

**BUSINESSWISE**  
MULTIPLYING OUTCOMES



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



**10X**

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



## MESSAGE FROM CHAIRMAN & MANAGING DIRECTOR

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

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

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

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

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

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

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

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

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

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

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

**Anand Mahindra**  
Chairman,  
Mahindra Group



## MESSAGE FROM CHAIRMAN, GROUP SUSTAINABILITY COUNCIL

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

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

I see the 'Businesswise' approach achieving three goals:

### Enhanced Focus

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

### Enhanced Accountability

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

### Sector Leadership

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

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

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

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

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

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

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

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

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

**Ulhas Yargop**  
Chairman, Group Sustainability Council,  
Mahindra Group



# Group Profile

Mahindra is a USD 16.9 billion multinational group based in Mumbai, India, with more than 200,000 people in over 100 countries.

## BUSINESS VERTICALS

### Automotive & Farm Sector (AFS)



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

### Real Estate Sector



- Mahindra Lifespace Developers Ltd. (MLDL)
- Mahindra World City Developers Ltd. (MWC DL)
- 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)

### Information Technology Sector



- Tech Mahindra Ltd. (Tech M)

### Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL)#



### 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.

### Corporate Centre (CC)



- Mahindra Towers - Worli

# Systems & Technologies (Systech) sector which was part of reporting for previous years has been merged with CIE Automotive and will now be known as 'Mahindra CIE Automotive Ltd'. MSSSPL is separated from Systech. From 2014-15 onwards, out of all Systech companies only MSSSPL is part of the group hence throughout the Sustainability Review, Systech values have been replaced by MSSSPL values alone.

## CORPORATE GOVERNANCE

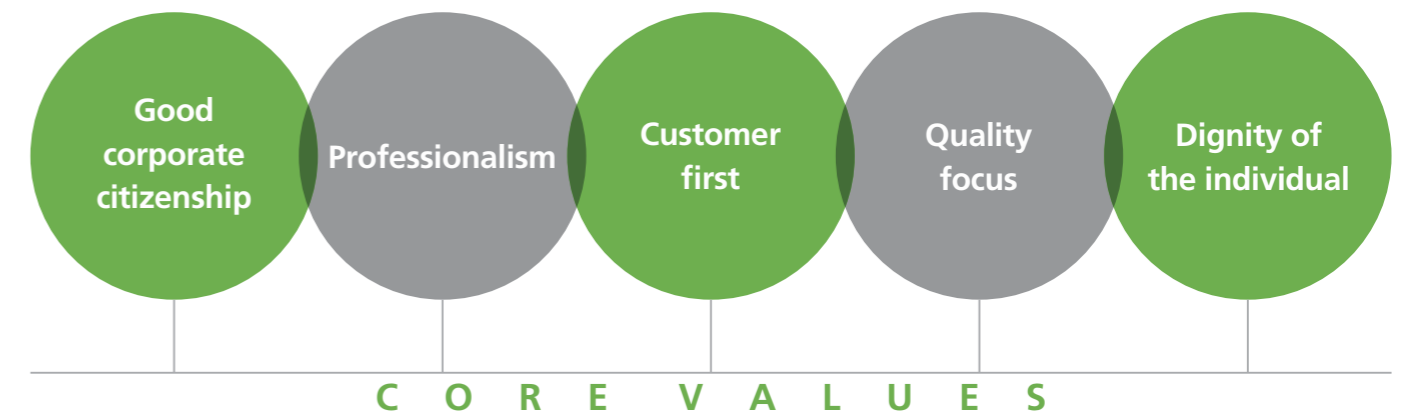
A strong commitment to business ethics triggers a virtuous cycle of benefits - regulatory compliance, operational excellence, enthused employees, satisfied clients, confident partners and consistent creation of shareholder value.

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

### CORE PURPOSE

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.

Mahindra & Mahindra Ltd. is one of only four companies to make it to The Economic Times **HayGroup**® survey of India's Best Boards



## CODE OF CONDUCT

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

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

## KEY HIGHLIGHTS OF REFRESHED CoC



- The CoC has mandated the appointment of a Chief Ethics Officer.
- Various reader-friendly features have been incorporated in the document to enhance clarity of thought and specificity of action.
  - 'Ethics Decision Tree' and an 'Approval & Disclosure Matrix' to help every employee make informed decisions
  - 'Q&A' and 'Dos & Don'ts' to understand the code better and translate the principles in practice
  - Disclosures on various new governance initiatives with regards to Violation Reporting, Whistle Blower Policy etc.

## SUSTAINABILITY 2.0 - YEAR ONE UPDATE

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

Thus in FY 13-14, we progressed to 'Businesswise' sustainability where each business charted their individual roadmap in line with the Company's vision, its materiality issues, sustainability maturity and business goals. Businesses could also time their targets depending on the scale of the goal. This year, marks our first year of action in the second leg of our sustainability journey. Each of the businesses has owned responsibility towards the roadmap and has constructively spearheaded processes and practices to address each materiality issue.

As the companies are focusing on their individual sustainability targets, our ambition is to achieve pole position in the sustainability sphere and inspire others to follow this ethical growth path.

Companies like M&M, MLDL, Tech M and FSS have already contributed to this commitment in the globally recognised sustainability indices like DJSI and CDP and other businesses are on their way to perform at peak potential.

## STAKEHOLDER ENGAGEMENT

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

## GROUP-WIDE STAKEHOLDER ENGAGEMENT MECHANISMS

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

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



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

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

## KEY ENGAGEMENT MECHANISMS SNAPSHOT

### EMPLOYEES



#### MeConnect App | Group-wide

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

#### 'Sustainable Product Expo-2014' | AFS

A Sustainable Product Expo was organised at Kandivli as part of the 'Resource Conservation Month Celebrations' linked to the 'National Energy Conservation Week'. About 1,000 employees from various functions of Auto, Farm, Mahindra Corporate, and key suppliers visited the exhibition.

#### Road Safety Awareness Drives | MVML

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

#### Project Prayas | AD

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

#### Celebrating Women and Vibrancy | Multiple Businesses

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



#### Innovation Fair | MVML

An 'Innovation Fair' was organised for the third time in November 2014. Over 16 projects were showcased and evaluated by jury members. A total of 10 probable patents were identified.



## CUSTOMERS



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

A nationwide mega service camp 'M-Plus' was organised in March 2015 at over 450 Mahindra authorised workshops across the country for Mahindra vehicles.



### Swaraj Satkar | SD

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

### Uday Initiative for CV owners | AD

In May 2014, we launched Uday Initiative, a unique programme with multiple benefits targeted towards the new owners of our commercial vehicles (CV). As part of the Uday Programme, the CV owners are offered a wide range of monetary as well as non-monetary benefits. Customers will have access to 'With You Hamesha' Vehicle Service and Health Check-up camps organised by Mahindra.

### Training for Indian Air Force personnel | MILE

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

### Farmtrails | FD

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

## SUPPLIERS



### Environmental Awareness Drives | AD

There are around 65 local vendors who currently supply material for Scorpio, Xylo, Quanto and Bolero models to Nashik Plant. To build a competitive spirit around sustainability, a SOH&E competition was organised. 11 suppliers were shortlisted for presentations out of which the winners and runner-ups were decided and felicitated.

### Sustainability Workshop for Suppliers | AFS

In conjunction with World Environment Day, June was celebrated as the 'Sustainability Month' at AFS. A 'Sustainability Awareness Workshop' for 100 participants from 50 supplier organisations was conducted.

### Suppliers' Meet | MLDL

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

### Supplier Business Capability Building (SBCB) | AFS

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



## LOCAL COMMUNITIES



### 'Rise for Good' contest | CC

The 'Rise for Good' contest invited employees to share ideas on how Mahindra should get involved with the Bombay Development Directorate (BDD) Chawls surrounding the Mahindra Towers. The contest generated 63 different ideas which included interventions on environmental, health and educational initiatives.

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

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

### Waste Management at schools | MIL

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

### Green Army | MLDL

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

### Empowering the differently abled | AD

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

### World Environment Day | Tech Mahindra

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

## DEALERS



### 5th Dealer Council Meet 2014 | FSS

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

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



### Contest for service technicians | Mahindra Powerol

In February 2015, Mahindra Powerol conducted its second all India 'Champion of Champions' contest for MAGIECs (Mahindra Authorised Gensets & Industrial Engines Centers) at the Powerol head office in Kandivli, Mumbai.

Over 800 participants from 150 service dealerships were assessed on their passion for the Rise philosophy, customer centricity, in addition to their technical and practical knowledge.



### Retailers' Meet | Mahindra Agribusiness

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

45 Crop Care retailers attended the programme in Sonipat, while 55 retailers attended the meet in Baraut.



# Profit



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

It also reaffirmed the Company's short-term facilities and debt programme with a CRISIL A1+ rating. This reflects upon the healthy business profile of the Company, its ability to maintain market share, robust product development capability and enhanced revenue diversity in the core auto and farm equipment businesses and at the Group level.

## KEY FINANCIAL HIGHLIGHTS

- Mahindra Group's consolidated Gross Revenue and Other Income for the year ended 31st March, 2015 stood at INR 760,150 million as against INR 787,357.2 million for the previous year.
- The consolidated Group profit for the year, after exceptional items and tax, and after deducting minority interest was INR 31,370 million as against INR 46,669.3 million earned last year.

## ECONOMIC BAROMETER

	INR million
Economic Value Generated	397,944
Economic Value Distributed	373,201
Economic Value Retained	24,742
Amount Spent in R&D#	15,796.11

# This includes M&M, MTWL and MREVA

## ECONOMIC VALUE DISTRIBUTED

	INR million
Total expenses	359,612
Exceptional items	(3,357)
Net current taxes	7,432
Deferred taxes	1,046
Proposed dividend	7,453
Income tax on proposed dividend	1,016
<b>Total</b>	<b>373,201</b>



Bolero retained the title of being India's largest selling SUV for the 9th consecutive year and became the 5th highest selling passenger vehicle in India.



Mahindra has strengthened its position in the two-wheeler segment globally by acquiring 51% stake in Peugeot Scooters



Tech Mahindra was ranked 2nd and became one of the only five Indian companies to feature in CDP's Climate Leadership Index 2014.

# Product

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

organisational  
profitability

environmental  
responsibility

social  
accountability

## ENVIRONMENTAL IMPACTS

### SPEARHEADING SUSTAINABLE MOBILITY

The success of introducing the most fuel-efficient SUV in its class, steered our team to extend the product line of XUV500 with the limited edition 'XUV500 Sportz' and 'XUV500 Xclusive'.

We unveiled the New Generation Scorpio powered by the mighty and fuel-friendly mHawk engine that delivers an ARAI-certified fuel efficiency of 15.37 kmpl as compared to 11.2 kmpl in the previous generation.

We forayed in the Bus segment with the launch of Cosmo School Bus in CRDe and CNG versions.

Mahindra GenZe recently unveiled GenZe eBike and the GenZe 2.0 in USA. They are smart, carry-all scooters with a removable lithium-ion battery that can be recharged at any standard electrical outlet.

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

Launched two motorcycles - the Arro and the Centuro, and the Duro DZ scooter in Uganda. All the vehicles deliver superior fuel efficiency.

Introduced in India, the stylish new Centuro Rockstar and Centuro N1 that deliver an astounding ARAI-certified mileage of 85.4 kmpl.

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



### POWER EFFICIENCY

In FY 14-15, Mahindra EPC Services Pvt. Ltd., added two revolutionary solar solutions - the Solar Generator and the DG - PV Hybrid system - to help customers reduce their carbon footprint and save on operational costs.

Mahindra EPC has also been entrusted with the responsibility to design, engineer and install a solar PV installation on the rooftop of Mahindra Towers, Worli.





## GREENER LANDSCAPES

In the reporting year, The Serenes at Alibaug received Pre-certified Platinum ratings for their green credentials

Club Mahindra Kanha - a greenfield project spread across 15 acres was inaugurated near Kanha National Park, Madhya Pradesh



## HEALTH AND SAFETY IMPACTS



Product safety is our top priority and HSE considerations are built into our products and projects right at the drawing board. Safety initiatives undertaken by our sectors during the reporting year include:

Our vehicles (AD) are currently meeting BS-IV emission norms in 24 cities where these norms are implemented. In rest of the places, we are meeting BS-III norms.

We have the current European Emission norms of Euro-Vb with On Board Diagnostic (OBD) system on all our export models. We have also certified our Scorpio SUV for L6 emission norms for Brazil.

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

All the export vehicles are complying with applicable OECD and country specific regulations including those for noise and safety.

The XUV500 is designed to meet global crash standards and is equipped with latest safety systems such as Antilock Braking System (ABS) with Electronic Brake force Distribution (EBD), Electronic Stability Program (ESP) with Rollover Mitigation, 6 Airbags (front, side and curtain), Hill Hold Control and Hill Descent Control.



## SOCIAL IMPACTS



Our businesses play a pivotal role in strengthening the rural fabric of India. Mahindra is the only Company in the world offering complete range of farm solutions under one brand. New developments of the year include:

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

In the very first year of its inception, FD's new R&D team has identified and initiated cultivations towards developing proprietary corn hybrids.

FD signed a joint venture agreement with HZPC, Holland to offer the best quality seed potatoes to farmers within and outside India. Towards this objective, a state-of-the-art facility to produce tissue culture plants and mini-tubers has been set-up.

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

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



## CUSTOMER-CENTRIC INNOVATIONS



Our innovations stem from a desire to cater to the unfulfilled wishes of our customers. A few of our customer-centric innovations include:

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



In an effort to make two-wheeler driving more comfortable and safe, the Mahindra Gusto has been equipped with patented height-adjustable seats.

With its robust design, efficient brakes, frontal crash protection and innovative technology, the Maxximo Mini Van VX is positioned as the safest school transportation solution in the country. The major technological breakthrough in the Maxximo Mini Van is the SafeEye, a path-breaking innovation through which parents and school authorities can do real time tracking of the vehicle.

## FEATHERS IN OUR PORTFOLIO

This year we leveraged the power of technology to benchmark breakthrough innovations, harness insurmountable opportunities and touch uncharted shores:



### Technology of an SUV. Comforts of a Sedan

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

### Belgium to go 4G

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

### The Tech Savvy FIFA

With FIFA 2014 Tech Mahindra is the first Indian Company to be associated with the world's biggest sporting event. Tech M helped manage over \$1 billion in assets (such as cell phones, flat-screen TVs, laptops and other expensive equipment) used in the World Cup as well as co-ordinate and transport over 230,000 staff, volunteers and delegates from over 40 countries.





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

TARGET 2015-16	ACTUAL 2014-15	BASELINE 2012-13		
20%	10%	0.380	Specific Carbon Footprint Reduction [GHG Emissions Scope 1+2] (Tonne/eq. vehicles)	ECO-EFFICIENCY
6%	5.61%	0.025	Use of Renewable Power (% of total power)	
25%	14%	2.86	Specific Water Footprint Reduction (kl/eq. vehicles)	ECO-EFFICIENCY
25%	32%	2.90	Waste Impact Reduction • Reduction in Paint Sludge (kg/eq. vehicles) • Reduction in Packaging Waste (kg/eq. vehicles) Wood Corrugated Box	
15%	88%	9.76	Upstream Supply (supplier) • Capacity Building (no. of suppliers) • Assessment & Green Rating (no. of suppliers) • Energy-efficient Projects	GREEN VALUE CHAIN
15%	58%	21.82		
400	250	0	Emission Reduction for M&M Fleet (gm/km)	PRODUCT RESP.
150	100	0		
100	#		Aim Towards Zero Accident (nos.) Knowledge Enhancement in Sustainability Parameters • Coverage of Sr. Management • Coverage of Mid. & Jr. Management	EMPLOYEE CARE & DEVL.
5%	9.94%	171		
75%	100%	40%	Vocational Training to Youth (no. in thousands) (AD + FD)	COMMUNITY DEVELOPMENT*
90%	67%	30%		
50	6,796	5	Vision Correction (no. in thousands) (AD + FD)	COMMUNITY DEVELOPMENT*
100	10,084	5		

# Process has been initiated for identifying projects through Sustainability Assessments and will be achieved in FY 16.  
\* Community Development commitments are under review.

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

TARGET 2015-16	ACTUAL 2014-15	BASELINE 2012-13		
10%	24%	0.269	Specific Carbon Footprint Reduction [GHG Emissions Scope 1+2] (Tonne/eq. tractors)	ECO-EFFICIENCY
5%	0	0	Use of Renewable Power (% of total power)	
20%	26%	1.815	Specific Water Footprint Reduction (kl/eq. tractors)	ECO-EFFICIENCY
250	250	0	Upstream Supply (supplier) • Capacity Building (no. of suppliers) • Assessment & Green Rating (no. of suppliers) • Energy-efficient Projects (no.)	
50	100	0	Capacity Building Aim Towards Zero Accident (nos.) • Coverage of Senior Management • Coverage of Middle and Junior Management	EMPLOYEE CARE & DEVL.
100	#			
75%	65%	30%	Agriculture School Education (no. of youth in thousands)	COMMUNITY DEVELOPMENT*
90%	75%	25%		
50	5	5	Rental Service for Agri Equipment (no. in thousands)	COMMUNITY DEVELOPMENT*
200	10	10		

# Process has been initiated for identifying projects through Sustainability Assessments and will be achieved in FY16.  
\* Community Development commitments are under review.

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

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

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

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

	BASELINE 2012-13	ACTUAL 2014-15	TARGET 2015-16	
ECO-EFFICIENCY	Reduction in Power Usage Effectiveness of Data Centers	1.47	-17.69%	3%
	Reduction in Absolute Emissions Scope 1 + Scope 2 (tCO <sub>2</sub> in thousands)	119.47	3.82%	2.50%
	Reduction in Water Consumption (kl in thousands)	682.67	-47.57%	5%
	Use of Recycled Water	#	5%	95%
	Operations & Locations adhering to Centralised E-Waste Policy	^	100%	100%
GREEN VALUE CHAIN	Capacity building on sustainability parameters, for the number of suppliers, by market spend	0	8	10
	EMPLOYEE CARE & DEVL.	Continuous Learning (hours per person per year)	40	40
Reduction in Attrition Rate of Top Performers		16%	19%	10%
COMMUNITY DEVELOPMENT	Tech M Foundation to reach out to Beneficiaries across Ten Locations (beneficiaries in lac)	#	1.25	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)	3	65	75

Note: Roadmap has been revised in the current year  
# Data not available  
^ Policy drafted and process maintained as per the laws.

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

	BASELINE 2013-14	ACTUAL 2014-15	TARGET 2015-16	
ECO-EFFICIENCY	Energy Intensity Reduction (in MJ/sq.ft.)	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	INITIATED WORK FOR 2 LOCATIONS	2
	Share of Renewable in Energy Mix	0.8%	1%	5%
GREEN VALUE CHAIN	Total Building Materials (by cost) to be procured within a distance of 400 km	^	50%	50%
	Build Sustainable Supply Chain by capacity building and establishing monitoring mechanism of carbon and water footprint (no. of top suppliers)	^	IDENTIFIED TOP 150 SUPPLIERS	100
EMPLOYEE CARE & DEVL.	Be Industry Leader in the 'Great Place to Work'	^	^^	TOP 5
	Increase Gender Diversity at Workplace	17%	18%	30%
	Achieve the Target in Fatalities for all sites (in nos.)	1	3	0
COMMUNITY DEVELOPMENT	Achieve the Target in Reportable Accidents for all sites and continued reduction in lost work day accident rates (in nos.)	3	5	0
	Projects to have Community Engagement Programmes (CEP)	82%	85%	100%
	CEP to Reach Out / Cover the Target Group	^	#	30%
	Enable Employability by driving skill development / upgradation programmes (in thousands)	^	0.9	10

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

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

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

# Planet



A cumulative energy savings of 102,990 GJ was achieved during the reporting period through focused initiatives undertaken across various sectors.

During the reporting period, we progressed well on our Environmental agenda. Notable milestones include turning Water Positive as a Group and MLDL conducting a Natural Capital profiling - a first in the Group. While we marched ahead to achieve our big goals faster and sooner, we kept a sharp focus on introspective small steps that eliminated roadblocks and helped lay the foundation for big impacts.

## ENVIRONMENTAL MANAGEMENT

We follow a well-structured process to manage waste, water and energy resources across the Group operations. Environment parameters continue to be part of our roadmaps. Employees at all levels are responsible for Company's environmental performance.

## ENERGY

To stay commercially competitive and environmentally sustainable, we maintain an unwavering focus on our energy consumption and constantly invest resources to make our processes more energy efficient. Learning from global best practices, sharing successful initiatives within sectors and functions, and implementing the best interventions, are all an integral part of our system.

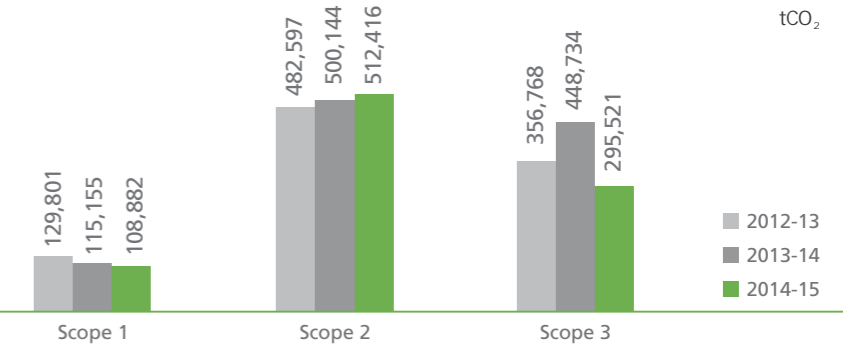
## Specific Energy Consumption

	Sector	2012-13	2013-14	2014-15	% Reduction in 2014-15 over previous year	
Manufacturing Sectors	AD	2.524	2.290	2.264	1	The specific emissions of AD, MSSSPL, MTWL, SBU, MRReva, SFD, MLDL and MLL have shown a drop in the current year, due to various conservation initiatives implemented by the respective sectors.  The increase at FD is due to a new fuel mix and projects implemented at Zaheerabad plant.  Increase in MIL is due to a new annealing process at Kanhe location.  Increase in consumption at NPD is due to additional machineries at die shop.
	FD+SD	1.762	1.374	1.467	-7	
	MSSSPL	8.376	8.509	7.438	13	
	MIL	0.048	0.053	0.074	-40	
	MTWL	0.310	0.222	0.186	16	
	MVML	2.262	2.799	2.905	-4	
	SBU	1.116	1.005	0.934	7	
	MRReva	13.760	9.915	7.764	22	
	SFD	NIS	4.866	4.611	5	
	NPD	NIS	16.815	21.048	-30	
Service Sectors	EPC	NIS	2.770	2.971	-7	MEPC has recorded an increase in consumption due to enhancement in scope of reporting.  MHRIL and MFCSL have recorded increase in consumption due to addition of 7 resorts and 9 locations respectively.  MRV recorded an increase due to increase in engine testing.  MVML, MWC, Tech M, FSS and CC have recorded an increase and have been alerted accordingly.  NIS - Not in Scope
	MEPC	0.028	0.022	0.030	-34	
	MWC	15.789	14.641	16.096	-10	
	MLDL	0.011	0.021	0.020	5	
	MLL	2.923	2.418	1.540	36	
	MHRIL	0.267	0.240	0.260	-9	
	FSS	9.976	6.970	15.190	-118	
	Tech M	12.821	9.778	10.056	-3	
	MFCWL	0.139	NIS	NIS	-	
	MFCSL	0.055	0.063	0.091	-44	
MRV	59.428	49.867	55.987	-12		
CC	NIS	0.725	0.739	-2		

GJ /unit of measure

## GREENHOUSE GASES

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



## WATER

In FY 2012-13 we launched an ambitious project 'H<sub>2</sub>O to H<sub>2</sub>Infinity' to transform a fast-depleting reserve, back to tomorrow's infinite resource. The aim is to ensure that there is enough water available for a growing India. This programme brought about a massive change in the consumption and conservation of water - not just within our operations, but also by local communities, our vendors as well as our customers.



## Absolute Water Consumption m<sup>3</sup>

FY 12-13	FY 13-14	FY 14-15
5,335,543	5,847,452	7,021,214

In pursuance of this goal, in FY 2013-14, we crossed an important milestone as the Mahindra Group achieved Water Positive status.

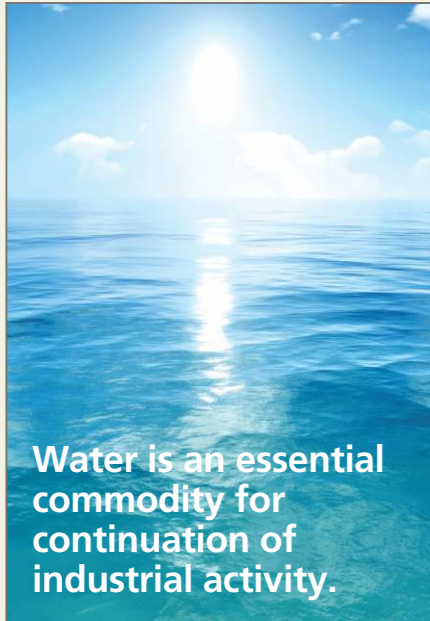
## Specific Water Consumption

	Sector / Business	2012-13	2013-14	2014-15	% Reduction in 2014-15 over previous year	
Manufacturing Sectors	AD	2.698	2.441	2.441	0	The specific water consumption of MSSSPL, MTWL, SBU, MRReva, SFD, and MLDL have dropped in the current year, due to various water conservation projects implemented by the respective sectors.  MIL has recorded an increase in specific consumption as rainwater was replaced with groundwater at 2 units in Kanhe and 1 unit in Bhopal.  Specific water usage has increased due to enhanced water consumption by customers and not MWC alone, annual usage will differ based on the activity undertaken by customers.  Specific water consumption for NPD, MFCSL, MRV for the year 2014-15 is 28.300, 0.369, 52.842 respectively.  MLL, FSS and Tech M have recorded an increase in the specific water consumption due to reporting of better quality data.  Mahindra World City supplies water to Mahindra Research Valley, Nova, Iris Court and Aquality locations of MLDL. To avoid double accounting, the Group consumption does not include the water consumption of these three sites in the year 2014-15; however it has been included in respective sector's water consumption. In addition, Mahindra World City supplies water to all companies located in its premises. Group's total water consumption is 7,021,214 KL.  NIS - Not in Scope.
	FD+SD	1.815	1.603	1.691	-6	
	MSSSPL	6.791	5.607	4.840	14	
	MIL	0.174	0.153	0.189	-24	
	MTWL	0.420	0.253	0.246	3	
	MVML	3.130	3.409	4.674	-37	
	SBU	3.474	2.545	1.582	38	
	MRReva	54.640	31.955	24.435	24	
	SFD	NIS	2.521	2.318	8	
	EPC	NIS	3.896	4.736	-22	
Service Sectors	MEPC	DNA	0.064	0.095	-48	
	MWC	642.644	638.607	871.191	-36	
	MLDL	0.137	0.267	0.219	18	
	MLL	13.490	10.084	12.420	-23	
	MHRIL	1.146	1.067	1.128	-6	
	FSS	8.897	10.728	13.499	-26	
	Tech M	13.000	11.080	16.789	-52	
	MFCWL	0.038	NIS	NIS	-	
	CC	NIS	3.331	3.344	0	

m<sup>3</sup> per unit of measure



# Turning Water Positive



Water is an essential commodity for continuation of industrial activity.

Businesses are now taking interest in the conservation of this precious resource. Our Farm Division took up a Clean Development Mechanism (CDM) project on Micro Irrigation System in association with the United Nations Framework Convention on Climate Change (UNFCCC).

Under the project, in 2012-13 farmers from Gujarat were encouraged to purchase and use drip and sprinkler irrigation systems sold by FD. The use of micro irrigation systems resulted in several benefits including savings in water consumption between 30% and 50%.

Farmers also saw a decrease in the use of fertilizers and increase in the yield.

This project also proved to be a milestone in the sustainability journey of Mahindra Group.



Mahindra & Mahindra Ltd. effected 8.4 million m<sup>3</sup> water savings during FY 2013-2014 against the 6.1 million m<sup>3</sup> total water consumption of the Group, turning Mahindra Water Positive.

The verification report by Bureau Veritas Certifications India Pvt. Ltd. (BVCI) confirmed with a limited level of assurance that the quantum of water savings thus effected exceed the water consumption of Mahindra & Mahindra Ltd. during the period FY 2013-14.

Note: Total water consumption during FY 2013-2014 was 6.1 million m<sup>3</sup> which includes Systech companies.

## WASTE

We follow a two-pronged strategy on waste: reduction and reuse. This focus is pervasive right from the design stage to the manufacturing process and distribution of finished goods. At every step we are looking for opportunities for waste minimisation and reuse.



Note: • Hazardous solid waste (Tonnes) includes ETP sludge, phosphating sludge, paint sludge, e-waste, biomedical waste, oil soaked waste • Hazardous solid waste (Nos.) includes batteries, containers and e-waste • Hazardous liquid waste (KL) includes scrap oil, DG set waste oil, used oil from vehicles and waste coolant • Hazardous liquid waste (nos.) includes containers of waste oil • Non-Hazardous solid waste (Tonnes) includes wooden, steel, metal scrap, food waste, paper waste, plastic scrap, rubber scrap • Non-Hazardous solid waste (Nos.) includes empty containers / barrels • Hazardous solid waste (Tonnes) increased as few sectors were able to provide the data in tonne for containers which they used to earlier report in numbers. • Hazardous solid waste (Nos.) increased as the sector has improved tracking and data collection. Till last year, the reporting unit for a few companies, was 'containers in KL', this year they have reported in numbers or tonne. • Hazardous liquid waste increased as few sectors started reporting this year, and in few sectors there was an increase in the amount of waste oil due to better tracking of data.

### Group Total

Hazardous waste	2012-13	2013-14	2014-15
Solid (Tonnes)	7,219	9,219	25,429
Solid (Nos)	175,269	193,863	240,334
Liquid (KL)	2,038	2,467	23,193
Liquid (Nos)	3,205	122	0
Non-Hazardous waste			
Solid (Tonnes)	225,701	176,800	173,811
Solid (Nos)	156,490	81,454	76,219
Liquid (KL)	0	0	135

## ENVIRONMENT CONSERVATION IN ACTION

Here are some high impact examples of green measures undertaken by multiple sectors, across multiple parameters:

### ENERGY EFFICIENCY

#### India's largest Solar Process Heating Solution | FD Nagpur

At FD Nagpur, 130 SolPac™ NI 30 Non-Imaging Collector were installed on the roof for harvesting solar energy. This energy is used to increase the temperature of the process water to 900° C.



#### Switching to Solar for Substantial Savings | MTWL

MTWL Pithampur started receiving solar power through open access system and also switched to solar water heater for canteen and guesthouse.

#### Towards More Sustainable Cities | MLDL

MWC Chennai partnered with WRI (World Resources Institute) to assess the feasibility of meeting 'on-campus demand' in MWC, Chennai, through renewable sources of energy.

### Cultivating Livelihoods for Communities | Naandi Foundation

The centuries-old cropping pattern of Adivasi community in Araku was not adequate to feed an increasing population. So in consultation with the Adivasi community, our NGO, the Naandi Foundation evolved a horticultural development project on marginal, degraded community lands to enrich their local nutrition, their ecosystem and augment the community's income. The participating Adivasi farmers grew Arabica coffee through organic agriculture and have started earning an annual income of more than INR 100,000.



### Valuing Natural Capital | Mahindra Lifespaces

To measure and evaluate environmental costs, Mahindra Lifespaces participated in the India Business & Biodiversity Initiative (IBBI) baseline assessment. The assessment was conducted at Mahindra World City, Chennai with an aim of creating a Natural Capital Profile (NCP) of the Company focusing on its products or services.



### WASTE MANAGEMENT

#### Greening the Waste Disposal System | Farm Division

FD took up a host of waste management and waste reduction initiatives. This included installation of desludge unit and robots in chassis paint shop, replacement of wooden boxes with MS cage for transport of engineering parts - saving 2,400 kg of wood a year, procurement of 13 types of gears in plastic bins - saving 4,638 kg of corrugated material.



Additionally, waste transportation was overhauled by introducing hydraulic presses to compress waste and reduce the number of trucks required for transport. This saved 1,930 litres of diesel and 4.2 tons of CO<sub>2</sub>.

#### Turning Waste to Wealth | MIQ

MIQ and Group Sustainability teamed up to conduct - Waste To Wealth, a programme that focuses on management of solid waste and wastewater and familiarising participants with the newly introduced laws pertaining to hazardous, e-waste and biomedical waste management. The program attracted a record 50 participants from various Group Companies and suppliers.

### BIODIVERSITY CONSERVATION

#### Project Hariyali | Group-wide

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

### WATER

#### A Step towards Water Self-sufficiency | AD, Zaheerabad

As a result of the strategic water management interventions like treatment of domestic and process wastewater, enhancing stormwater percolation and harvesting, the dependency on Zaheerabad municipality for water has been reduced taking the manufacturing plant one step closer to water self-sufficiency.



# People

## OUR EMPLOYEES

At Mahindra, employees are encouraged to challenge the status quo, dive deep into the still waters of unconventional thinking and unleash the pearls of innovation. The cumulative result of this enterprising spirit of our 200,000 employees in over 100 countries across the globe, is Mahindra's leadership status across product and service spectrums.

## TALENT MANAGEMENT

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

## NURTURING EXISTING TALENT

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

## DEVELOPING LEADERSHIP

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



### Manthan | FSS

A mentorship programme that connects high potential employees to mentors who guide, support and encourage them to perform better.

### Project Parivartan | MIL

A residential leadership training programme that focuses on imparting effective living and life skills training to the workers, union leaders of MIL as well as their spouses.

### Group Management Cadre (GMC) Programme | Group-wide

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

### Young Intertrade Council | MIL

A platform to connect, engage and involve the young generation of MIL towards making a future-ready Company.

### Project ASPIRE | FSS

A unique HR intervention to provide growth opportunities to the employees of subsidiary 'Mahindra Business Consulting Private Ltd.' by transferring them to Mahindra Finance. In 2014-15, 3,188 employees qualified for the opportunity.

## Harvard Manage Mentor (HMM) | Group-wide

A unique leadership building program which offers a host of interactive management modules. This year, 59 executives who completed the programme went on to win at the Group-wide Individual Learning Implementation contest held during the year.

## Premier Learning | MIL

An opportunity for senior employees - Department Heads and above, to choose learning interventions at premier institutions such as XLRI, IIMs and ISB in order to gain specific domain knowledge from professional faculties.

## ATTRACTING FUTURE TALENT

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

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



**Group's goal**  
**'To emerge among the Top 50 most admired global brands by 2021 by enabling people everywhere to Rise'**

## EMPLOYEE ENGAGEMENT

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

### Delivering Insights Through Reflective Conversations

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

### Intertrade Women's Council

The Council acts as a physical and emotional support infrastructure to assist women employees in solving work-related concerns and issues through a series of events, sessions and workshops.

### First Anniversary of 'Mahindra Remembers'

'Mahindra Remembers' our alumni portal completed a successful year in 2014. During this year, the portal saw an overwhelming response and participation from ex-employees and 150 Mahindra Alumni were present in the function.



## HEALTH & SAFETY

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



## MTWL Pithampur becomes an accident-free unit

CASE STUDY

A few years back, MTWL's Pithampur plant was facing serious safety issues. There was a need to review and revamp the safety management practices at the plant to ensure well-being of its workforce.

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

### Extensive Investigation

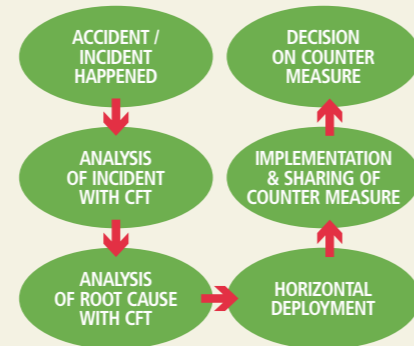
Put more emphasis on gathering facts than finding faults

### In-Depth Analysis

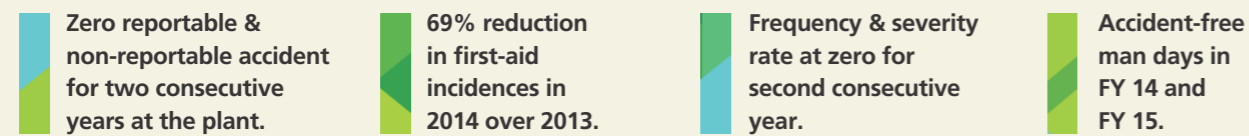
Daily collection, analysis and sharing of accident data with the SHE team

### Flawless Implementation

Institution of safety committee meetings, communication modules and behavioural based safety practices



As a result of these initiatives, there were

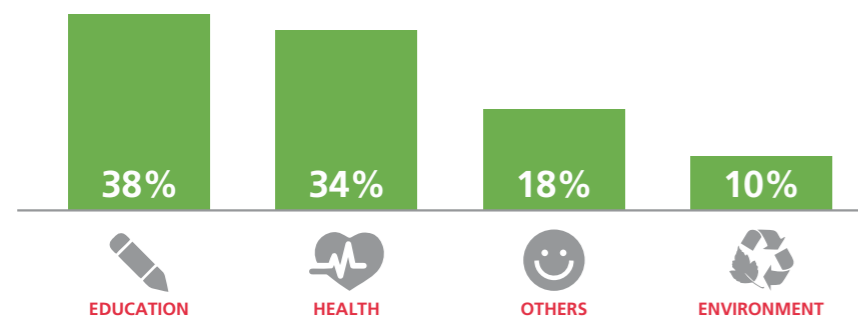


## ESOPS

Esops is a long-running Employee Volunteering Programme of Mahindra where our employees leverage their passion and professional expertise to drive positive change in the areas of education, environment and healthcare.

In all 33,490 Esops volunteers contributed 229,670 man-hours towards social programmes. Together, the team Esops initiated 1,128 activities.

### Composition of Esops Initiatives (2014-15)



## SECTOR-WISE INITIATIVES

### Automotive Division

#### Showing Solidarity towards Swachh Bharat Abhiyaan

More than 558 employees from AD, Nashik promoted the Swachh Bharat Abhiyaan by launching 'Clean Nashik Movement'. Areas of Prabudh Nagar, and the facility locations of Mahindra Sona and Atlas Copco were cleaned by volunteers equipped with brooms, masks, gloves and caps.



### Farm Division Palliative Support for the Terminally-ill

Swaraj Division initiated 'Mahindra Primary Health and Cancer Care Project', with the objective to spread awareness about cancer and provide palliative care. The focus area comprises a cluster of more than 30 villages in Punjab and nearly 30,000 families are expected to benefit from this project.



### Mahindra Partners Strengthening the Foundation for Students

Esops team of MIL renovated the science lab at Maratha High School BDD Chawl, Worli.

The renovation involved replacing platform with granite and raising its level, painting of walls, epoxy coating on the floor, gas pipeline, water pipeline etc.



### Leisure and Hospitality Rebuilding Homes

Esops Volunteers in Munnar reached out to a tribal family living at Chinnakanal and rebuilt their house which was damaged by wild elephants. The team also provided the family with provisions for a month.

### Mahindra Two Wheelers Motivational Movie for Underprivileged Students on Children's Day

The Esops team at MTWL, Pithampur screened a motivational movie for underprivileged children of the Government School on Children's day. The movie 'Hawa Hawaaai - Few dreams don't let you sleep' conveyed an inspiring message to fight against odds and overcome them by fulfilling one's dreams. Around 200 students enjoyed this screening.

### Real Estate Sector Unveiling Women Empowerment

MWC, Jaipur along with its NGO partner, Technology Business Incubator (TBI) has been undertaking a comprehensive women empowerment project called 'Parda to Prosperity' since 2009. It involves creation and incubation of women Self Help Groups, a wide range of skill building courses for village women and vocational tours for the engineering students.

The 'Parda to Prosperity' initiative was instrumental in Mahindra Group receiving the prestigious Skoch Renaissance Award in November 2014. The MWCJ Esops team also received an 'Order of Merit' during the award ceremony.



### Information Technology Blood Donation drive

A two-day blood donation camp was held at the Hinjewadi campus in association with Dinanath Mangeshkar Hospital, Pune. More than 300 units of blood was collected.

### Mahindra Powerol Engaging with Electricians

Esops Team at Powerol organised TEJAS Training Programme at seven rural locations - Billore, Payyanur, Chenoor, Nirmal, Namakkal, Kamareddy & Karnal. Training Programmes were planned for the electrician community to enhance their knowledge and skills. Esopians roped in sales distributors of Powerol for these programmes. 421 Electricians benefited from this activity.



### Corporate Centre Kagaz-Ke-Phool

Kagaz-ke-Phool was launched by Mahindra Towers, Worli Esops team and CIS in partnership with Greenlogix. It is an initiative through which all the office paper, newspaper, magazines, bottles, plastic waste etc. are recycled by Greenlogix. The funds raised from this collection are contributed to Project Nanhi Kali. Currently 97 Nanhi Kalis have been adopted through Kagaz-Ke-Phool.

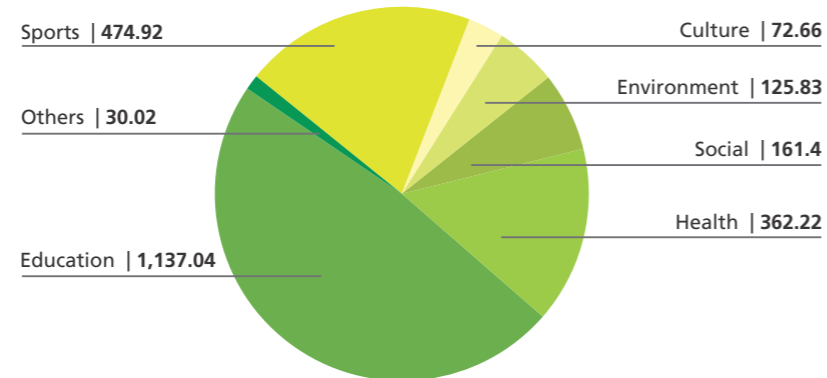




## OUR COMMUNITIES

At Mahindra, organisational growth and societal development are two sides of the same coin. Hence, we approach social interventions with the same commitment, passion and professionalism as our businesses. Our goal is to create self-sustaining transformations across the weaker sections of society by empowering them to Rise.

### Total CSR Investments | INR 2,364.10 million



## CSR GOVERNANCE

Sustainability at Mahindra is promulgated at the top and permeates throughout the organisation and beyond. Our CSR Council helms the Mahindra Group's social responsibility vision with diligence, transparency and ownership.

## FOUNDATIONS AND TRUST

**K.C. MAHINDRA**  
EDUCATION TRUST  
*Changing India, child by child*

Through its three programmes

**NANHI KALI | MAHINDRA PRIDE SCHOOL | SCHOLARSHIP & GRANTS**  
KCMET has transformed the lives of 138,832 students.



## Mahindra Foundation

During the reporting year, Mahindra Foundation reached out to assist the flood affected communities of Jammu & Kashmir and the cyclone Hudhud devastated areas of Andhra Pradesh.

Further through the Mahindra Foundation 1,000 toilet blocks have been committed to be constructed, primarily for girls in Government schools, under the 'Swachh Bharat Swachh Vidyalaya' Programme.

Relief material was distributed in Malangpora and Padgampora villages in Tehsil Awantipora of Pulwama District of Kashmir. The Group announced a donation of **INR 20 million to the Prime Minister's National Relief Fund** to lend a helping hand to the ongoing relief operation. Mahindra Consulting Engineers, together with the state government, undertook the development of an eco-friendly village cluster.



In response to an appeal by the Chief Minister of Andhra Pradesh, Mahindra committed to **plant 0.62 million trees in 7 cyclone affected Mandals of Visakhapatnam district** that had lost most of their tree cover. This would help restore the ecological sustainability of the region, while also **providing direct livelihood support to 4,000 Adivasi families.**

## Mahindra Foundation, USA



The Mahindra Foundation, USA has created volunteer-based Nanhi Kali chapters in eight US cities to generate awareness, conduct fundraisers, mobilise Employee Payroll Providing Programmes and amplify Nanhi Kali's presence on social network.

**The Foundation raised USD 240,098 for Nanhi Kali.**

## Mahindra Foundation, UK

Buoyed by the encouraging response received from USA, Mahindra Foundation UK was established to replicate a similar success in England and Wales.

## Tech Mahindra FOUNDATION

The Foundation works with children and youth from less-privileged urban communities of India. In the current year, **TMF reached out to 80,000+ primary and 400,000+ secondary beneficiaries.** Out of these, at least 50% are girls/young women and 10% are people with disabilities.

Through a well-planned corporate volunteering programme, **TMF galvanised 10,000+ associates who contributed over 50,000+ hours.**





## Adopting to transform

At MLL, we have always believed that social responsibility is a long-term continual phenomenon rather than an episodic intervention.

This year, MLL adopted Aavre village near Shahapur, Thane district and focused its Esops activities for their upliftment. A detailed need assessment survey was conducted and a strategic roadmap encompassing multiple interventions was formulated.



As per the action plan, the following activities were undertaken during the reporting period:

- Foundation stone laid for the school building project.
- Two health check-up camps were organised where a total of 672 volunteer-hours were put in to benefit over 700 villagers.
- Tree plantation carried out by 170 volunteers over 1,420 man-hours. 500 saplings were planted and the two pronged purpose of the activity, increasing green cover and income generation through sales of agricultural product, was achieved.
- 44 volunteers contributed 513 man-hours to conduct activities such as rally for 'Swachh Bharat Abhiyaan', 'best out of waste' and Rangoli competition on children's day.
- 95 volunteers contributed 591 man-hours towards the construction of a check dam.
- 58 volunteers dedicated 628 man-hours to clean and paint the community centre, which can be used for various vocational training and social activities.

The identified need gaps were

-  school infrastructure
-  safe drinking water
-  health facilities
-  educational assistance

## SOCIAL IMPACT - HIGHLIGHTS

### Education

This year, 21,587 girl children were taken into Project Nanhi Kali's fold. A total of 113,124 girls from socially and economically backward societies are being educated. Out of these, Mahindra Group itself supported 45,602 Nanhi Kalis while the other contributors were both corporate donors and individuals.



Total Tally: 113,124

549 students were awarded the Mahindra All India Talent Scholarship this year.



Total Tally: 7,453

45 students were awarded the K. C. Mahindra Scholarship for Postgraduate Studies this year.



Total Tally: 1,160

3,515 under-privileged students were provided livelihood training in Mahindra Pride Schools this year.



Total Tally: 12,192

### Healthcare

20,143 people benefited from the medical camps conducted through the Lifeline Express programme this year.



Total Tally: 37,525

### Environment

1.56 million trees were planted under the Mahindra Hariyali Project in FY 15, well surpassing the annual target of 1 million trees.



Total Tally: 7.96 million

### Volunteering

33,490 volunteers have contributed 229,670 man-hours towards social programmes



Total Tally: 141,726


SUSTAINABILITY PERFORMANCE 2014-15 AT A GLANCE

Mahindra Group achieved

**WATER POSITIVE STATUS**

**CRISIL**  
assigned its highest

**CRISIL AAA/Stable**  
level rating to Mahindra & Mahindra Ltd.



33,490  
Esops volunteers contributed

**229,670**  
man-hours towards social programmes

CSR investments of INR

**2,364.10**  
million

**95% increase**  
in CSR investment over last year



This year,

**21,587**  
girl children were taken into Project Nanhi Kali's fold

  
**Nanhi Kali**

AD rolled out its

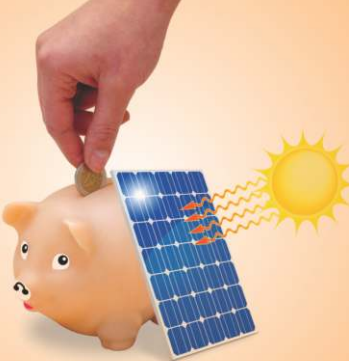
**5 millionth vehicle**



**Tech Mahindra**

Tech Mahindra came in at

**No. 2**  
in Carbon Disclosure Index



Diverse initiatives undertaken across sectors helped us record cumulative energy savings of

**102,990 GJ**  
during the reporting period


Bolero retained the title of being India's

**largest selling SUV** for the 9th consecutive year



MLDL, Boisar and AFS, Kandivli underwent a detailed

**biodiversity assessment**





Mahindra Two-Wheelers acquired

**51% stake**  
in Peugeot Scooters

**Mahindra & Mahindra Ltd.**  
Gateway Building,  
Apollo Bunder,  
Mumbai 400 001, India.

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

Like for previous reports GRI has confirmed that the report was prepared according to the GRI G 3.1 Guidelines at Application Level A+. It has also been externally assured by KPMG.

All figures in the report are current as of 31<sup>st</sup> March, 2015.

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