air conditioner</td> <td>Introduction of auto cut-off timers for tubelights at mezzanine area</td> <td>Installation of Induction lamps</td> <td>Installation of Motion sensor</td> </tr> </table> <b>Savings: 22,328 kWh</b>	Installation of power saver units at lighting distribution boards and air conditioner	Introduction of auto cut-off timers for tubelights at mezzanine area	Installation of Induction lamps	Installation of Motion sensor	
Installation of power saver units at lighting distribution boards and air conditioner	Introduction of auto cut-off timers for tubelights at mezzanine area	Installation of Induction lamps	Installation of Motion sensor				
 <b>MReva</b>	Bengaluru	<ul style="list-style-type: none"> <li>Effective utilisation of solar generated power.   <b>Savings: 43,803 kWh per annum.</b></li> </ul>					
 <b>FARM DIVISION</b>	Rudrapur	<ul style="list-style-type: none"> <li>Power optimisation in compressed air generation by using Intermediate Flow Controller.   <b>Savings: 165,000 kWh per annum.</b></li> <li>Power saving through reduction in cycle time of washing machine. <b>Savings: 167,400 kWh per annum.</b></li> </ul>					
	Swaraj Plant 2	<ul style="list-style-type: none"> <li>Magnetic Induction lamps instead of Mercury Vapour lamps. <b>Savings: 29,400 kWh per annum.</b></li> <li>Relining of Gas Carburising furnace at Heat Treatment. <b>Savings: 51,840 kWh per annum.</b></li> </ul>					
	Kandivli	<ul style="list-style-type: none"> <li>Eliminated three circulation pumps by redesigning of CED tackles and loading pattern.   <b>Savings: 51,840 kWh per annum.</b></li> <li>Replaced conventional pumps with energy-efficient pumps. <b>Savings: 81,497 kWh per annum.</b></li> </ul>					
	Swaraj Plant 1	<ul style="list-style-type: none"> <li>Reduction in diesel consumption at paint shop.   <b>Savings: 190 kl per annum.</b></li> </ul>					

## ENERGY SAVING INITIATIVES

 <b>MTWL</b>	<b>Pithampur</b>	<ul style="list-style-type: none"> <li>▪ Installation of energy-efficient Screw Chilling Plant. <b>Savings: 326,459 kWh per annum.</b></li> <li>▪ Installation of VFD panel in ABS1 for exhaust blower. <b>Savings: 188,862 kWh per annum.</b></li> </ul>
 <b>MHRIL</b>	<b>Ashtamudi</b>	<ul style="list-style-type: none"> <li>▪ Conversion and retrofitting of LED bulbs.   <b>Savings :7,575 kWh per annum.</b></li> <li>▪ Installation of automatic timer for air conditioner and filter plant motor for swimming pool.   <b>Savings: 6,989 kWh per annum.</b></li> </ul>
	<b>Kumbhalgarh</b>	<ul style="list-style-type: none"> <li>▪ Replacement of 42 conventional 40 W tube lights with T5 28 W tube lights in utility area.   <b>Savings: 2,207 kWh per annum.</b></li> <li>▪ Replaced Halogen lamps with LED lamps.   <b>Savings: 6256 kWh per annum.</b></li> </ul>
 <b>MWC</b>	<b>Chennai</b>	<ul style="list-style-type: none"> <li>▪ Replaced Metal Halide and Sodium Vapour lamps with LED lights. <b>Savings: 112,564 kWh per annum.</b></li> </ul>
 <b>MPD</b>	<b>MIL - Kanhe</b>	<ul style="list-style-type: none"> <li>▪ Installation of heater-less vaporiser.   <b>Savings: INR 1,646 per day.</b></li> <li>▪ Heat recovery by immediate transfer of hot runners to the melting furnace. <b>Savings: 2 kg of LPG/hour; INR 3,840 per day.</b></li> <li>▪ Installation of heat recuperators to recover heat from flue gas. <b>Savings: 3.99 kg of LPG/hour; INR 7,660 per day.</b></li> <li>▪ Using a combination of rich and lean Exo-gas generator. <b>Savings: 35.2 kg of LPG/hour; INR 2,841 per day.</b></li> <li>▪ 60 HPSV lamps replaced with 33 induction lamps. <b>Savings: INR 107,827.2 per annum.</b></li> </ul>
 <b>SYSTECH</b>	<b>Composites - Pimpri</b>	<ul style="list-style-type: none"> <li>▪ Reduced the diesel consumption of TP-06, which had the heating capacity of six moulds but needed only three. By optimising the nozzle design, diesel consumption brought down from 55 ltr/hr to 30 ltr/hr. <b>Savings: INR 6 lac.</b></li> <li>▪ Functioning of 400T and 150T EP press optimised by modifying the PLC programme and the hydraulic circuit.   <b>Savings: INR 93,240 per annum.</b></li> </ul>
	<b>MUSCO - Kanhe</b>	<ul style="list-style-type: none"> <li>▪ Daily monitoring of power consumption, training given to maintenance staff through energy conservation workshops, installation of motion sensors at appropriate locations of the warehouse and conference rooms, installation of time-based sensors at appropriate locations and installation of power savers for air conditioners.</li> </ul>
	<b>Steel - Khopoli</b>	<ul style="list-style-type: none"> <li>▪ Installation of energy-efficient blower unit at forge shop. <b>Savings: 32,370 kWh per annum.</b></li> <li>▪ Automation for EBT moving duct motor.   <b>Savings: 30,941 kWh per annum.</b></li> <li>▪ Reduced heat loss in furnace due to pit cover modification and improved insulation.   <b>Savings: 402,990 kWh per annum.</b></li> </ul>
	<b>Stampings - Nashik</b>	<ul style="list-style-type: none"> <li>▪ Modification in press clamping motor circuit.   <b>Savings: 74,548 kWh per annum.</b></li> </ul>
<b>Forging - Chakan</b>		<ul style="list-style-type: none"> <li>▪ Reduced cycle time of Agitation Pump.   <b>Savings: 15,188 kWh per annum.</b></li> <li>▪ Intermittent running of LDO pump at Heat Treatment, instead of continuous operation.   <b>Savings: 8,736 kWh per annum.</b></li> </ul>

## ENERGY SAVING INITIATIVES



SYSTECH

### MGTPL - Rajkot

- A charge interlocking system with a charge presence limit switch was installed at the furnace. | **Saving: 9,329 kWh per annum.**
- Modified PLC programme of hydraulic motor. | **Savings: 14,316 kWh per annum.**
- Provided Air booster for nitrogen generator plant in HT shop to avoid usage of external N2 cylinder and separate compressor of N2 plant. | **Savings : 21,495 kWh per annum.**

### Stampings - Rudrapur

- Variable Frequency Drive (VFD) for Dip Degrease circulation pumps motors and coagulation pumps. | **Savings: 132,158 kWh per annum.**

### Foundry Division - Hinoday Urse

- Old electrolyte capacitors were replaced by energy-efficient capacitor which had faster Power Factor correction rate. | **Savings:112,545 kWh per annum.**
- Replaced the time-based moisture drain valves by fluid-based moisture drain valves in the compressor systems and using diaphragm valves instead of ball valves. | **Saving: 993,552 kWh per annum.**
- Reduction in compressed air consumption by using low pressure instead of high pressure, for cleaning purpose and eliminated usage of one cooling tower fan and pump at NL-1 furnace. | **Savings: 109,060 kWh per annum.**
- Trimming of water pump impeller to reduce power consumption at NL-2 furnace. **Savings: 58,988 kWh per annum.**

## Reduction in Thermal Energy Consumption, Automotive Division, Mumbai

## CASE STUDY

### CHALLENGE



Energy consumption was affecting the bottom lines of AD's Kandivli Plant.

### INTERVENTION

An intensive study was conducted at the Plant and the thermopac oven was found to be the highest fuel consuming equipment, i.e. around 1,800 m3 PNG per day. After intensive analysis of all the feasible solutions, it was decided that the best route would be to recover waste heat for preheating of combustion air, so that the oven would consume less fuel.

For this, a Heat Pipe Heat Exchanger (HPHE), a lightweight compact heat recovery system was pressed into service. It comprises a sealed container, a capillary wick structure and a working fluid. The benefits:



Lowers the power requirements and increases the overall thermal efficiency of the system



Capable of operating at 315° with 60% to 80% heat recovery capability



Maintenance free, zero cross- contamination

## OUTCOME

This energy saving intervention helped the Plant reap multiple benefits, which are listed below:

### Monetary savings

**INR 7.25 Lacs per annum**

### Operational benefits

**PNG gas saved:**  
22,700 scm/annum

**CO<sub>2</sub> emission reduction:**  
44 Tons /annum

Reduction in exhaust gas temperature leading to decreased surrounding temperature

### Scope for horizontal deployment:

After successful implementation at thermopac oven, horizontal deployment carried out at Thermopac oven 2:

**Body Top coat oven main entry oven**

**Body Top coat oven**

## OTHER SECTORAL INITIATIVES

Hinoday, Urse

### Over-achieving energy targets

During the reporting period, MHIL, Urse over-achieved its energy saving targets of 854 kWh/LMT by achieving savings of 892 kWh/LMT in October 2013 itself.

A host of initiatives were carried out to achieve this success, of which the key ones are listed here:

Compressor energy consumption reduced by **425 kWh per day**

Elimination of machine cooling tower & pump resulted in savings of **150 kWh per day**

Melting utility energy reduced by **400 kWh per day**

**Auto shut-off timers** for Fume extraction blowers

Rainwater harvesting helped save energy required for pumping river water

Electrical heating of Dust Collector heater banks converted to LPG heating, resulting in energy savings of up to **5,000 units per day**

Furnace cooling coil raw water pump impeller was trimmed to optimise its functioning and thereby reduce power consumption. This resulted in a saving of **120,000 kWh per year and annual monetary savings of INR 10.8 lac**

## Sharing green practices, Groupwide

Bluing makes the steel corrosion-resistant and increases its interlaminar resistance. Traditionally, the process had been plagued by three issues: high-processing cost owing to use of LPG, the inherent danger in operating a boiler on the shop floor, and non-uniform bluing.

After much deliberation, the team at MIL, Kanhe decided to create a homogenous atmosphere of Exo-gas and moisture by controlling the dew point of Exo-gas at generation. As a result of this, there was no need to provide extra steam / water for Bluing. Also, there was no need for a boiler now.



**This new process uses 7 kg of LPG less per hour compared to earlier process; resulting in fuel savings of 168 kg per day and cost savings of INR 13,440 per day (@ INR 80/kg).**



## MAHINDRA INSTITUTE OF QUALITY

### INITIATIVE

MIQ

#### Training Seminar 'Energy Management - The Mahindra Way'

Mahindra Institute of Quality (MIQ) and Group Sustainability conducted a programme, 'Energy Management-the Mahindra Way', at MIQ Nashik in October 2013. The focus was on Electrical & Thermal Energy and the objective of the programme was to enhance Energy Conservation through effective asset selection, process optimisation, resource utilisation and enhanced operational efficiency.

39 participants from businesses like AFS, Mahindra Forgings, Mahindra Gears, MUSCO Stampings, MEPC and MHRIL attended the programme. This year the knowledge-sharing was extended to the supply chain, and suppliers like Alicon Cast Alloy, AutoComp Corporation, Siddhi Forge and Sound Castings also attended the seminar.



## Water

A key learning from the crisis in Maharashtra during 2012, was that water shortage not only affects farm productivity, but it is also detrimental to industrial output. Thus at Mahindra, we have undertaken a water footprinting exercise and our conservation initiatives range from harvesting to replenishing and recharging to recycling.

This year, walk through water audits were conducted at Mahindra Gears, Chakan and Rajkot plants.

### Water Consumption by Sector

m<sup>3</sup>

	Sector	2011-12	2012-13	2013-14
Manufacturing Sectors	AD	914,193	958,525	843,885
	FD	699,621	573,971	653,408
	Systemtech	1,595,308	1,417,451	1,204,223
	MIL	51,323	43,869	37,058
	MTWL	55,097	47,146	53,880
	MVML	446,725	488,721	392,371
	MSB	22,019	16,952	13,562
	MReva	8,093	16,172	12,942
	SFD	NIS	NIS	60,417
	EPC	NIS	NIS	22,225
	NPD	NIS	NIS	8,333
Service Sectors	MEPC	DNA	DNA	6,488
	MWC	1,400,377	1,558,412	1,761,917
	MLDL	202,363	114,657	434,278
	MLL	185	13,894	13,896
	MHRIL	308,374	297,356	285,612
	FSS	4,162	11,299	13,990
	Tech M	635,512	682,665	615,610
	MFCWL	2,297	358	NIS
	MFCSL	NIS	1,187	2,879
	MRV	NIS	17,640	34,627
	CC	NIS	NIS	48,892

## Specific Water Consumption

m3 per unit of measure

	Sector	2011-12	2012-13	2013-14	% Reduction in 2013-14 over previous year
Manufacturing Sectors	AD	2.922	2.698	2.441	10%
	FD	1.929	1.815	1.603	12%
	Systech	5.783	4.400	4.022	9%
	MIL	0.215	0.174	0.153	12%
	MTWL	0.392	0.420	0.253	40%
	MVML	3.920	3.130	3.409	-9%
	MSB	5.975	3.474	2.545	27%
	MReva	16.28	54.64	31.955	42%
	SFD	NIS	NIS	2.521	--
	NPD	NIS	NIS	17.96	--
	EPC	NIS	NIS	3.896	--
Service Sectors	MEPC	DNA	DNA	0.064	--
	MWC	579.866	642.644	638.607	1%
	MLDL	0.209	0.137	0.267	-95%
	MLL	0.190	13.490	10.084	25%
	MHRIL	1.303	1.146	1.067	7%
	FSS	4.030	8.897	10.728	-21%
	Tech M	11.05	13.00	11.08	15%
	MFCWL	0.244	0.038	--	--
	MFCSL	NIS	0.058	0.069	-18%
	MRV	NIS	7.69	14.604	-90%
CC	NIS	NIS	3.331	--	

Note:

NIS - Not In Scope

DNA - Data Not Available

• The specific water consumption at AD, FD, Systech, MIL, MTWL, MSB, MReva, MLL, MHRIL and Tech M reduced as compared to last year due to a concentrated water conservation drive and various projects undertaken.

• The increase in consumption at MLDL is due to inclusion of three new locations- Antheia (Pune), Ashvita (Hyderabad) and Bloomdale (Nagpur), plus an increase in construction activities at existing Aqualily location.

• MVML, FSS, and MFCSL have recorded an increase in the specific consumption. These sectors have been alerted accordingly.

• Increase in water consumption of MRV is due to new construction activity of Mahindra Technical Academy and Recreation centre

• Mahindra World City supplies water to Mahindra Research Valley, Iris Court and Aqualily locations of MLDL. To avoid double accounting, the Group consumption does not include the water consumption of these three sites in the year 2013-14; 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 6,102,052 kl.

## Water Withdrawal by Source

%

Source	2011-12	2012-13	2013-14
Municipality water	33.17	33.04	32.94
Surface water	21.01	17.54	19.00
Groundwater	37.41	38.83	38.86
Rainwater	0.79	1.98	2.33
Tanker	7.45	8.42	8.68
Bottled Water	0.17	0.19	0.42
Wastewater from other source	NIS	NIS	1.09

## Volume of Water Recycled and Reused

Source	Volume of water recycled & reused (m <sup>3</sup> )	% of water recycled & reused of total water consumption
AD	232,261	27.52
FD	126,446	19.35
MHRIL	173,301	60.68
MReva	2,772	21.42
MWC	499,423	21.32
Systech	184,726	15.34
MTWL	14,463	26.84
MIL	1,600	4.32
MVML	30,574	7.79

For maximum utilisation of the resource, water is recycled and reused after treating it in the effluent and sewerage treatment plants. It is used back in the process, as well as for gardening and flushing purposes.

During the reporting year, MHRIL recycled and reused 60% of its water consumption.

## DISCHARGED WATER QUALITY

We maintain zero discharge of wastewater pollutants and periodically monitor the quality of discharged water via internal and external agencies. The values have always been found to be within the guidelines and limits, defined by the State Pollution Control Boards and local regulatory authorities.

### Enhancing the Value of Wastewater with Bio-Sanitiser

### CASE STUDY

## CHALLENGE



The Sewage Treatment Plant (STP) at MSSCL's Kanhe facility was using the conventional methodology of adding chemicals for treating sewage, and power operated agitators. There was a continuous odour emanating not just from the STP but also from the treated water. This foul smell rendered the treated water unusable, even for gardening purpose. Thus, the energy and resources spent on the wastewater recycling were going down the drain.

## INTERVENTION

For any environmental measure to be truly sustainable, it needs to be based on sound economics.

After a series of discussions with Group Sustainability, alternative ecotechnology was adopted in place of conventional technology. The STP was retrofitted with a Bio-Sanitiser. Developed in India, this treatment, once placed in the flow of wastewater, can aerate and treat the sewage without any recurring costs like power, additional machinery or chemicals. This oxygen-rich water also becomes a resource for eco-sanitation.

The project was initiated in March 2013 and completed in May 2013, in phases.

Stage-wise introduction of enzyme	Gradual stoppage and removal of electrical devices like pumps, blowers and filters	Switching off 'Agitators / Aerators' in old STP tank after few days to allow stabilisation of system	
Use of existing 'Tube Settler' in one of the STP tanks	Bypassing Sand and Graphite filters	Dosing in treated water storage tank	Testing the water quality at regular intervals

## OUTCOME

After installation of the bio-sanitiser, following outcomes have been achieved:

### POWER SAVINGS

40 units of electricity is being saved every day; leading to savings of INR 95,000 per year



### COST SAVING

The annual maintenance contract is no longer required; leading to savings of INR 2.88 lac



### SAFETY OF WATER

No chemicals are being used at the STP



### ENHANCED USABILITY

The treated water is now odourless. It can be used in gardening and thus, there is no need to order tankers.



A second phase is now under execution for further improvements like eliminating suspended solids, and enhancing the capacity of storing treated water. Additionally, a template has now been created for other units and Group Companies to study and emulate.

## Water Management - The Mahindra Way

Mahindra Institute of Quality (MIQ) and Group Sustainability have continued their journey towards water conservation by conducting the second batch of training programme - 'Water Management - The Mahindra Way', in March 2014.

The programme covered key topics related to Water - Global & India Scenario, Audits & Accounting,

Demand Management, Distribution and Pumping, Stakeholder Perspective towards Sustainability, Statutory requirements, Quality parameters, Treatment Approaches, Watershed Management at Damoh, Rainwater Harvesting and sharing of best practices from Zaheerabad and Igatpuri. The participants also visited the AD plant at Nashik to understand the processes used to achieve over

50% reduction in water usage in the past few years.

27 participants from various M&M businesses attended the programme. In addition to Mahindra employees, the programme was also open to students and administration officers from Mahindra United World College of India (MUWCI) and suppliers of Group companies.

## WATER CONSERVATION INITIATIVES AT VARIOUS LOCATIONS

SFD

### Innovative RO Plant

Swaraj Plant 2 withdraws approximately 4 lac litres of groundwater per day for production, domestic cooling, housekeeping and gardening, etc. Continuing its commitment towards sustainability and green manufacturing practices, it has installed a Reverse Osmosis (RO) Plant with a capacity of 1.5 lac litres per day, whereby 1 lac litres per day of treated wastewater will be channelled back into the process (for production / cooling etc.).

A unique feature of this plant is that instead of disposing the reject water (RO reject) in evaporation unit as practised in other units, this Plant will reuse it for gardening / plantation after mixing it with treated sewage wastewater. A similar RO plant has also been set up at AD, Kandivli.



Systech

### Channelising Rainwater

In order to channelise the freely flowing rainwater from behind the NL-0 plant of Systech's Urse Foundry Unit, a bund was constructed and a pipeline was laid to safely extract the water and use it for Plant's consumption. The total cost of constructing the bund and procuring the motor and pipes came to INR 61,000. Today, the Unit gets approx. 180,000 litres of rainwater every day during monsoon at the cost of INR 360 per day, against an earlier cost of INR 3,078 per day to extract the water using pumps.



MUWCI

### Water Management Project

Mahindra United World College of India (MUWCI) is an international pre-university residential college located on a 180-acre biodiversity reserve outside of Pune, India. In view of its dependence on Mula river as its primary source of water and high per capita water consumption, MUWCI initiated a number of water conservation measures.

- 240 million litres of rainwater can be channelised every year, through an intricate network of continuous contour trenches and check dams, to recharge groundwater
- Sustained rainwater harvesting measures, largely utilising existing buildings and storm drainage network, have resulted in saving of 4,000 KL of water
- To supplement an existing STP, a more eco-friendly STP was introduced in 2014. It treats 20 KLD grey water from cafeteria, without any chemicals. This water is then used for irrigating the Campus' Wada 5 garden

## Integrated Watershed Management Project - An Update

The Integrated Watershed Management Project is a five-year comprehensive intervention programme spearheaded by FES, spanning environmental and social bottom lines. On completion, it is slated to drive positive change in the lives of more than 20,000 villagers spread across 32 villages of Damoh district in Madhya Pradesh.

The project, initiated in 2012, covers a multitude of initiatives ranging from better management of water, mobilising community through formation of community-based organisations, increasing area under cultivation, and enhancing the overall quality of life through enhanced livelihood opportunities.

### WORK DONE SO FAR

- 31 check dams constructed, and 35 ponds and tanks built
- 4,337+ structures like stone outlets, gully plugs, gabion completed
- 300 km of trenches and bunds built
- Plantation of 36,000 saplings of forestry & horticulture species
- Vegetative plantations on 194.70 hectares of land

### IMPACT

- Incremental storage capacity of 1,486.65 million litres of water.
- Additional irrigation avenue for 550+ hectares
- An area of 92 hectares of wasteland, brought under cultivation

## MUSCO, Nashik Reduction of Water Consumption

Water conservation continued to remain a key focus at MUSCO, Nashik where the following initiatives were implemented during the reporting period.

- **Water Usage Audit:** Review of all types of water usage within the Plant from intake to discharge.
- **Flow reducers fitted on water taps;** reducing the water flow from 14.8 lit to 3.4 lit per min.
- **All domestic wastewater now treated at the STP** and utilised for gardening. The unit also installed three rain guns in garden.
- **Awareness about water conservation** enhanced through training and educational films

### IMPACT

- Water consumption reduced **from 80.6 KLD in FY 12 to 71.7 KLD in FY 13.**

## AD, Nashik Water Conservation

With an aim to become a water-neutral unit, AD Nashik initiated following interventions.

At the paint shop ASU, the humidity was previously being controlled by throttling of pump delivery through motorised valve. Now, it is being maintained through VFD on ASU pump. This initiative saves 300 m<sup>3</sup> of water annually.

- Water conservation best practices like push taps, throttling valves, taps with orifice, foam taps, continuous water monitoring and waterless urinals resulted in water savings ranging from 5% to 20% at their respective locations.
- Implementation of above ground piping, saves 91,250 m<sup>3</sup> per year.
- Centralised distribution tank maintains uniform pressure throughout the facility.
- The Hydro MPC system for compressor will save 1,500 m<sup>3</sup> per year.
- Natural draught for compressor saves 1,800 m<sup>3</sup> per year.
- On the shop floor, previously radiators were being filled with water manually. An automatic filling system (including scanning of vehicle model) will save 110 m<sup>3</sup> of water per annum.
- Installation of skid sensors to control the spray ring operation will save 2,700 m<sup>3</sup> per annum.
- Water usage has been reduced in the canteens; leading to annual saving of 2,100 m<sup>3</sup>.

Since 2009, a total of 51 projects have been initiated at the Unit. Together, they save 286,345 m<sup>3</sup> of water and INR 52 lac every year.

## AD, Nashik Enhancing the use of harvested rainwater

On analysing the water consumption data of the Nashik unit of AD, it was found that while 33% of the Plant's water requirement was fulfilled by treated water from the STP, the rest 67% was being sourced as raw water from MIDC. In order to achieve its goal of becoming a water-neutral unit, AD Nashik decided to form a Cross-functional Team (CFT) to increase rainwater harvesting.

**Towards this, following steps were undertaken:**

- A pond to store 3,500 m<sup>3</sup> of water was made at an unused bare land
- 1/3rd area of the plant has been covered under the catchment area of the pond
- Domestic tanks of 500 m<sup>3</sup> capacity were installed instead of RCC tanks
- Three innovative collapsible storage tanks of 25 m<sup>3</sup> capacity each, were installed
- Since May 2013, the usage of the harvested rainwater has increased by 21 times.

Usually, the value of water is only realised when it becomes scarce. AD, Igatpuri understood the importance of water and initiated proactive measures, based on four broad aspects, to ensure judicious and continued use of water:

### Accounting and monitoring

Cross functional teams were formed and water meters were installed at all prominent locations. Detailed water audit was done to identify areas of high water consumption.

### Changing process and addressing abnormalities

Abnormalities like leaking water lines, frequently overflowing cooling tower tanks and unusually frequent cleaning schedules were identified and addressed.

### Recycle and reuse

Encouraged the use of treated wastewater and installed bio filter plants and root-zone technology STP to treat canteen waste and domestic sewage respectively.

### Rainwater harvesting

Special arrangements were made to harvest the rainwater from the rooftops of various manufacturing locations of Igatpuri.

Not wanting to stop at just bringing down the consumption of water, AD Igatpuri also analysed the resource pattern for water usage. It found that a large quantity of alternative water, sourced from ETP/STP or rainwater harvesting, was being used for landscaping. In order to balance the water mix and channel more water for plant requirement, following processes were implemented:

- Proper rationing of alternative water
- Promoting the principles of Xeriscaping and planting native plant species

The geographical and geological attributes of Igatpuri plant presented unique challenges and opportunities. While the hilly terrain made transportation of water difficult and costly, the rocky topography and slopes show less percolation and are more suited for harvesting the rainwater that was otherwise just flowing away.

- Two locations with V-shaped valleys and good water retention potentials were identified and a large, shallow
- catchment area was developed in a cost-effective manner
- An existing abandoned quarry was also identified for its water storage potential

The water conservation spirit of AD Igatpuri goes beyond its plant boundaries. In order to alleviate the water scarcity problem of the local residents owing to long summers and low catchment levels of the local Talegaon dam, around 50 regular employees & contract employees from the Unit helped the city residents construct a new bund and lay pipelines. Through these measures, the proposed catchment increased to 2,400 kl/day.

**In all, two artificial lakes were created to store approx. 29,000 kl of rainwater.**

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Through these measures, the AD Igatpuri's specific water consumption has reduced by 66.7% since FY 07.

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## Replenishment of the Kolavai lake Mahindra World City, Chennai

CASE STUDY

### CHALLENGE

Spread across 802 hectares with a capacity to hold nearly 476 million cubic feet of water, Kolavai lake is the lifeline of Mahindra World City, Chennai. As the lake is located in a rocky region, the ground water recharge is not much. This makes it essential to restore the lake to sustain water quality in the surrounding villages.

### INTERVENTION

MWC, Chennai has taken up the task of replenishing the lake via rainwater harvesting and stormwater management. A network of stormwater drains has been constructed along all the roads & buildings connected to the lake.

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The total run-off from roof and non-roof areas is over 15,000 m<sup>3</sup>/day and 100% of stormwater run-off is diverted to the lake.

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Restoration measures such as de-silting, de-weeding, solid waste management, capacity restoration, strengthening of embankments and erosion control have been taken up. A common STP arrests wastewater flowing into the lake.

### OUTCOME

Water levels are maintained in the Lake throughout the year. Groundwater levels and water quality has been enhanced in the surrounding villages. The rejuvenated Kolavai Lake has also restored its pride as a tourist attraction.



## Benchmarking an evergreen landscape Mahindra World City, Jaipur

CASE STUDY

### CHALLENGE

A landscape designed to inspire, struggled to survive the intense climate at MWCJ. A startling number of withered saplings indicated that the team needed to think afresh.

### INTERVENTION

Existing plants were replaced with select plants suitable for the region. With renewed efforts, the garden once again started blooming with small shrubs. However, the cost of procurement of these new species was very high as these were not available in the local market. To counter this, the team established an in-house nursery for these plants and successfully built capacity within MWCJ.

### OUTCOME

With dedicated research and execution, this nursery has become a repository of best practices in horticulture.

Over 5,000 saplings planted from the nursery form a natural ecosystem at MWCJ. The nursery also supplies plants to the residing companies at MWCJ, the parent group company Mahindra and Mahindra, as well as to other companies in the adjoining campuses.



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This not only reduces costs but also provides a potential revenue stream and helps build relationships with existing and new clients.

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# Materials

The sustainability quotient of any product depends on the quantity and the quality of materials used in producing it. At Mahindra we address both, the amount and the kind of material used.

## Sector-wise Materials Consumption

Material	2011-12	2012-13	2013-14
<b>AD</b>			
Semi-manufactured (Tonne)	605,661	875,128	846,235
Associated material (Tonne)	629	0	0
Packaging material (Tonne)	142	0	0
<b>Total (Tonne)</b>	<b>606,432</b>	<b>875,128</b>	<b>846,235</b>
Semi-manufactured (kl)	DNA	3,260	5,579

Note: The quantity of semi-manufactured material which was reported in 2012-13 as 5,417 kl is corrected to 5,417 l. Associated material is merged with semi-manufactured. For the year 2012-13, it is a total of Associated Material (3,254 kl) + Semi Manufactured Material (5,417 l or 5.417 kl) = 3,254 + 5.417 = 3,260 kl

DNA - Data Not Available

### MVML

Semi-manufactured (Tonne)	105,830	144,203	91,599
<b>Total (Tonne)</b>	<b>105,830</b>	<b>144,203</b>	<b>91,599</b>
Semi-manufactured (kl)	DNA	1,017	1,769

### FD

Semi-manufactured (Tonne)	536,375	418,681	727,419
Associated material (Tonne)	146	121	126
Raw material (Tonne)	0	0	21,785
Packaging material (Tonne)	1,269	886	538
<b>Total (Tonne)</b>	<b>537,790</b>	<b>419,688</b>	<b>749,868</b>
Semi-manufactured (kl)	DNA	7,935	12,177
Associated material (kl)	DNA	3,456	5,507
Raw material (kl)	DNA	387	0
<b>Total (kl)</b>	<b>DNA</b>	<b>11,778</b>	<b>17,684</b>
Semi-manufactured (Nos.)	DNA	149,752	194,156
Raw material (Nos.)	DNA	37,473	48,525
<b>Total (Nos.)</b>	<b>DNA</b>	<b>187,225</b>	<b>242,681</b>

Note:- For the year 2013-14, Farm Division includes material consumption of Swaraj Foundry and EPC Industrie Limited, which are newly added in scope.

### Systemch

Semi-manufactured (Tonne)	345,436	500,888	266,381
Associated material (Tonne)	31,343	42,458	30,061
Raw material (Tonne)	17,117	17,442	12,959
Packaging material (Tonne)	1,817	1,348	1,481
<b>Total (Tonne)</b>	<b>395,713</b>	<b>562,136</b>	<b>310,882</b>
Semi-manufactured (kl)	DNA	DNA	22
Associated material (kl)	DNA	466	515
Raw material (kl)	DNA	65	14
<b>Total (kl)</b>	<b>DNA</b>	<b>531</b>	<b>537</b>
Associated material (Nos.)	78,008	19,616	25,818
Raw material (Nos.)	DNA	11,698	0
Packaging material (Nos.)	4,364,929	1,669,615	1,985,361
<b>Total (Nos.)</b>	<b>4,442,937</b>	<b>1,700,929</b>	<b>2,011,179</b>
Raw material (MTR)	DNA	73,560	0
Packaging material (MTR)	DNA	0	75,601

### MWC

Semi-manufactured (Tonne)	9,013	1,557	5,179
Raw material (Tonne)	21,582	13,233	6,594
<b>Total (Tonne)</b>	<b>30,595</b>	<b>14,790</b>	<b>11,773</b>
Semi-manufactured (Rmt)	DNA	653	0

**MIL**

Semi-manufactured (Tonne)	199,867	121,840	182,744
Associated material (Tonne)	602	4	5
Raw material (Tonne)	DNA	93,526	0
Packaging material (Tonne)	1,917	2,343	1,628
<b>Total (Tonne)</b>	<b>202,386</b>	<b>217,712</b>	<b>184,377</b>
Associated material (Nos.)	9	9	0
Associated material (kl)	DNA	2	4
Packaging material (MTR)	DNA	51,010	540
Packaging material (CFT)	DNA	DNA	4,919

**MTWL**

Semi-manufactured (Tonne)	15,417	12,218	24,063
Associated material (Tonne)	199	34	48
Packaging material (Tonne)	181	84	135
<b>Total (Tonne)</b>	<b>15,797</b>	<b>12,336</b>	<b>24,246</b>
Semi-manufactured (kl)	DNA	440	594
Associated material (kl)	DNA	113	225
<b>Total (kl)</b>	<b>DNA</b>	<b>553</b>	<b>819</b>

**MSB**

Packaging material (Tonne)	3,685	4,878	5,125
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**MLDL**

Semi-manufactured (Tonne)	130,068	96,901	325,096
Associated material (Tonne)	53	112	--
Raw material (Tonne)	48,710	80,140	268,267
<b>Total (Tonne)</b>	<b>178,831</b>	<b>177,153</b>	<b>593,373</b>
Associated material (Nos.)	6,221	0	4,517
Semi-manufactured (Nos.)	1,589,129	0	7,969,208
Raw Material (Nos.)	DNA	DNA	636
<b>Total (Nos.)</b>	<b>1,595,350</b>	<b>0</b>	<b>7,974,361</b>
Semi-manufactured (kl)	0	8,889	0
Associated material (kl)	0	1	13.83
<b>Total (kl)</b>	<b>0</b>	<b>8,890</b>	<b>13.83</b>

**MReva**

Semi-manufactured (Tonne)	DNA	252	268
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**MFCSL**

Semi-manufactured (Tonne)	NIS	0	0.52
Associated material (Tonne)	NIS	0.22	0
Raw material (Tonne)	NIS	0.03	0
<b>Total (Tonne)</b>	<b>0</b>	<b>0.25</b>	<b>0.52</b>
Semi-manufactured (kl)	<b>NIS</b>	<b>22</b>	<b>69</b>
Associated material (kl)	NIS	8	0
Raw material (kl)	NIS	3	0
<b>Total (kl)</b>	<b>0</b>	<b>33</b>	<b>69</b>
Semi-manufactured (Nos.)	<b>NIS</b>	<b>89</b>	<b>665</b>
Associated material (Nos.)	NIS	43	0
Raw material (Nos.)	NIS	13	0
<b>Total (Nos.)</b>	<b>0</b>	<b>145</b>	<b>665</b>

**PRINTER CARTRIDGE & TONNER CONSUMPTION**

Nos.

Sector	2011-12	2012-13	2013-14
MLL	288	701	379
FSS	61	84	62
Tech M	4,391	2,089	1,372

Note: For 2011-12 & 2012-13 Tech M includes the quantities of the cartridges / toners consumed by MSat

# Waste

We continually regulate the waste generated across operations with the help of well-charted processes. Our primary focus is to curb the production of waste through change in design, manufacturing process, and / or using alternative material.

Despite our efforts, waste is a reality and we are equipped to deal with it responsibly. The waste is segregated into appropriate categories and

disposed off accordingly. Majority of our waste is sold to third party contractors for proper disposal. This major chunk, consists of non-hazardous waste which eventually finds its way into large-scale recycling or reuse. Hazardous waste, on the other hand is directed to authorised common hazardous waste collection vendors who are equipped with the requisite treatment, storage and disposal facilities.



## GROUP TOTAL

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	7,623	7,219	9,219
Solid (Nos.)	177,574	175,269	193,863
Liquid (kl)	808	2,038	2,467
Liquid (Nos.)	DNA	3,205	122

### Non-Hazardous Waste

Solid (Tonne)	208,460	225,701	176,800
Solid (Nos.)	87,596	156,490	81,454
Liquid (kl)	1.56	0	0

## AD

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	7,622.80	3,187	3,121
Solid (Nos.)	177,574	4,144	50,440
Liquid (kl)	808	373	143
Liquid (Nos.)	0	3,075	0

### Non-Hazardous Waste

Solid (Tonne)	208,460	73,049	50,285
Solid, Tyres, Drums etc. (Nos.)	87,596	86,483	16,955
Liquid (kl)	1.56	0	0

## FD

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	797	713	1,210
Solid (Nos.)	38,220	46,316	45,702
Liquid (kl)	143	162	85

### Non-Hazardous Waste

Solid (Tonne)	13,191	20,865	13,377
Solid (Nos.)	22,725	7,747	954

Note:

- Hazardous solid waste (Tonne) 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 (Tonne) includes wooden, steel, metal scrap, food waste, paper waste, plastic scrap, rubber scrap

- Non-hazardous solid waste (Nos.) includes empty containers / barrels

Note:

AD includes waste generated at Nashik Plant 2, which is newly added in the scope.

Note:

FD includes waste generated at Swaraj Foundry, EPC Industrie Ltd., which are new additions to the scope.

## Systech

<b>Hazardous Waste</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Solid (Tonne)	3,653	2,339	4,014
Solid (Nos.)	17,273	33,597	35,314
Liquid (kl)	166	149	112
Containers with Liquid (Nos.)	DNA	70	0

## Non-Hazardous Waste

Solid (Tonne)	113,386	98,120	85,834
Solid (Nos.)	696	3,091	568
Liquid (kl)	1	0	0

## MHRIL

<b>Hazardous Waste</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Solid (Tonne)	0	0	1
Solid (Nos.)	2	690	873
Liquid (kl)	4.7	108	1

## Non-Hazardous Waste

Solid (Tonne)	430	590	551
Solid (Nos.)	DNA	1,204	1,378

## MFCSL

<b>Hazardous Waste</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Solid (Nos.)	NIS	9,112	17,377
Liquid (kl)	NIS	6	28

## MIL

<b>Hazardous Waste</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Solid (Tonne)	0.7	1	1
Solid (Nos.)	0	42	0
Liquid (kl)	7.2	8	61

## Non-Hazardous Waste

Solid (Tonne)	9,715	10,549	8,429
Liquid (kl)	0.56	0	0

## MWC

<b>Hazardous Waste</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Batteries (Nos.)	332	0	0

## Non-Hazardous Waste

Solid (Tonne)	822	1,094	1,954
Containers (Tonne)	5.5	0	0

## MLDL

<b>Hazardous Waste</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Solid (Nos.)	DNA	DNA	12

## Non-Hazardous Waste

Solid (Tonne)	58	328	564
Solid (Nos.)	DNA	DNA	10,361

## MTWL

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	305	172	157
Solid (Nos.)	486	0	0
Liquid (kl)	3.6	5	8

## Non-Hazardous Waste

Solid (Tonne)	1,269	1,801	1,861
Solid (Nos.)	32,796	55,563	47,701

## FSS

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	DNA	0.15	4

## Non-Hazardous Waste

Solid (Tonne)	7.12	0	0
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## MSB

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	0.38	5	0
Solid (Nos.)	14	31	3
Liquid (kl)	0.14	14	0

## Non-Hazardous Waste

Solid (Tonne)	1,463	1,578	1,671
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## MVML

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	625	771	690
Solid (Nos.)	0	78,260	43,628
Liquid (kl)	112	208	155

## Non-Hazardous Waste

Solid (Tonne)	11,599	17,186	11,570
Solid (Nos.)	0	2,270	3,452

## Tech M

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	78	30	14
Solid (Nos.)	2,186	2,520	243
Liquid (kl)	6	12	9

## Non-Hazardous Waste

Solid (Tonne)	153	310	385
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## MReva

Hazardous Waste	2011-12	2012-13	2013-14
Solid (Tonne)	0.201	0	8
Solid (Nos.)	DNA	1,332	150

## Non-Hazardous Waste

Solid (Tonne)	28	25	15
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## MRV

Hazardous Waste	2012-13	2013-14
Solid (Nos.)	75	121
Liquid (Nos.)	60	122

Non-Hazardous Waste	2012-13	2013-14
Solid (Tonne)	207	291
Solid (Nos.)	132	85

## CC

Non-Hazardous Waste	2013-14
Solid (Tonne)	13

## WASTE MANAGEMENT INITIATIVES

### Value from Waste, MCL

1

#### Disposing oil residue (oil sludge) used to cost Mahindra Composites Ltd., Pune, INR 19 per kg.

The unit devised novel way of extracting value out of this waste. It approached a Maharashtra Pollution Control Board (MPCB) authorised waste recycler who readily purchased the sludge at the rate of INR 5 per kg. This generates a minor revenue stream for the unit, but most importantly, it also ensures that the oil sludge is disposed in a responsible manner.

2

Instead of throwing away the scrapped plastic sheets that come as cover for the SMC rolls, **the unit made a one-time investment on a sewing machine and today, makes plastic bags out of these sheets and uses them for storage and disposal of waste in the plant.**

### Think. Eat. Save. Answer.

As part of the World Environment Day celebrations, a quiz competition - 'Sustainability Challenge 2013' was organised on the theme 'Think, Eat, Save'. Sponsored by Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL) and conducted in association with Group Sustainability Cell, the quiz competition was held to spread waste minimisation awareness.

### Project Vermicompost

Club Mahindra, Thekkady, MHRIL, undertook a vermicompost project, wherein they created a compost pit with a boundary wall made up of used plastic bottles filled with sand.

**This helped create a robust wall for the pit while also reusing the plastic bottles which otherwise would have added to environment pollution.**



## INITIATIVE

### Green Soldiers in Action

**Big is nothing but a summation of the small. It is the consistent focus on small things that leads to a large sustainable change. The same is true for environmental protection.**

## INTERVENTION

The Corporate Sustainability-Green Marshals team at Tech Mahindra works towards spreading awareness among employees on how day-to-day activities can be done in an environment-friendly way.

Some of these initiatives include:

#### Green Desktop

**Eco-friendly Printer Policy** which limits number of printed pages per unit and promotes use of eco-friendly paper.

**Solar-powered street lights** at Bangalore campus.



**Automated system on each desktop to switch off the monitor** after 10 minutes and hibernates the machine after 30 minutes.

**ZERO electricity wastage** - Vendors operating on campus have been educated about saving electricity and water. Their acts are constantly monitored, especially on holidays and during times of low occupancy. Penalties are imposed to ensure adherence.

**Sensitisation and testing of more than 25,000 employees** on knowledge about Corporate Sustainability.

**A carpooling website 'odyssey'** to encourage carpooling to work.

**Automated Energy Savers** - An innovative sensor-based system which switches off lights and ACs in a room when the last person leaves.

**Plantation of around 2,000 trees** in partnership with employees.



The Green Marshals across offices continue to promote environmental awareness and conscious energy consumption. Prominent initiatives are elaborated below:



#### Green Marshals, Hyderabad



**A rangoli event** with a 'Go Green' theme was held

**A skit encouraging reduced consumption** of electricity, water and paper was performed

A sapling sale was conducted

#### Green Marshals, Chennai



Observed a **'Green day'** celebrating environmental awareness and conservation

**Hosted a Green Quiz** and a session encouraging 'composting at home'

#### Green Marshals, Mumbai

**Launched the 'I Promise to' campaign** that encourages employees to reduce energy consumption at work

**A Green Christmas was celebrated** with the employees' children

**A drawing competition** under the theme 'GO Green' was organised

**Screened an episode of Satyamev Jayate** that emphasised on saving water and encouraged consumption of organic vegetables



## IMPACT

The initiatives and events thus implemented resulted in increased economic savings, adoption of environment-friendly practices, increased usage of renewable sources of energy, reforestation, reduced consumption of electricity, paper, fuel and water, and conscious living and consumption.

# Packaging

Packaging is an integral part of most of our businesses. But just because it is indispensable, doesn't mean that it can't be improved. We have always promoted green packaging and continue to do so. We also make sure that we encourage reusable packaging materials wherever possible.

## GREEN PACKAGING INITIATIVES

### MAHINDRA SPARES BUSINESS, KANHE

#### Filling the Void

The MSB unit at Kanhe transports a number of products and individual parts in corrugated boxes. But if there is a void between the parts kept inside and the box then it affects the structural integrity of the package and makes it more susceptible to caving in and harming the product inside. To counter this, void fillers in the form of air bags are used to keep the products tightly housed inside the boxes.



While using airbags, the unit identified that by simply reducing the perforation between two adjacent airbags from 2 inches to 1 inch, a lot of plastic could be saved. But this had to be done without altering the strength of the bags. Hence, the monolayered film on the plastic was substituted with coextruded film. This step increased the puncture resistance of the air bags and also helped reduce the perforation space, resulting in material and monetary savings.



This initiative brought down the number of rolls consumed from 1,685 in the period of Jan-Mar 2013 to 1,076 rolls in the same period during 2014; a saving of 3,714 kg of packaging film per annum. When equalled to the reduction in carbon footprint, this is equivalent to saving 71,144 sq. mt. of forest land every year. This also helped garner annual monetary savings of INR 30.47 lacs.

#### Hybrid Packaging

The packaging used for heavy parts, hoods, fenders and evaporators is designed to sustain the transit shocks, otherwise, it'd lead to dents, bends or scratches on the product surface. Traditionally wooden boxes have been doing this service. This is not only an environmental risk but also poses a logistical challenge because wooden boxes increase the weight of the overall shipment.

To counter this, we have started replacing wood packaging with Hybrid Packaging - a combination of corrugated material and wood that reduces the consumption of wood by up to 60% in each package.



#### One Layer Less for a Greener Packaging

The corrugated boxes used as primary packaging were transformed to direct pack packaging. Their outer paper, i.e. duplex paper which has a low Bursting Factor (BF) was replaced with Kraft paper which has a higher BF. This helped eliminate the need of secondary packaging and recorded annual monetary savings of INR 8.32 lac.

A material reused and redesigned, is a material well-used.

- Reused the bulk packaging pallets received from vendors in warehouse, instead of disposing them away as scrap.
- Heavy parts are now packaged in boxes with specially designed hybrid wooden support structures.

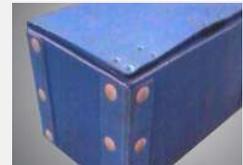
This redesign saves 25% packaging material as compared to old wooden boxes.

- Packaging boxes used for inter-warehouse transfers were designed so that they can be returned and reused, thus reducing the use of new packaging material.

## FD Green Packaging

During the reporting period, a total of 92 projects were initiated to reduce packing waste, whereas 37 and 16 projects were initiated towards recycling and reusing packaging waste respectively. Detailed below are a select few.

BEFORE	AFTER	BENEFIT
Tier 4 cam gears were packed in polythene bags and corrugated boxes	Replaced with returnable plastic containers	Savings of 800 kg of corrugated boxes (3,200 Nos.) per annum.
		Savings of 3,200 A4 size sheets of plastic per annum.
Bevel gears were packed in polythene bags and corrugated boxes	Replaced with returnable plastic containers	Savings of 1,200 kg of corrugated boxes (2,400 Nos.) per annum.
		Savings of 3,200 A4 size sheets of plastic per annum.
Cylinder sleeves used to be packed in carton boxes	Replaced with returnable plastic containers	6.8 MT of wood saved per annum.
Bull gear was packed in corrugated boxes and transported in wooden boxes.	Recyclable packing and returnable plastic trays being used	Reduction in corrugated waste. Saving of INR 1 per bull gear.
		Cost savings from using plastic trays: INR 7.5 lac per annum.
		Wood saved by using the plastic trays: 50 MT per annum.
Silencers were packed in cartons	Recyclable boxes being used	Annual savings of 0.39 MT of wood.
Fuel tanks were transported on stands without any separators	Fuel tanks enclosed in PP boxes and placed on stands	Annual cost savings of INR 5 lac. Annually wood savings equivalent to 199 trees.
Brakes were packed in corrugated boxes	Reusable wooden boxes being used	Requirement of storage space went down by 40%.
		Material cost savings of INR 16.2 lac.
		67.4 MT of wood saved annually; equivalent to 474 trees.



## Spills

At Mahindra, a comprehensive environment management system is in place to mitigate the risk of spills, thereby ensuring complete safety at our operations. In the reporting year, Mahindra witnessed no significant spill.

## Environmental Compliance

The environmental compliance committees in various sectors of Mahindra Group continuously ensure that there is full adherence to all applicable laws. During the reporting period, we were not fined for any non-compliance.

# SOCIAL PERFORMANCE

## Management Approach

At Mahindra, we approach community care with the same zeal and efficiency as we approach our business. We make strategic long-term investments, which yield life-long positive change to the country. We chart aggressive goals and doggedly chase them to accomplishment. Our committed volunteers play on their strengths to eliminate weaknesses of the marginalised. And all our interventions are carefully chosen and crafted in alignment with current and future needs of the nation.

It was in the year 2005, that our Chairman spearheaded the self-assumed responsibility of annually contributing 1% of profit after tax (PAT) to Corporate Social Responsibility (CSR) initiatives. Today when the Government of India has made CSR investment mandatory - we are more than ready to embrace change.

### OUR FOCUS AREAS



Education



Health



Environment

In addition, we encourage young talent to aim higher, strengthen sports and fine arts activities that act as a mirror to the society reflecting the true image of its state.

### OUR CHANGE AGENTS



CSR Council



CSR Department



Esops

Mahindraites at each level partner with government, NGOs and other business associates to drive CSR programmes.

### OUR OPERATING PHILOSOPHY

Harness the power of 'Alternative Thinking' to develop innovative strategies and implement unique social interventions to usher in positive change.

## Key Highlights

### EDUCATION

- This year, 13199 new girl children were taken into Project Nanhi Kali's fold.

A total of **91,537 girl children** from socially and economically backward societies were educated.

Out of these, Mahindra Group itself supported **36,248 Nanhi Kalis** while the other contributors were both corporate donors and individuals.

- 550 students were awarded the Mahindra All India Talent Scholarship this year.  
Total tally: **6,904**
- 45 students have been awarded the K. C. Mahindra Scholarship for Post Graduate Studies this year.  
Total Tally: **1,115**
- 16,905 students from all across India have been awarded scholarships and education grants this year.  
Total tally: **112,427**
- 2,233 underprivileged students were provided livelihood training in Mahindra Pride Schools this year.  
Total Tally: **8,677**

### HEALTHCARE

2,614 people benefited from the medical camps conducted through the Lifeline Express programme this year.

Total Tally: **17,382**

### ENVIRONMENT

1.49 million trees were planted under the Mahindra Hariyali Project in FY 14.

Total Tally: **7.73 million**

### VOLUNTEERING

- **27% increase in no. of volunteers** and a staggering **321% in Esops man-hours** during the reporting period.
- **108,236 volunteers** have contributed **811,797 man-hours** since the inception of Esops.

### CSR Policy

Keeping in spirit with the amendments in Section 135 of the New Companies Act 2013 which will come into action from 1st April, 2014 - we proactively revised our CSR policy in 2013 itself. The new policy is completely aligned with the expectation of the Government of India.

Thrust areas span key triggers of development -

**Education | Healthcare & Sanitation | Environment | Livelihood Enhancement | Women Empowerment | Opportunities for Those at the Base of Pyramid | Protection of Natural Heritage, Art and Culture | Aid for Armed Force Members' Families | Sports Encouragement | Technology Incubation | Rural Development**

This policy shall be applicable to all sectors and employees of Mahindra & Mahindra Ltd. Its implementation will be monitored by the CSR committee from time to time.

### CSR Governance

Sustainability at Mahindra is a top-down approach. Our leadership team is as passionate in guiding social interventions as they are in making business decisions.

Our CSR council helms the Mahindra Group's social responsibility vision

with diligence, transparency and ownership. 'CSR Department' and 'Esops Volunteer Programme' are our two arms comprising passionate members who chalk social investments in line with community needs and drive positive change.

For more information on the CSR Council, please refer to the corporate governance section of this report.

### FOUNDATIONS AND TRUSTS

Mahindra Trust and Foundations are our instruments of empowering disadvantaged sections of the society. They function with utmost professionalism, steer socially-inclusive strategies, actualise them on ground, monitor and report results to all stakeholders.

Each foundation has its own individual focus areas and addresses pressing issues at local and national levels. The focus areas include:

Education

Relief and Rehabilitation

Skill Enhancement and Vocational Training

Women Empowerment

Livelihoods

Empowering Differently Abled Individuals

In the reporting year, we added a new strength to our social ambit with the institution of Mahindra Foundation, UK.

### K.C. Mahindra Education Trust

In FY 2014, KCMET continued on its journey to 'transform the lives of people in India through education,' by

providing financial assistance and recognition to them, across age groups and income strata. It continued to champion 3 main projects: Project Nanhi Kali, Mahindra Pride School and Scholarships & Grants.



Over the years, KCMET has transformed the lives of 112,427 deserving students.

### Mahindra Foundation

The objective of Mahindra Foundation is to reach out in times of disaster and ensure holistic relief & rehabilitation. It also provides financial aid for medical needs to the economically disadvantaged at regular intervals. Moreover, the foundation supports individuals pursuing advance studies or sports to boost expertise and pride of the nation.

In the reporting year, during two natural calamities, the foundation provided and mobilised financial assistance, leveraged domain knowledge and invested quality time, to help rebuild affected communities.

- In response to the catastrophic natural calamity in Uttarakhand, employees of the Mahindra Group pledged one day's salary to the Mahindra Foundation, in addition to the Mahindra Group's contribution of INR 1 crore to the Chief Minister's Relief fund.



- The amount collected has been mobilised by the Foundation to donate 19 Mahindra vehicles to the State Disaster Headquarters, and to distribute 50 solar street lamps and 300 solar lanterns to the most severely hit villages which have been deprived of electricity.

### Mahindra Foundation



### Mahindra Foundation USA



The Mahindra Foundation, USA is catalysing global support for the education of underprivileged girl children in India. This is done through the creation of volunteer Nanhi Kali chapters in USA that create awareness & encourage sponsorships by organising fund raisers, registering the cause on the employee payroll giving programmes of the companies they work for and strengthening Nanhi Kali's presence on social networking platforms.

Today there are 8 active Nanhi Kali Chapters across the US in Atlanta, Boston, Chicago, Dallas, New York, Seattle, Syracuse and Omaha.

Mahindra Foundation USA has raised USD 550,259 as Nanhi Kali sponsorships.



### Mahindra Foundation UK

Spurred by the success of the US arm - the Mahindra Foundation spread its wings to UK in 2013 with the primary objective of supporting the education of underprivileged girl children in India through Project Nanhi Kali.

### Tech Mahindra Foundation

The Tech Mahindra Foundation (TMF) aspires to see youth that is constructively employed, children who are purposefully engaged and a society that provides equal opportunities to people with different abilities.



In the last six years, the Tech Mahindra Foundation has supported over 70 NGOs, impacting many lives.

## INITIATIVES

### EDUCATION

#### Partnering for change



Tech Mahindra Foundation signed a 5-year partnership with East Delhi Municipal Corporation (EDMC) for capacity building of 5,000 municipal corporation teachers associated with EDMC. This involves developing the In-service Teacher Education Institute (ITEI) whose activities include:

- Providing ongoing training to 120 master trainers in Maths, English, Environmental Science and personal effectiveness
- Developing manuals for induction, Maths and Hindi for 5,000 EDMC teachers
- Establishing a network connecting EDMC headquarter, zonal offices, 500+ schools, National Council for Educational Research and Training (NCERT), State Council for Educational Research and Training (SCERT) and the District Institute of Education and Training (DIET)
- Making technical resources available for the teachers
- Providing on-site support and follow-up

#### Local teachers, Global standards

While 'free education' is a constitutional commitment in India, the quality of education provided in government schools is questionable. Sensing the need to enhance capacities of teachers to deliver

quality education, TMF tied up with Cambridge English Learning Assessment and provided English Teacher Training to 100 teachers from 20 municipal schools.

### EMPOWERING THE DIFFERENTLY ABLED

#### Tapping the Power of Television

In order to bring about awareness among masses, one needs to adopt the language they love.

TMF jointly sponsored the critically-acclaimed and widely-appreciated TV show - Nazar Ya Nazariya, which featured real life inspirational stories of visually challenged achievers in the country.



This 13-episode TV Show which was helmed by the veteran Naseeruddin Shah, produced by Score Foundation

and aired on Doordarshan National, succeeded in reaching out to scores of people of India, broke societal stereotypes and commonly held perceptions about disability.

### VOCATIONAL TRAINING

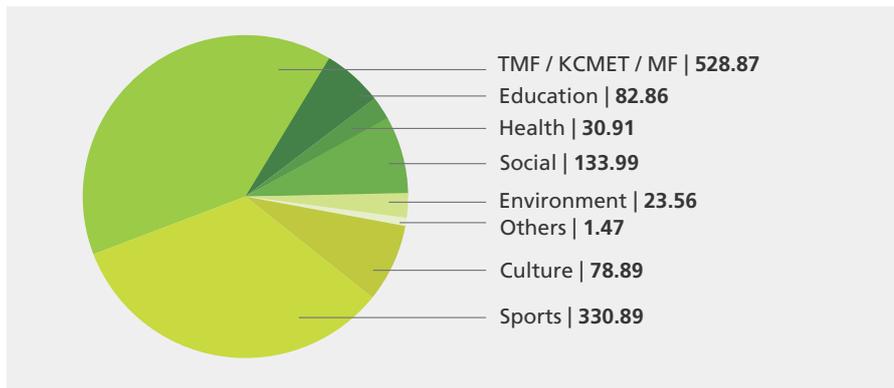
#### A SMARTer Youth



SMART (Skills-for-Market Training) imparts training to the youth in the field of Information Technology (IT), Accounting, Hospitality, Business Process Outsourcing (BPO), Retail & Sales and Nursing. This flagship vocational training programme of TMF began in 2012-13 with 3 SMART centres and today has expanded to 25 centres operating across the country, training over 4800 youth. The plan is to raise the number of centres to 50 by 2014-15 and train 10,000 youth.

An integral part of the programme are SMART Plus centres that work exclusively with persons with disabilities.

## CSR Investments | 1,211.45 million



## Esops - Employee Social Options

At Esops, Mahindra's Employee Volunteering Programme, passion joins hands with compassion to drive positive change in the areas of education, environment and healthcare.

It is volunteering beyond episodic involvement - Esops volunteers ideate projects, construct annual activity plans, implement initiatives and monitor results to ensure sustained impact. They are also encouraged to involve family members in Esops initiatives, thereby expanding the sphere of contribution.

### GROUP WIDE INITIATIVES

At Group level, the Esops activities revolve around three key projects in three areas that are material to the nation's needs.



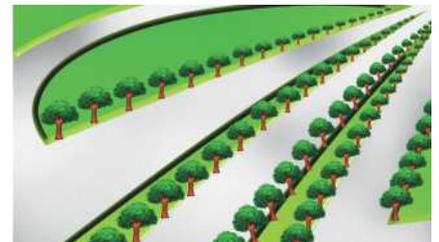
**Nanhi Kali**

Supports the education of under-privileged girl children, from poor, urban, rural and tribal communities



**LIFELINE EXPRESS**

A hospital-on-wheels that bridges the divide between healthcare and patients



**Mahindra Hariyali**

A million+ trees a year afforestation exercise with a keen emphasis on nurturing biodiversity

### ESOPS GROWTH REPORT

This year, the volunteer count saw a steep 27% increase and a staggering 321% increase in man-hours contributed as compared to FY 2012-13.



In all **25,318** Esops volunteers contributed **459,836 man-hours** towards social programmes. Together, the team Esops initiated **910 activities.**

AD Nashik requires a special mention as it clocked a record increase of 71% in the number of volunteers with 345,717 man-hours invested in various activities benefiting the community.

Year	Esops Volunteers	Esops Man-hours
2006 - 2007	4,588	Data Not Available
2007 - 2008	9,947	Data Not Available
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
<b>Total</b>	<b>108,236</b>	<b>811,797</b>

## ESOPS NATIONWIDE FOOTPRINT

Esops' reach spans the entire length and breadth of India except Manipur, Mizoram and Nagaland.



## COMPOSITION OF ESOPS INITIATIVES DURING FY 2014



## INITIATIVES

Across sectors and businesses, employees take charge of the assigned responsibilities with immense ownership. Below is a snapshot of initiatives undertaken by our Esops Volunteers in the reporting year:

### Esops in Communities



- Medical support to malnourished children
- Safety awareness programmes
- Fun filled activities for differently abled children
- Set up a welfare centre
- Installed water coolers and RO filters at an orphanage
- Distributed food grains and supplies in rural and remote areas
- Carried out street electrification and distributed solar lamps in villages
- Provided support in flood relief and rehabilitation efforts
- Set up a bore well in a village
- Provided tractor maintenance education to farmers' children
- Spent quality time with the residents of an old age home

### Esops in Environment



- Carried out tree plantation at various Mahindra locations
- Facilitated the set-up of rainwater harvesting plants
- Encouraged and implemented energy conservation techniques
- Spread global warming consciousness among school children
- Undertook waste management awareness programmes
- Carried out cleanliness drives in villages

### Esops in Education



- Contribution of furniture and computers for various schools
- Conducted street plays to raise awareness on education
- Built parks for children in schools
- Empowered teachers through training workshops in rural schools
- Provided educational resources for schools, children homes and other educational institutions.
- Initiated green school programme to increase environmental awareness
- Encouraged Mahindraites to adopt and contribute towards Nanhi Kali

- Encouraged youth development programmes
- Held creative competitions for school children to showcase their engineering talent
- Under Shramdaan, spearheaded a development drive including cleaning, painting school premises and planting trees
- Organised factory visits for various schools & educational institutions
- Provided career counselling to students
- Organised summer camps for schoolchildren

### Esops in Health

- Conducted health check-up camps for cancer detection, dental care, eye care, paediatric and antenatal care for women
- Raised awareness on the ill effects of tobacco consumption through rallies and camps
- Championed street plays towards awareness about HIV/AIDS, personal hygiene, nutritious diet, dental care, child healthcare etc.
- Donated an ambulance plus medical equipment
- Contributed towards the Lifeline Express at Karad



## Automotive Division

### Building Smiles

AD Nashik plant has assumed responsibility of the Ardthirth Aadhar Ashram - a home to 500 children, and played a lead role in the development of the ashram's infrastructure in the past. This year as well, the Esops team helped the ashram in the installation of solar lights and a drinking water facility.

### Quenching Parched Throats

When a drought-like situation struck the villagers of Chakan, Esops members of MVML set up a bore well, large enough to cater to the fresh water needs of the entire village including the school.

### The Pink Marathon

To spread awareness on Prevention of female foeticide - AFS Zaheerabad organised a marathon on Children's Day. A total of 250 executives took the lap with a commitment to save the girl child.

### Flood Rehabilitation

The Strategic Business Unit of North Sales Team has propagated the Rise Philosophy among their distributors & channel partners too. A distributor, Oriental Pvt. Ltd. reached out to the Varanasi flood affected people, distributed 700 food packets as well as medicines and organised a team of doctors to conduct free health check-up for around 300 people.



### Taking a Sankalp

Team AFS launched 'Sankalp', a unique campaign wherein the Mumbai traffic police were provided specially-developed nose masks, fluorescent jackets with reflective tape and protective helmets to enhance their safety, while on duty. In its initial phase, Sankalp covered more than 600 police personnel. As part of this ongoing campaign, the nose masks are being replaced once every 15 days.

### Lighting up Lives

AFS, Kandivli installed 22 solar home lighting systems & 7 solar street lights at Shahapur & Aakoli Gram Panchayat in Bhiwandi.

### Empowering Healthcare

Kunnavakkam Primary Health Centre (PHC), situated near MRV serves a population of around 45,000 people. The Esops team enhanced the capability of the PHC by helping install key medical equipment like suction apparatus, pulse oxymeter and ECG machine.



## Farm Division

### Campaign Against Cancer

FES Kandivli initiated a Cancer Fear-free Kandivli campaign as a priority project to encourage women to

undergo cancer check-up rather than living in denial. Various awareness initiatives were spearheaded such as cancer open forums, lectures and preventive check-up camps. Women participants were familiarised with stories of cancer survivors and their courageous journey of overcoming the disease.

### Sanskar Youth Development Project

The FES Kandivli Esops team organised a training programme for 160 members of Traffic Police Force to equip them with information, that would enable them to assist the traffic on busy days like Ganesh Virsarjan.

### Hospital on Wheels

The FES Nagpur team set up a mobile dispensary to cater to everyday medical needs of the disadvantaged population living near the plant. Every week, volunteers from the plant would visit 6 slum locations with doctors and nurses, and provide medical support to the slum residents.



### Empowering the Unemployed

A tractor maintenance training programme for farmer's children was initiated by volunteers of FES

Nagpur. About 25 unemployed youth from Chandur Bazaar village, Maharashtra, were invited for the inaugural training session.

### Score More for a Bright Future

Team FES Nagpur initiated 'Score More Programme' for SSC students of Adarsh Nagar. 150 students participated in the activity and the Esops volunteers mentored the students on how to perform better in examinations.

Under the initiative, 9 Esops members supported a Government School at Bhatkhedi village by providing educational materials for 300 marginalised students.



## Mahindra Partners

### Building the Future

The Esops team of Mahindra Intertrade Ltd. engaged with 'Samaj Shikshan Prasarak Mandal, Khalap, Tal: Devala' Trust which runs a school up to 10th standard, in Wadiware village. Earlier, students who wished to pursue higher education needed to move away from home, which led to many students, especially girls, discontinuing further studies. MIL stepped in and built a junior college in the vicinity. The students can now pursue higher education without enhanced financial burden and the need for relocation.

### Adding Fun to Little Lives

MSSCL Kanhe set up the first children's play area in Kanhe village near Pune. The play area also sports facilities like theatre zone.

## Real Estate Sector

### Act. Engage. Educate

The MLDL Esops team joined hands with Kala Niketan (A dance and theatre group) to stage a street play called 'Nukkad Natak'. The play was held in a slum housing 2000 families who work as domestic help and wage labourers. The objective of the street play was to sensitise the audience on the importance of education through the engaging and effective medium of theatre.



### Simplifying Comfort

The MWC Chennai team observed that the Leprosy Rehabilitation Centre – Paranur, housing 250 inmates lacked an overhead cover leading to inconvenience during summer and monsoon. The team not only built an overhead cover, but also constructed ramps to provide easy access to differently abled inmates.

## Systemch

### Cleaning Drive

19 Esops volunteers from Mahindra Gears, Chakan, participated in a community cleaning drive of river Indrayani near Dehu village.



### Gifting Life

Esops team of Mahindra Hinoday conducted a blood donation drive wherein 109 employees donated blood.



### Water Conservation Rally

Mahindra Hinoday Industries, Pune, organised a water conservation awareness rally in Aundh area in collaboration with Jala Sanskriti Mandal (NGO) wherein more than 500 school students participated along with their teachers.

### Enhancing Employability

MSSSPL, Khopoli Esops team held lectures on 5S Kaizen & Pollution Prevention for ITI students to increase their employability quotient.

## Mahindra Two wheelers

### Shiksha Abhiyan

Shiksha Abhiyan - an initiative to facilitate overall development of underprivileged children was launched by Mahindra Two Wheelers, Pithampur.

## Leisure and Hospitality

### Sharing Joy

Puducherry Esops team organised a picnic for 12 HIV affected children at the Mahindra resort. With fun activities like magic show, dance workshop, singing competition and drawing competition - the day became a truly memorable one for the children.

### Being the Change

MHRIL, Thekkady team in collaboration with Periyar EDC organised a river cleaning drive. They also sensitised the local people on pressing environmental issues and the role of every individual in protecting the environment.

### In-house Fire Fighters

24 bravehearts from MHRIL, Manali rushed to the nearby Prini village to combat a fire. The resort's trained rescue team charged inside the house to save lives and belongings. The other members teamed up with the villagers to douse the fire.

### Meeting the Differently Gifted

Team Esops at Puducherry visited the Government Blind School in Cuddalore and donated 253 kg. newspapers and magazines, to be recycled into Braille paper.

## After Market Sector

### Bag the Right to Education

Volunteers from Mahindra First Choice Services Ltd. (MFCSL) donated school bags to 50 children.

### Keeping Warm

MFCWL team visited Jeevan Asha Old Age Home at Andheri and distributed woollen clothes & blankets to the inmates of the home.

## Corporate Centre

### A Special Sunday

The Esops team of corporate office made a day special for the residents of an old age home. Various music & dance performances including a dance by the residents of the home, fun-filled games and DJ party were conducted. Adding a cherry to the event, the volunteers also decorated the entire home which was gleaming with cheer.

### MLL Transforming a Village

Mahindra Logistics (MLL) has adopted a village called 'Aavre' around 92 km. from Mumbai. The aim is to improve the quality of life in this village, which is deprived of all basic infrastructure, hygiene and health. A survey covering more than 500 houses and around 1000 villagers was conducted by MLL employees in order to analyse the socio-economic profile of the residents.

MLL employees visited the village to get familiarised with the residents, interact with them and understand their difficulties and problems.

To initiate bridge-building between MLL employees and the village residents, host of activities were undertaken:

- Drawing competition for the school kids
- Stationery kit and snacks distribution to all children
- Felicitation of the Gram Panchayat members and school teachers
- A cultural show comprising performances by MLL employees and the village residents



### FES Wheeling Change

Women in rural India make up to six trips a day to fetch fresh water for her family. These walks can average ten miles a day, carrying up to fifteen litres every trip. Alongside causing physical stress, this strenuous ritual also eats up a lot of time. For younger girls, this means not being able to go to school.

The Wello Water Wheel is a joint pilot initiative of the FES Strategic team and Wello - a social business organisation working to remarkably reduce the drudgery of collecting water by women. The Wello water wheel is a 50 litre drum with a handle that can be rolled on the ground. The water wheel will remove a barrier that prevents children from going to school and empowers women to engage in more productive activities. The watershed implementation team has so far facilitated the adoption of 30 water wheels.



### OVERVIEW

To effectively drive positive change, social responsibility needs to be more strategic. Instead of only looking at the funds and efforts as a parameter to performance, one must focus on social return on investment.

? What is the impact of a social intervention

? Is this intervention aligned with the needs of the community

? Is the social return dividend yielded from your CSR investment good enough

? Are you reaching the right stakeholders or do you need to go beyond

### ASSESSMENT

AS answered these key questions by undertaking Social Impact Assessment (SIA) Study to assess the impact of some of the award-winning ESOPs initiatives and identify room for improvement. The objective was to make community programmes more effective and expand the impact they have on the society.

The SIA was an extensive exercise conducted by Nirmala Niketan, an external research unit in co-ordination with individual project centres, Mahindra CSR managers, Esops champions and community members. The data was collected from 24 different groups of respondents and the initiatives integrated in the assessment include:

#### Sanskar Project, Kandivli



Facilitating all-round development of the marginalised youth to enhance their employment opportunities.

#### Bandhan, Chakan



Provide health facilities to improve maternal and child health.

#### Prayas, Nashik



Creating awareness on the issue of HIV / AIDS, providing nutrition to seropositive children and vocational training to persons affected by HIV.

#### Eradication of Needless Blindness, Zaheerabad



Aiding eye care and cataract surgery for villagers who lack access to eye care and treatment.

A Social Impact Assessment helps an organisation to plan and implement programmes, and bring them to scale. It also facilitates accountability, social responsibility, stakeholder communication and aids in the effective allocation of resources.

## RESULTS

The assessment reflected the state of implementation of Esops initiatives and their resultant positive impact on the communities, while offering opportunities to further strengthen the implementation. Below are highlights of the study:

### Strengths

### Suggestions

<p><b>Mahindra Group's commitment towards sustainability is the strongest drivers for Esops activities</b></p>	<p>Conducting impact assessment of CSR / Esops programmes on a regular basis</p>
<p><b>Recognition &amp; trust developed among beneficiaries</b></p>	<p>Conducting needs assessment for developing need-based projects</p>
<p><b>Availability of ample resources - financial allocations as well as committed human capital</b></p>	<p>Implementation of capacity building initiatives for communities</p>
<p><b>Unique voluntary and social nature of the programme</b></p>	<p>Allowing interface with other CSR project initiatives and ensuring the sharing of 'best practices'</p>
<p><b>Strong partnerships in place with credible NGOs and civil society organisations</b></p>	<p>Creating effective documentation, reporting and feedback mechanisms as well as systems</p>

We are committed to conduct such impact assessment studies in the future, which will play a vital role in guiding the way forward in our sustainability journey and seeding effective change in the nation.

## ESOPS AWARDS

### Esops Awards

Initiated in 2008, the Esops Awards recognise and reward Esops activities that created maximum impact on the community.

They recognise the most promising projects from two categories:



The judgement is based on criteria such as impact on beneficiaries, Esops volunteer participation and rationale for the activity etc.

### Esops Star Performer Awards 2013

Launched in April 2010, the Esops Star Performer Awards felicitate the best performing locations and individuals in the social sphere.

The winners are judged on parameters such as number of Esops volunteers, total man-hours contributed and the number of initiatives undertaken.

The awards are given away in two categories:



### CHALLENGE

There are nine neighbouring villages around MWCJ and the youth of these villages were grappling with lack of employment opportunities. Deeper research by team MWCJ yielded that there were high number of school dropouts and unskilled youth in the villages.



### INTERVENTION

It was decided to establish a centre for vocational training. High employment potential areas were identified and livelihood programmes were initiated in areas such as:

- Electrical & Electronics • Security Guards • Computer Training
- English Speaking • Personality Development • Stitching : For Women
- Beautician : For Women

The objective was not just to train the youth in specific trades, but also to nurture their social skills and entrepreneurial potential, and thus making them capable of seeking employment or opting for entrepreneurship.

Activity flowchart of the intervention:



Mass mobilisation strategies were deployed to spread awareness among the villages and motivate the youth to enrol for the programmes.

### OUTCOME

Initiated three years ago, the vocational skill development training programme has received an encouraging response from the village youth.

#### Number of Beneficiaries

**185 youths**

including women were empowered through the Vocational Skill Training Programme (Electrical & Electronics, Security Guards, Stitching & English Speaking)

**550 women**

were benefitted through 50 Self Help Groups (SHG)

#### Overall Impact

- Enhanced employability of village youth
- Empowered women on socio-economic front

## CHALLENGE

Thalassemia is one of the major life threatening diseases affecting children. A blood disorder in which excessive destruction of red blood cells leads to acute anemia and its treatment involves blood transfusions on a regular basis.

At Nashik district, 201 Thalassemia-afflicted children were registered at the civil hospital in FY 2013 for blood donation. While these children suffered from this dreaded disease, their parents too remained grieved owing to major economic burden & psychological stress.



## INTERVENTION

Realising the predicament of such afflicted children, Esops decided to adopt them all and thus began Project Rakhee. Beyond adding years to the lives of these children, our Esops volunteers from AD Nashik were also determined on adding life to their years. While blood support was meticulously managed, various recreational and counselling activities were organised on a regular basis to enhance their quality of life.

A group of 875 dedicated blood donors (6 per affected child) were identified from Esops volunteers and in-house blood donation drive was organised for employee donors as per the need of each Thalassemia patient.

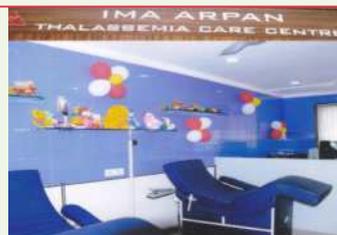
Alongside providing blood transfusion facility - several other activities were spearheaded. For example - establishing day care centre, free treatment & health check-up camps, procurement of medicines for adopted children, counselling for children and parents, encouraging Yoga & Pranayam, monthly picnics & festival celebrations for parents and children, and spreading Thalassemia awareness among the society.



Below is a snapshot of key interventions of the project:



Liasion with three renowned blood banks



Creation of Thalassemia society for availing govt. schemes



Establishing in-house blood donation centre



Development of dedicated volunteer base by garnering employee support



Testing blood group of employees & grouping with Thalassaemia patients



Liaise with district health authorities, civil hospitals and renowned doctors for awareness sessions



Designing of posters and leaflets by employees, and installing at prime locations of the plant



Procurement of vital medicines for affected children

## OUTCOME

Initiated in 2010-11 with 22 beneficiaries, Esops Nashik has now **adopted 201 patients**



Parents are relieved from economic stress as they are supported with **free medicines**



For its commitment to the purpose, M&M Nashik was recognised with **'Rakth Mitra Puruskar'** by Indian Medical Association (IMA), Nashik.



### Effective blood transfusion

has lowered the Ferritin level (Iron content) from 4,200 to 2,500, enhancing the health of the patients

### Zero cases

of transmission of HIV / Hepatitis have been noted - by ensuring transfusion of NAA (Nucleic Acid Amplification) tested blood at all times



## FUTURE PLANS

Further to this cause, the Esops team envisions a Thalassaemia free Nashik and plans to expand our sphere of commitment by:

- Supporting modern treatment avenues for Thalassaemia
- Liaising with govt. authorities for beneficiaries' schemes
- Expanding the ambit of our free Thalassaemia screening test and awareness campaign



# Educational Support

Education is an investment with an extremely high ROI. Education triggers a virtuous domino of enhanced income levels, improved health, healthier gender equality, greater opportunities and reduction in poverty.

We at Mahindra, place education as one of our top societal intervention and have adopted a strategic three pronged approach:



Empowering the girl child through education



Vocational and livelihood training for employment



Scholarship and financial support for marginalised students

## PROJECT NANHI KALI



Well plaited hair, neatly worn uniform, a schoolbag filled with books and hopes, and a smile on the face: This is the dream of every girl child, but sadly few get such an opportunity.

At Mahindra, we strongly believe that every girl deserves to go to school - that too with full dignity.

Project Nanhi Kali aims to provide not only academic support to girl children, but also material and social support including uniforms, school bags, shoes, socks etc. which enable her to attend school with dignity. This comprehensive intervention ensures significantly low drop-out rates.

Initiated by the K.C. Mahindra Education Trust in 1996 in partnership with Naandi Foundation, Project Nanhi Kali provides primary education to girl children from backward and underprivileged classes of society in India. Currently, Nanhi Kali is working in collaboration with 21 NGOs at the grassroots level to ensure that the girls receive academic and material support.

The criteria for selection of these girls are the family's income, parents' educational background, social background and the child's aptitude.

Project Nanhi Kali has devised a sponsorship support programme which allows individuals to contribute towards the education of a girl child from a disadvantaged family.

The benefits of educating a female, go beyond just the female. When a girl is educated, she has a significant impact on her family, the community and the economy at large.

## Ripples of Change

The ripples of the project have spread to 9 states (Maharashtra, AP, Rajasthan, Karnataka, Chhattisgarh, Delhi, Tamil Nadu, Madhya Pradesh and Haryana) & 30 districts across the country.

Presently the Mahindra Group independently sponsors the education of 36,248 girls in low-literacy urban, rural and tribal parts of India.

This coupled with the support from other corporate and individual donors, Project Nanhi Kali now supports over 91537 underprivileged girls.

Nanhi Kali has had a significant impact - learning outcomes have increased by 10% and dropout rates have been curtailed to less than 10%.

## Highlights

In FY14, **INR 274.8 million** worth of donations were raised for Nanhi Kali

**8,770 Nanhi Kalis** have successfully completed grade 10th till date

Mahindra Group is the largest donor and supports **36,248 Nanhi Kalis**

## MAHINDRA PRIDE SCHOOL



The Mahindra Pride School empowers youth from socially & economically disadvantaged communities through livelihood training and helps them integrate with the nation's new age growth economy.

The school offers three-month training programmes in hospitality, customer relationship management and IT-enabled services. Each student also receives training in English, Life Skills and Computer Applications, which enhances their employability. The school helps secure placements for the students in high growth service sectors. Some of the leading entities that regularly employ MPS graduates across the country include:

### Hospitality Management

- JW Marriott Group
- Cafe Coffee Day • McDonald's
- KFC • Pizza Hut • Hotel Le Meridian
- Seasons • Innvenue Hospitality Management • Taj Deccan • Barista
- Hotel President • Lavasa
- Taj Deccan Odyssey

## MUMBAI PUBLIC SCHOOL

The Mahindra Group supported 28 Mumbai Public Schools (BMC English medium schools run by Naandi Foundation) enabling 12,174 children access quality education. In the last financial year, the project witnessed some noteworthy impact including

**13% increase in enrollment numbers,**

**50% increase in government teacher recruitment and**

**formation of 24 School Management Committees (SMCs).**

### Sales / CRM

- Mom & Me • Westside • Lifestyle
- Spinach - The food retail chain
- Landmark (TATA Group) • TCS (BPO)
- TATA Business Services • ITC Wills
- Angel Broking • Bajaj Allianz
- Belltron • SBI Bank • Hyundai Dealers

### In the reporting year, 2,233 students were trained

at the 5 Mahindra Pride Schools and received attractive placements in reputed companies. Additional 689 students are currently undergoing training across the 5 MPSS.

The Mahindra Pride Schools have transformed the lives of 8,677 marginalised youth till date.

## Highlights

Achieved

**100% placements**  
for every batch.

The average salary drawn by an MPS graduate ranges from

**INR 4,000 to  
INR 25,000**  
per month.

The number of campus interviews and the endorsements from repeat employers who

**recruit graduates  
from MPS has  
significantly  
increased.**

## SUCCESS STORY

### Rising beyond obstacles

Avinash Kumar was born to a marginalised family in Khusroopur, Patna. He had an unemployed, alcoholic father who used to blow up his mother's paltry salary of INR 1,200 p.m. His mother, the sole bread winner, worked in a rice mill to feed and educate a family of fifteen.

Today Avinash, an MPS alumnus works as a steward at Deccan Harvest Restaurant, Pune earning INR 12,046 p.m. Empowered with a well paying, secure job, he now shoulders the burden of the family. His hard work and commitment earned him the Courtyard Marriott Pune's Employee of the Year Award.

## Scholarships and Grants

### K C MAHINDRA SCHOLARSHIPS FOR POST GRADUATE STUDIES ABROAD

Instituted in 1956 with a vision of transforming lives through education, the K C Mahindra Scholarship for Post Graduate Studies Abroad is an interest-free loan scholarship, awarded to deserving graduates interested in pursuing their post graduate studies overseas.

The recipients of the scholarship pursue their post graduation in a wide range of subjects including computer science, engineering, MBA, law and economics from renowned universities like the Harvard Business School, Yale, Stanford, Massachusetts Institute of Technology, Carnegie Mellon and London School of Economics etc.

This year, the trust received 664 applications from students who have obtained admission to several Ivy League universities in the US and the UK.

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From the short listed applications, 43 students were awarded a scholarship of INR 2 lac each. Further, the 'K C Mahindra Fellows Fund' awarded scholarships of INR 8 lac each to the top 3 candidates.

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### MAHINDRA ALL INDIA TALENT SCHOLARSHIP (MAITS)

Established in 1995, the MAITS scholarship is awarded to students from disadvantaged sections of the society. The scholarship empowers these deserving students to pursue a job oriented diploma course at a recognised Government Polytechnic in India.

Approximately 500 scholarships are given every year to students who undergo a three year course. During this financial year, 550 students were conferred the MAITS scholarship to pursue a diploma course of their choice, leading to disbursements of INR 117.76 lac.

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Till date, the Mahindra All India Talent Scholarships have been granted to 6,904 students.

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### K C MAHINDRA UWC SCHOLARSHIPS

K C Mahindra UWC Scholarships are offered to deserving students in the age group of 16 to 18 years. These students are given an opportunity to study at the United World Colleges where they are exposed to concepts of international education, shared learning and community service.

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The K C Mahindra UWC scholarships with disbursements of INR 764.99 lac have impacted the lives of 78 students till date.

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Since 1956, KCMET has realised the potential of the Indian student and decided that it was time to celebrate the cerebral. It has been the trust's constant endeavour to look at people with humble beginnings and help them realise their aspirations, recognising that money must never come in the way of achieving the true potential of an individual. KCMET firmly believes that there is no greater denial than the denial of opportunity. Its vision is to enable, provide and catalyse. In that context, over the last six decades there has been nothing but happiness, when some of India's finest minds irrespective of caste, creed and colour achieved their aspirations.

**Anand Mahindra**

*Trustee of K C Mahindra Education Trust,  
Chairman, Mahindra Group.*

### MAHINDRA SEARCH FOR TALENT SCHOLARSHIPS

The Mahindra Search for Talent Scholarship rewards excellence in academics and has been set up in 37 institutions across India. In addition, students who receive the Mahindra Search for Talent Scholarship for two consecutive years, also receive the Honours Scholarship Award comprising a cash prize of INR 5,000 and a citation from the Trust.

## Health Support

As opposed to the age-old wisdom 'health is wealth', in India it could well be said that 'health is only if you have wealth'. This is because Indian medical services are unaffordable and inaccessible for large chunks of society.

The rural and tribal areas, the socially backward and the economically disadvantaged forms a large population of the country that remains completely cut off from even basic primary healthcare.

At Mahindra, we strive to bring basic healthcare access to the lower strata of society in the remotest of regions of the country.



### LIFELINE EXPRESS



Established in 1991, Lifeline Express is the world's first hospital-train that travels the length and breadth of the country, bringing medical aid and healthcare to the most inaccessible areas of India. Be it Farrukhabad, UP - a region with one of the lowest Human Development Index or be it Naxalbari - plagued by the perceptions of naxalism, Lifeline Express can indeed reach out to people in need. For the past 20 years, the medical train has travelled to India's poorest and most backward areas to provide basic surgeries - from cataract procedures to correcting club feet and polio deformities.

The Mahindra Group, over the years, has supported the Lifeline Express with not only financial assistance, but also by contributing time and expertise through its employee volunteering programme - Esops.

Steadily and systemically, the Lifeline Express has gathered momentum with an increase in the number of patients treated on YOY basis, which is evident from the table below:

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, Uttarpradesh	1,578	245
2011	Rajgir, Bihar Haridwar, Uttarakhand	2,240 2,189	214 254
2012	Puri, Odisha Naxalbari, West Bengal	848 771	164 175
2013	Karad, Maharashtra	816	218

The Lifeline Express, aptly called India's Magic Train transforms into a full-fledged hospital constituting 5 full air-conditioned coaches equipped with two state-of-the-art operation theatres, a recovery room, a diagnostic centre, an ophthalmologic testing room, a laboratory, an X-Ray unit and an auditorium with a large LCD display unit with other advanced medical and surgical facilities. At any given moment, a 20-person medical team is on the train, working 15 hours a day.



## Hope on the way to Karad | Lifeline Express at Maharashtra

This year the Lifeline Express took its 9th sojourn to Karad. The project was supported by the Mahindra Group and was sponsored by Mahindra & Mahindra Financial Services Ltd. (MMFSL). Patients with operable orthopaedic disabilities (post polio deformities), hearing disorders, cleft lip, dental and eye related operable disabilities were treated.



## Lifeline Scorecard | Karad

Disability	No. of People who Visited OPD	No. of Patients Receiving Consultation	Patients who Received other Services	Patients who were Operated
Cleft Lip	20	13	NA	7
Ear	452	186	218*	48
Eye	938	664	NA	274
Dental	780	NA	293**	487***
Epilepsy	49	NA	49**	NA
General Health Check-up	224	NA	224**	NA
Hypertension	151	151	NA	NA
<b>Total</b>	<b>2,614</b>	<b>1,014</b>	<b>784</b>	<b>816</b>

\* Patients who received Hearing Aids \*\* Patients who received counselling and medicines \*\*\* Patients who were treated with dental procedures like Scaling, Filling and Extraction

## Joining Hands the Esops Way

Employees from Mahindra Finance enthusiastically participated round the clock. Each team member was assigned specific responsibility. 25 Financial Service Sector employees contributed 1,147 man hours, while 67 community volunteers including doctors and college students spent 3,062 man-hours towards the Lifeline Express.



Since its inception, the Lifeline Express has helped eradicate avoidable disablement in some of the remotest areas of the country, serving as a beacon of hope for thousands of rural folk who may not have access to medical services. We are now delighted to bring the train to Satara which is one of Maharashtra's most historical cities. The project is a great example of a successful public - private partnership.

### Mr. Rajeev Dubey

President (Group HR, Corporate Services & After-Market) and Member of the Group Executive Board, Mahindra & Mahindra Ltd.

## CHALLENGE

In rural India, future is more often prayed, rather than planned for. Even when savings are done, they are made towards a specific expense like marriage, sowing season, or upgrade of farm equipment. In a scenario where the concept of banking itself has only begun to make headways in the villages, insurance is something less heard of and lesser adopted.

## INTERVENTION

### Mahindra Insurance Brokers Ltd. (MIBL)

Mahindra Insurance Brokers Ltd. (MIBL) got its Direct Brokers' license in 2004 and started introducing 360° insurance solutions tailor-made for the diverse needs and risk profiles of a varied Indian demography. It understood the need for cascading insurance coverage to rural India and has designed a number of innovative products to cater to the last mile.



- Mahindra Loan Suraksha (MLS) is a customised insurance solution offered to Mahindra Finance vehicle loan customers, through which, in the unfortunate event of the loanee's death, the outstanding loan amount is waived and the vehicle can be retained by the bereaved family.

Due to shortage of doctors in villages, issuance of death certificate becomes a problem. To overcome this hurdle, MIBL introduced a process whereby Kotak Mahindra Bank will accept the proxy of a Panchayat or a Sarpanch to initiate the process of loan write-off.

- Mahindra Arogya Suraksha (MAS) is a comprehensive yet affordable group health insurance cover that was launched in September 2012. It is specially designed to cover customers in semi-urban and rural India. Not only does this product provide coverage against hospitalisation and recovery, it also reaches out and educates rural masses on the importance of health insurance.



## IMPACT

More than **1.8 million people** have been covered under Mahindra Loan Suraksha.

More than **5,000 individuals** have been covered under Mahindra Arogya Suraksha so far.



# Sports and Culture

## MAHINDRA RACING

In 2011, Mahindra put India on the global map of motorcycle racing, when it enrolled Mahindra Racing as the first Indian team in the FIM MotoGP World Motorcycle Racing Championship. In 2012, the team also entered the Italian National Motorcycle Racing Championship (CIV) with an entirely new set up.

Mahindra Racing, the first and only Indian manufacturer to enter the world of International Motorcycle Grand Prix Racing scripted history by winning the prestigious 'Constructors Title' in the Moto3 Class (250cc) at the Italian National Motorcycle Racing Championship (CIV) in Italy.



### Grand Prix Motorcycle Racing Moto3™

Mahindra Racing entered the 2013 season with its own new 4-stroke, single cylinder 250cc motorcycle: the Mahindra MGP30, developed with experienced Swiss firm Suter Racing Technology AG. Experienced Spanish rider Efrén Vázquez (26, from Bilbao) teamed with exciting Portuguese teenager Miguel Oliveira (18, from Pragal near Lisbon).

At the opening round in Qatar, the Mahindra duo had a dream debut with a double Top 10 result for the only Indian team in Grand Prix motorcycle racing.

**The team continues to be in the Top 3 in the Constructor's rankings.**

### Highlights

**Historic 1st podium finish** for an Indian Constructor at Malaysian Grand Prix in Sepang

**1 circuit lap record & 3 fastest race laps**

**Breaking new ground as an Indian Constructor**

Mahindra Racing made history in Indian automotive engineering, when Ambrogio Racing, CIP Moto3 & San Carlo Team Italia - three teams in the Moto3™ World Championship, decided to switch to the MGP30 racing bikes, becoming Mahindra Racing's customers



## Italian National Motorcycle Racing Championship - CIV

In the 2013 season of Italy's leading national track competition, the team entered the Moto3 (250cc - 4 stroke) class with two very talented riders, Andrea Locatelli (16, from Alzano Lombardo) and Michael Rinaldi (17, from Rimini, Emilia-Romagna). Throughout the championship, the riders pulled off a number of hard-fought podium finishes in 10 gruelling rounds, with some fantastic double podiums and top two finishes.



This historic victory at the CIV marks a new high for Mahindra Racing in its journey towards becoming a global motorsports brand. Winning the Constructors Title for the second year in a row in this highly competitive series is also a remarkable achievement for Indian motorsport and we are very proud to have played our part in making it happen.

**Mr. Anand Mahindra**  
Chairman, Mahindra Group



### Top Honours

NDTV Car and Bike Awards - 'Mobil 1 Motorsport Award of the Year' 2013

Bike India Magazine - 'Motorsport Award' 2013



## MAHINDRA EXCELLENCE IN THEATRE AWARDS (META)

The Mahindra Group believes in encouraging all forms of theatre. META is Mahindra's instrument to increase awareness & appreciation of Indian theatre and provide a national platform for rewarding & recognising this stagecraft.

META celebrates and promotes theatre's varied elements like playwriting, set design, costume design, light design, direction and performance. In continuation of their commitment to promoting the arts, META also showcases the best of Indian theatre performed during a particular year.

At META, we aspire to continue to inspire theatre across the country and across all languages.

**Ravi Dubey**  
Creative Director, META



I regard theatre as the greatest of all art forms, the most immediate way in which a human being can share with another, the sense of what it is to be a human being.

**Oscar Wilde**

The 9th edition of the prestigious Mahindra Excellence in Theatre Awards (META) was held in March 2014. Girish Karnad was presented with the Lifetime Achievement Award for his contribution to Indian theatre, while 'Piya Behrupiya' basked in the spotlight by winning laurels for the Best Play, Best Ensemble and a Special Jury Citation for Script. MG Jyotish was adjudged the Best Director for Macbeth. The Best Actor went to Manoj Omen for his performance in the play 'Moment Just before Death' and MD Pallavi walked with the Best Actress recognition for 'C Sharp C Blunt'.

**GIRISH KARNAD**  
Lifetime Achievement Award

**MG JYOTISH**  
Best Director for Macbeth



**MANOJ OMEN**  
Best Actor  
for Moment Just before Death

**'PIYA BEHRUPIYA'**  
Best Play



**MD PALLAVI**  
Best Actress for C Sharp C Blunt



## MAHINDRA BLUES

The Mahindra Blues Festival returned to grip audiences with an all-star ensemble of International and Indian Blues artists, which included Grammy Award-winning Bluesman Jimmie Vaughan, the Grammy Award-winning Tedeschi Trucks Band with special guest Doyle Bramhall, Lil' Ed and The Blues Imperials, Zac Harmon and India's own beloved Blues bands, Soulmate and Blackstratblues.



Music washes away from the soul, the dust of everyday life.

**Berthold Auerbach**

## MAHINDRA SANATKADA LUCKNOW FESTIVAL

The Mahindra Sanatkada Lucknow Festival draws its inspiration from 'Lucknowi tehzeeb', a term that refers to the old-world charm of the Nawabs' culture and lifestyle. This culture is a sharp contrast to the fast pace of modern life, possesses a certain poise and gentleness, and emphasises tradition and the arts.

The festival brings together four days of art, music, dance, literature, and cuisine. Artisans and master craftsmen from all over India display their work, while folk musicians and dancers perform traditional pieces. Attendees can also go on history tours, attend literature and poetry sessions or sample a mouth-watering array of gourmet dishes. Held every February, the Mahindra Sanatkada Lucknow Festival is a celebration of India's vibrant arts, culture and history.



## Memberships

All India Management Association, New Delhi

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The Associated Chambers of Commerce and Industry of India (ASSOCHAM)

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Bombay Chamber of Commerce & Industries

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Bombay First

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BMTPC - Building Materials and Technology Promotion Council

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Bureau of Energy Efficiency (BEE) - New Delhi

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Childlink India Foundation

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CII Apex Council of Affirmative Action

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CII Western Regional Council

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CII National Committee of Indian MNCs

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Clinton Climate Initiatives (CCI)

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Central Pollution Control Board

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Confederation of Indian Industries (CII)

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Confederation of Indian Industries - Hyderabad

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Confederation of Indian Industries - Mumbai

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CREDA (Chennai)

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Department of Science and Technology (DST)

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Federation of Indian Chambers of Commerce and Industry (FICCI)

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Harvard Business School - India Research Centre

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Indian Council on Global Relations

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Indian Green Building Council

Indo-American Chamber of Commerce

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Indo-French Chamber of Commerce and Industries

---

Indo-German Chamber of Commerce

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IIT Bombay

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Lal Bahadur Shastri Institute of Management

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Leadership in Energy and Environmental Design (LEED)

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Maharashtra Chamber of Housing Industry (Mumbai & Pune)

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Mumbai Waste Management Ltd. (MWML), Taloja

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Mumbai Cricket Association

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National HRD Network

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National Safety Council

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Population First

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SIAM - New Delhi

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SOIL (School of Inspired Leadership) Consortium

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The Council of EU Chambers of Commerce

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The Indian Hotels

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TCB Conference Board

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United Nations Global Compact and Global Compact Network India

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Global Compact Network India

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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	24-34			
Organizational Profile						
2.1	Name of the organization.	Fully	3-4			
2.2	Primary brands, products, and/or services.	Fully	9-16			
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	16-17			
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	9-16			
2.8	Scale of the reporting organization.	Fully	9, 50, 76, 83, 88, (Pl. refer table on page no. 88. Which indicates no. of businesses / operations, quantities of products and services provided), M&M Annual Report 2013-14, Page 11, 49-50			
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	22-23			

## 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			
3.2	Date of most recent previous report (if any).	Fully	3			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	3			
3.4	Contact point for questions regarding the report or its contents.	Fully	4			
3.5	Process for defining report content.	Fully	3, We have done detailed materiality exercise in year 2010-11. In the current year we redid the identification, prioritisation of material issues and identified stakeholders accordingly (Pages 27-32). Pl. refer Pages 35 to 40 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 propulsion), Employee Care and Community Development (capacity building, reportable			

## 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			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	87-90			
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	4			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	4			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	142 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	18-19			

## 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	18-19			
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	18-19			
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 2013-14			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	M&M Annual Report 2013-14			
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 2013-14			
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	19-20			
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	26			
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 2013-14			

## 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	86-87			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	24-28			
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	21			
4.14	List of stakeholder groups engaged by the organization.	Fully	35-40			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	35-40			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	35-40			
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	35-40			

### 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 processes are perceived to have any direct material, environmental 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 only of individual clients, who do not pose any environmental/social risks to our business	
	Audits	Not			Not available	Currently, MMFSL does not have an environmental or a social policy	2015
	Active Ownership	Not			Not available	Currently MMFSL does not carry out activities or monitor the data required for FS 10, 11 and 12 indicators	2015

## 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	76-77				
	Market presence	Fully	76-77				
	Indirect economic impacts	Fully	76-77				
<b>DMA EN</b>	<b>Disclosure on Management Approach EN</b>						
<b>Aspects</b>	Materials	Fully	86-87				
	Energy	Fully	86-87				
	Water	Fully	86-87				
	Biodiversity	Fully	86-87				
	Emissions, effluents and waste	Fully	86-87				
	Products and services	Fully	86-87				
	Compliance	Fully	86-87				
	Transport	Fully	86-87				
	Overall	Fully	86-87				
<b>DMA LA</b>	<b>Disclosure on Management Approach LA</b>						
<b>Aspects</b>	Employment	Fully	41-42				
	Labor/management relations	Fully	41-42				
	Occupational health and safety <sub>COMM</sub>	Fully	41-42				
	Training and education	Fully	41-42				
	Diversity and equal opportunity	Fully	41-42				
	Equal remuneration for women and men	Fully	41-42				
<b>DMA HR</b>	<b>Disclosure on Management Approach HR</b>						
<b>Aspects</b>	Investment and procurement practices	Fully	41-42				
	Non-discrimination	Fully	41-42				
	Freedom of association and collective bargaining	Fully	41-42				
	Child labor	Fully	41-42				
	Prevention of forced and compulsory labor	Fully	41-42				
	Security practices	Fully	41-42				
	Indigenous rights	Fully	41-42				
	Assessment	Fully	41-42				
	Remediation	Fully	41-42				

## 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	117				
	Corruption	Fully	117				
	Public policy	Fully	117				
	Anti-competitive behavior	Fully	117				
	Compliance	Fully	117				
<b>DMA PR</b>	<b>Disclosure on Management Approach PR</b>						
<b>Aspects</b>	Customer health and safety	Fully	60-61				
	Product and service labelling	Fully	60-61				
FS15	Policies for the fair design and sale of financial products and services.	Fully	20-21				
	Marketing communications	Fully	75				
	Customer privacy	Fully	75				
	Compliance	Fully	74				

### 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
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	Fully	77-82				
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 2,540,002				

## 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 and services to deliver specific environmental benefits in the reporting year	2015
<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 and services to deliver specific environmental benefits in the reporting year	2015
<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	Page No. 83. The figures provided for economic value distributed include donations and community investment. M&M Ltd. Annual report of 13-14, Page 125. Operating Costs (INR 369,098.5 millions), Employee Compensation (INR 21,637.2 millions), Donations (INR 269.7 millions), & other community investment (INR 329.1 millions)				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	83				
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	M&M Annual Report 2013-14				
EC4	Significant financial assistance received	Fully	83				
<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				The Mahindra Group does not report on salary related data	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	84-85				
EC7	Procedures for local hiring and proportion of senior management hired	Fully	Currently the Mahindra Group				

## 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
	from the local community at significant locations of operation.		companies do not have any specific procedure for local hiring of senior management. The hiring takes place purely on merit irrespective of 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	121				
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	108-109				
EN2	Percentage of materials used that are recycled input materials.	Partially	108-109	Percentage values	Not available	Sectors/locations are recycling and reusing the materials. Monitoring mechanism is under study	2015
<b>Energy</b>							
EN3	Direct energy consumption by primary energy source.	Fully	95-96				
EN4	Indirect energy consumption by primary source.	Fully	95-96				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	96-101				
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	61-68				

## 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>							
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	96-101				
<b>Water</b>							
EN8	Total water withdrawal by source.	Fully	102				
EN9	Water sources significantly affected by withdrawal of water.	Fully	102-103				
EN10	Percentage and total volume of water recycled and reused.	Partially	102			Sectors/locations are recycling and reusing water. Monitoring mechanism is under study	2015
<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	94 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	94				
EN13	Habitats protected or restored.	Fully	94				
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not			Not Available		2015
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	

## 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>Emissions, effluents and waste</b>							
EN16 <sub>COMM</sub>	Total direct and indirect greenhouse gas emissions by weight.	Fully	90-91				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	91				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	92-93				
EN19	Emissions of ozone-depleting substances by weight.	Fully	90				
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.	Fully	89				
EN21	Total water discharge by quality and destination.	Fully	103				
EN22 <sub>COMM</sub>	Total weight of waste by type and disposal method.	Fully	110-113				
EN23	Total number and volume of significant spills.	Fully	116				
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 available		2015
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		2015
<b>Products and services</b>							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	61-66				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Partially	115-116	Percentage values of reclaimed products and packaging	Not available	Measurement of reclaimed packaging materials is not currently done and will require coordination among customers, dealers, distributors and shipping entities. Mahindra aims to	2015

## 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
						report on this indicator in the next one year, once we can work with necessary groups to ensure that we are capturing accurate and meaningful data	
<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	116, 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		2015
<b>Overall</b>							
EN30	Total environmental protection expenditures and investments by type.	Fully	88				
<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. Part-time employees means Fixed Term Contract, Third Party Contract and others who are non permanent. Genderwise breakup provided				

## 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
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		2015
LA15	Return to work and retention rates after parental leave, by gender.	Not			Not available	Currently, we do not track the data for retention rates after parental leave	2015
<b>Labor/management relations</b>							
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	39				
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		2015
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	55				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	57-58				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	59				
<b>Training and education</b>							
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	53-54	Gender and Employment Category	Not available	We have provided the total number of employees and training hours for each	2015

## 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
						category. However the average has not been calculated	
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		2015
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	50-52	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	2015
<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	2016
<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	2015
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	39	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	54				
<b>Non-discrimination</b>							
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	42				
<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	41-42, 48				
<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	41-42				
<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	41-42				
<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	54				

## 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	2015
<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>							
SO1 (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	117-120				
SO1 (G3.1)	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	117-120				
FS13	Access points in low-populated or economically disadvantaged areas by type.	Fully	15				
FS14	Initiatives to improve access to financial services for disadvantaged people.	Fully	15				
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	There are no operations with significant impact on local communities				
SO10	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				

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### 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	2015
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	21, Anti-corruption training is provided to all employees during induction				
S04	Actions taken in response to incidents of corruption.	Fully	No incidents of corruption were reported during the reporting period				
<b>Public policy</b>							
S05	Public policy positions and participation in public policy development and lobbying.	Fully	21				
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	M&M Annual Report 2013-14				
<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 2013-14 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	20				
<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	Fully	69-70				

## 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
	services categories subject to such procedures.						
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	69-70				
<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	69				
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	There have been no incidents of non-compliance				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	71-72				
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	2017
<b>Marketing communications</b>							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	75				
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.	Not			Not available		2015

## 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>Customer privacy</b>							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	74				
<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	74				

## Index for UNGC Principles

Principle	Category	Description	Page No.
Principle 1	Human rights	Businesses should support and respect the protection of internationally proclaimed human rights.	Management Approach 42, Materiality 3, Stakeholder Engagement 35
Principle 2	Human rights	Businesses should make sure that they are not complicit in human rights abuses.	Management Approach 42, Materiality 3, Stakeholder Engagement 41
Principle 3	Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Management Approach 42, Employees covered by collective Bargaining agreements 48
Principle 4	Labour	Businesses should uphold the elimination of all forms of forced and compulsory labour;	Materiality 3, Management Approach 42,
Principle 5	Labour	Businesses should uphold the effective abolition of child labour; and	Management Approach 42, HR & Administration policy 48
Principle 6	Labour	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Core values 19, Management Approach 42
Principle 7	Environment	Businesses should support a precautionary approach to environmental challenges;	Corp. Governance Policies 21, Management Approach 86, Financial Implications of Climate Change 83, Environmental Policy 86
Principle 8	Environment	Businesses should undertake initiatives to promote greater environmental responsibility; and	Management Approach 86, Environmental impacts 61
Principle 9	Environment	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Materiality 3, Code of Conduct 23, Environmental Impacts 61, Management Approach 86, R&D spend 77
Principle 10	Anti corruption	Businesses should work against corruption in all its forms, including extortion and bribery.	Core Values 19, Anti-corruption policies & procedures 21

## Acronyms

<b>ABCI</b>	Association of Business Communicators of India	<b>BT</b>	British Telecommunications
<b>ACE</b>	Awards for Customer Excellence	<b>C2 CRDe</b>	2-cylinder Common Rail Diesel Engine
<b>ACETECH</b>	Architecture, Construction, Engineering Technology	<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>AD</b>	Automotive Division	<b>3R</b>	Reduce / Recycle / Reuse
<b>AFS</b>	Automotive Farm Sector	<b>CH<sub>4</sub></b>	Methane
<b>AGC</b>	Avaya Global Connect	<b>CAE</b>	Computer Aided Engineering
<b>AIDS</b>	Acquired Immune Deficiency Syndrome	<b>CCI</b>	Clinton Climate Initiative
<b>AIMA-IOCL</b>	All India Management Association - Indian Oil Corporation Limited	<b>CDP</b>	Carbon Disclosure Project
<b>ABS</b>	Antilock Braking System	<b>CED</b>	Cathodic Electro Deposition
<b>ANM</b>	Auxiliary Nurse Midwife	<b>CEO</b>	Chief Executive Officer
<b>AT&amp;T</b>	American Telephone & Telegraph	<b>CGC</b>	Corporate Governance Cell
<b>ASSOCHAM</b>	Associated Chambers of Commerce and Industry of India	<b>CFC</b>	Chlorofluorocarbon
<b>BCL</b>	Business Continuity Leader	<b>CFL</b>	Compact Fluorescent Lamp
<b>BCMS</b>	Business Continuity Management Systems	<b>CFO</b>	Chief Financial Officer
<b>BCP</b>	Business Continuity Plan	<b>CFT</b>	Cross Functional Team
<b>BHAG</b>	Big Hairy Audacious Goal	<b>CGSF</b>	Common Guaranteed Safety Programme
<b>BIA</b>	Business Impact Analysis	<b>CLHA</b>	Children Living with HIV AIDS
<b>BKS</b>	Bharatiya Kamgar Sena	<b>CII</b>	Confederation of Indian Industry
<b>BMW</b>	Bavarian Motor Works	<b>CIO</b>	Chief Information Officer
<b>BPO</b>	Business Process Outsourcing	<b>CITU</b>	Centre of Indian Trade Unions
<b>BPI</b>	Business Psychologists International	<b>CMO</b>	Chief Marketing Officer
<b>BR</b>	Business Responsibility	<b>CMTT</b>	Club Mahindra Tusker Trail
<b>BS</b>	British Standards	<b>CMVR</b>	Central Motor Vehicle Rules
<b>BSE</b>	Bombay Stock Exchange	<b>CMAI</b>	Communication Multimedia And Infrastructure
<b>BSS</b>	Business Support Systems	<b>CNG</b>	Compressed Natural Gas
<b>BS-III</b>	Bharat Stage - three	<b>CO</b>	Carbon monoxide
<b>BS-IV</b>	Bharat Stage - four	<b>CRISIL</b>	Credit Rating & Information Services of India Limited
		<b>CRM</b>	Customer Relationship Management

## Acronyms

<b>CSR</b>	Corporate Social Responsibility	<b>FAPCCI</b>	Federation of Andhra Pradesh Chambers of Commerce and Industry
<b>CTO</b>	Chief Technical Officer	<b>FD</b>	Farm Division
<b>CV</b>	Commercial Vehicles	<b>FE-EVI</b>	Financial Express - Emergent Ventures International
<b>D&amp;B</b>	Dun & Bradstreet	<b>FICCI</b>	Federation of Indian Chamber of Commerce and Industry
<b>DNA</b>	Data Not Available	<b>FIDC</b>	Finance Industry Development Council
<b>DSIR</b>	Department of Science and Industrial Research	<b>FIFA</b>	Federal International Football Association
<b>EBD</b>	Electronic Brakeforce Distribution	<b>FMS</b>	Feedback Management System
<b>ECM</b>	Energy Conservation Measures	<b>FTM</b>	First Time Managers
<b>ECEM</b>	Enterprise Carbon and Energy Management	<b>g/hph</b>	Grams per horse power hours
<b>EDGE</b>	Enterprise Driving Growth & Excellence	<b>GDP</b>	Gross Domestic Product
<b>EDC</b>	Engine Development Centre	<b>GDR</b>	Global Depository Receipts
<b>EFI</b>	Employers Federation of India	<b>GHG</b>	Greenhouse Gas
<b>ELV</b>	End of Life Vehicles	<b>GJ</b>	Giga Joules
<b>EDMC</b>	East Delhi Municipal Corporation	<b>GEB</b>	Group Executive Board
<b>EPA</b>	Environmental Protection Agency (USA)	<b>GMC</b>	Group Management Cadre
<b>EPC</b>	Engineering, Procurement, and Construction	<b>GoB</b>	Government of Bihar
<b>ESCo</b>	Energy Services Company	<b>GPS</b>	Global Positioning System
<b>ER</b>	Employee Relation	<b>GPMD</b>	Global Program for Management Development
<b>ERP</b>	Enterprise Resource Planning	<b>GRI</b>	Global Reporting Initiative
<b>ESI</b>	Employment Status Indicator	<b>GRIHA</b>	Green Rating For Integrated Habitat Assessment
<b>ESP</b>	Electronic Stability Program	<b>GSM</b>	Global System for Mobile Communications
<b>ESIC</b>	Employee State Insurance Corporation	<b>H<sub>2</sub>O</b>	Water
<b>Esops</b>	Employee Social Option Scheme	<b>HCFC</b>	Hydrochlorofluorocarbon
<b>ETP</b>	Effluent Treatment Plant	<b>HCNG</b>	Hydrogen Compressed Natural Gas
<b>EU</b>	European Union	<b>HHD</b>	Hand Held Device
<b>EURO IV</b>	European emission standards - Four	<b>HOC</b>	Heat of Compression
<b>EURO V</b>	European emission standards - Five	<b>HP</b>	Horse Power
<b>EVP</b>	Executive Vice President		
<b>EVP</b>	Employee Value Proposition		

## Acronyms

<b>HPCL</b>	Hindustan Petroleum Corporation Limited	<b>KL</b>	Kilo Litres
<b>HR</b>	Human Resources	<b>LBSIMT</b>	Lal Bahadur Shastri Institute of Management and Technology
<b>HRD</b>	Human Resource Development	<b>LCV</b>	Light Commercial Vehicle
<b>IBA</b>	International Bird Area	<b>LEED</b>	Leadership in Energy & Environmental Design
<b>ICAI</b>	Institute of Chartered Accountants of India	<b>LED</b>	Light Emitting Diode
<b>ICRISAT</b>	International Crops Research Institute for the Semi-Arid Tropics	<b>LDO</b>	Light Diesel Oil
<b>ICT</b>	Information, Communication, and Technology	<b>L&amp;D</b>	Learning and Development
<b>IDC</b>	International Data Corporation	<b>LPG</b>	Liquefied Petroleum Gas
<b>IGBC</b>	Indian Green Building Council	<b>LSPV</b>	Load Sensing Proportioning Valve
<b>ICHET</b>	International Centre for Hydrogen Energy Technologies	<b>LTL</b>	Learning to Lead
<b>IIT</b>	Indian Institute of Technology	<b>MACE</b>	Mahindra Consulting Engineers Limited
<b>IIMM</b>	Indian Institute of Materials Management	<b>MAITS</b>	Mahindra All India Talent Scholarships
<b>ILO</b>	International Labour Organization	<b>MBCSPL</b>	Mahindra Business & Consulting Services Private Limited
<b>IMC</b>	Indian Merchant Chamber	<b>MCD</b>	Municipal Corporation of Delhi
<b>IMDS</b>	International Material Data Sheet	<b>MCL</b>	Mahindra Composites Ltd.
<b>IMS</b>	Integrated Management System	<b>MD</b>	Managing Director
<b>INR</b>	Indian Rupee	<b>META</b>	Mahindra Excellence in Theatre Award
<b>IRADe</b>	Integrated Research & Action for Development	<b>MFCSL</b>	Mahindra First Choice Services Limited
<b>ISO</b>	International Organization for Standardization	<b>MFCWL</b>	Mahindra First Choice Wheels Limited
<b>IT</b>	Information Technology	<b>MFL</b>	Mahindra Forgings Limited
<b>ITDP</b>	Integrated Talent Development Process	<b>MFUSA</b>	Mahindra Foundation USA
<b>ITES</b>	Information Technology Enabled Service	<b>MGD</b>	Million Gallons Per Day
<b>JAU</b>	Junagadh Agricultural University	<b>MGTL</b>	Mahindra Gujarat Tractor Limited
<b>JCMM</b>	Jagdish Chandra Mahindra Memorial	<b>MGTPL</b>	Mahindra Gears & Transmissions Private Limited
<b>JNNSM</b>	Jawaharlal Nehru National Solar Mission	<b>MHIL</b>	Mahindra Hinoday Industries Limited
<b>KCMET</b>	K.C. Mahindra Educational Trust	<b>MHRIL</b>	Mahindra Holidays & Resorts India Limited
<b>KPO</b>	Knowledge Process Outsourcing	<b>MIBL</b>	Mahindra Insurance Brokers Ltd.

## Acronyms

<b>MIBL</b>	Mahindra Insurance Brokers Ltd.	<b>MUSCO</b>	Mahindra Ugine Steel Company Limited
<b>MIDC</b>	Maharashtra Industrial Development Corporation	<b>MVML</b>	Mahindra Vehicle Manufacturers Limited
<b>MIL</b>	Mahindra Intertrade Limited	<b>MWC</b>	Mahindra World City
<b>MILES</b>	Mahindra Integrated Logistics Execution System	<b>MWCDL</b>	Mahindra World City Developers Limited
<b>MIQ</b>	Mahindra Institute of Quality	<b>MWCJL</b>	Mahindra World City Jaipur Limited
<b>MLDL</b>	Mahindra Lifespace Developers Limited	<b>NAAQS</b>	National Ambient Air Quality Standards
<b>MLL</b>	Mahindra Logistics Limited	<b>NAPCC</b>	National Action Plan on Climate Change
<b>MMDC</b>	Mahindra Management Development Center	<b>NASSCOM</b>	National Association of Software and Services Companies
<b>MMFSL</b>	Mahindra & Mahindra Financial Services Limited	<b>NATRIP</b>	National Automotive Testing & R&D Infrastructure Project
<b>MN 25</b>	Mahindra Navistar 25,000 kg	<b>NBFC</b>	Non-Banking Financial Companies
<b>MNAL</b>	Mahindra Navistar Automotives Limited	<b>NBC</b>	National Building Code
<b>MNC</b>	Multi National Company	<b>NDTV</b>	New Delhi Television Limited
<b>MNEPL</b>	Mahindra Navistar Engines Private Limited	<b>NGO</b>	Non-governmental Organisation
<b>MOU</b>	Memorandum of Understanding	<b>NHRDN</b>	National Human Resource Development Network
<b>MPD</b>	Magnetic Products Division	<b>NIS</b>	Not in Scope
<b>MPS</b>	Mahindra Pride School	<b>NITIE</b>	National Institute Of Industrial Engineering
<b>MPTS</b>	Mahindra People Transport Solutions	<b>NMACS</b>	Networking, Mobility Analytics, Cloud & Security
<b>MPUAT</b>	Maharana Pratap University of Agriculture & Technology	<b>NO<sub>x</sub></b>	Oxides of Nitrogen
<b>MQS</b>	Mahindra Quality System	<b>NOA</b>	National Outsourcing Association
<b>MReva</b>	Mahindra Reva Electric Vehicles Pvt. Ltd.	<b>NRI</b>	Non-resident Indian
<b>MRHFL</b>	Mahindra Rural Housing Finance Ltd.	<b>NSE</b>	National Stock Exchange
<b>MRV</b>	Mahindra Research Valley	<b>NSDF</b>	National Sports Development Fund
<b>MSat</b>	Mahindra Satyam	<b>NVG-SEE</b>	National Voluntary Guidelines on Social, Environmental and Economic responsibilities of business
<b>MSB</b>	Mahindra Spares Business	<b>OECD</b>	Organization for Economic Cooperation & Development
<b>MSOLAR</b>	Mahindra Solar One Pvt. Ltd.	<b>OBD</b>	On-board Diagnostics
<b>MSSSCL</b>	Mahindra Sanyo Special Steel Pvt. Ltd.		
<b>MTWL</b>	Mahindra Two Wheelers Limited		

## Acronyms

<b>OCB</b>	Overseas Corporate Bodies	<b>SEBI</b>	Securities and Exchange Board of India
<b>ODS</b>	Ozone-depleting Substance	<b>SIAM</b>	Society of Indian Automobiles Manufacturers
<b>OEM</b>	Original Equipment Manufacturer	<b>SIBM</b>	Symbiosis Institute of Business Management
<b>OTM</b>	Oracle Transport Management	<b>SLP</b>	Senior Leaders Program
<b>OSS</b>	Operations Support Systems	<b>SLT</b>	Senior Leadership Team
<b>PAT</b>	Profit After Tax	<b>SO<sub>x</sub></b>	Oxides of Sulphur
<b>PAU</b>	Punjab Agricultural University	<b>SO<sub>2</sub></b>	Sulphur Dioxide
<b>Pb</b>	Lead	<b>NOA</b>	National Outsourcing Association
<b>PFOS</b>	Perflourooctane-sulfonates	<b>SOIL</b>	School of Inspired Leadership
<b>PLHA</b>	People Living with HIV/AIDS	<b>SPM</b>	Suspended Particulate Matter
<b>POP</b>	Plaster of Paris	<b>SRI</b>	Solar Reflectance Index
<b>PRCI</b>	Public Relations Council of India	<b>STAT</b>	Statistic
<b>PWD</b>	Persons with Disability	<b>STAMP</b>	Structural Testing Analysis & Measurement of Projects
<b>QCD</b>	Quality Cost and Delivery	<b>STP</b>	Sewage Treatment Plant
<b>QCFI</b>	Quality Circle Forum Of India	<b>SUV</b>	Sports Utility Vehicle
<b>RA</b>	Risk Assessment	<b>SYMC</b>	Ssangyong Motor Company Limited
<b>RCI</b>	Resort Condominium International	<b>SYSTECH</b>	Systems & Technologies Sector
<b>RBI</b>	Reserve Bank of India	<b>TCF</b>	Trim Chassis Final
<b>RIICO</b>	Rajasthan State Industrial Development & Investment Corporation Limited	<b>Tech M</b>	Tech Mahindra
<b>RMC</b>	Ready Mix Concrete	<b>TMF</b>	Tech Mahindra Foundation
<b>ROI</b>	Return On Investment	<b>TIDCO</b>	Tamil Nadu Industrial Development Corporation
<b>ROHS</b>	Restriction On Hazardous Substances	<b>TL</b>	Thought Leadership
<b>RRR</b>	Rate and Reusability Rate	<b>TNAU</b>	Tamil Nadu Agricultural University
<b>RSPM</b>	Respirable Suspended Particulate Matter	<b>TPM</b>	Total Productive Maintenance
<b>R&amp;D</b>	Research & Development	<b>TTP</b>	Tertiary Treatment Plant
<b>SAP</b>	System Application Products	<b>TxMS</b>	Transaction Management System
<b>SAM</b>	Software Analysis and Management	<b>UAE</b>	United Arab Emirates
<b>SCM</b>	Supply Chain Management	<b>UK</b>	United Kingdom
<b>SEZ</b>	Special Economic Zone		

## Acronyms

<b>UNEP</b>	United Nations Environment Programme	<b>VAVE</b>	Value Analysis and Value Engineering
<b>UNGC</b>	United Nations Global Compact	<b>VC</b>	Vice Chairman
<b>UNIDO</b>	United Nations Industrial Development Organization	<b>VECV</b>	Volvo-Eicher Commercial Vehicles
<b>US</b>	United States	<b>VFD</b>	Variable Frequency Drives
<b>USA</b>	United States of America	<b>VOC</b>	Volatile Organic Compound
<b>USD</b>	United States Dollars	<b>WBCSD</b>	World Business Council for Sustainable Development
<b>UV</b>	Utility Vehicle	<b>WOW</b>	Wet-On-Wet
<b>UWC</b>	United World College	<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 fuels 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)

A colourless gas better known as HCFC-22 or R-22. Earlier it was commonly used as a propellant and in air conditioning application. These applications are being

phased out, since its manufacturing was banned in the US and many countries in 1994 due to concerns about damage to the ozone layer.

### 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<sup>®</sup> CSP Global Standard Certification

The COPC-2000<sup>®</sup> CSP Standard is a Performance Management Framework designed to deliver results in Customer Service Provider (CSP) contact center environments including Call Centers, E-Commerce Centers 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.

### ECOTEL<sup>®</sup> certification

ECOTEL<sup>®</sup> is a prestigious environmental certification designed by HVS Sustainability Services specifically for the hospitality sector. This certification recognises outstanding achievement along the triple bottom line: environmental, social and fiscal.

### 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.

# Glossary

## **EURO IV or EURO V Standards**

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**

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 utilisation 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 programs 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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## **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 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, air conditioners, fire extinguishers, in dry cleaning as solvents, in 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 in 1990, requires EPA to set National Ambient Air Quality Standards for pollutants considered harmful to public health and the environment.

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# Glossary

## **NASSCOM**

A not-for-profit organisation 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.

## **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 (American Society 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**

UNGC 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, the environment and anti-corruption. M&M Limited is a signatory to UNGC.

Our Group Sustainability Report 2013-14 is based on the internationally recognised Global Reporting Initiative (GRI) Sustainability Reporting G3.1 Guidelines. It is a GRI Checked Application Level A+ report.

It has also been externally assured by KPMG.

*All figures in the report are current as of 31<sup>st</sup> March, 2014.*

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