

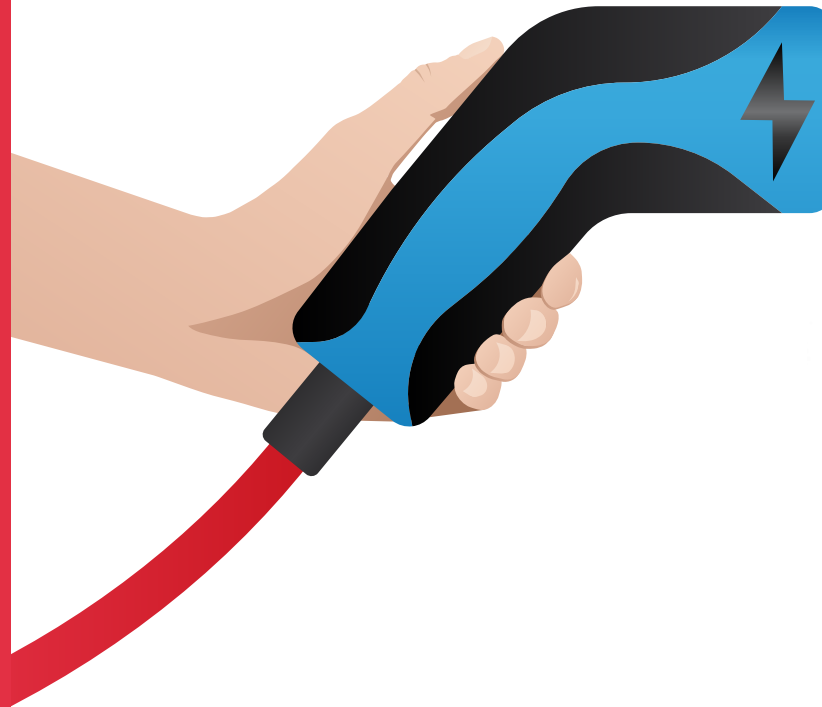


# NATIVISM

The biggest barrier to mass adoption of sustainability is not consumer awareness or attitudes. There is overwhelming evidence demonstrating the public's desire to address climate change through their daily behaviour and choices. The bottleneck is the non-availability of alternatives that are **SUSTAINABLE, VIABLE, ACCESSIBLE AND AFFORDABLE.**

The lack of alternatives is in part exacerbated by conventional, orthodox thinking being applied to environmental and social issues. Rather than existing business models and approaches, true sustainability will only be achieved through unconventional, alternative thinking, with respect to living styles, business models, production, materials, infrastructure, commercial propositions, valuations, etc.

**TRUE 'ALTERNATIVISM'  
IS A STATE OF MIND,  
A READINESS TO EXPERIMENT,  
A COMMITMENT TO THINK  
AND ACT DIFFERENTLY.  
TO CHALLENGE LEGACY  
AND DEVELOP ALTERNATIVE  
SOLUTIONS THAT ALIGN  
TO A LARGER TRUTH.**



# ALTERNATIVISM

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**SUSTAINABILITY SNAPSHOT**  
SUBSIDIARIES & ASSOCIATES

Refer comprehensive report online

162 ANNEXURES



Comprehensive report available on:  
[www.mahindra.com/resources/pdf/sustainability/  
Mahindra-Sustainability-Report-2018-19.pdf](http://www.mahindra.com/resources/pdf/sustainability/Mahindra-Sustainability-Report-2018-19.pdf)

# MESSAGE FROM THE CHAIRMAN

## 'Alternativism' at Mahindra



Today's consumers are well informed and deeply concerned about environmental and social issues, present and probable. They are keen to play their part. This gives businesses, a responsibility as well as an opportunity to provide consumers with options that are true alternatives. Businesses need to create and propagate products and services, that along with being sustainable, are affordable and easily available.

At Mahindra, our endeavour is to empower people to Rise, by bringing true alternatives to the market, enabling consumers to make the conscientious choices that they so desire to make. For every product, process and possibility, we practice what we call 'Alternativism'- a commitment to think and act differently, to develop true alternative solutions that align to a larger truth about the environment, society and consumer behaviour.

**We see 'Alternativism' as a fountainhead of incredible opportunities across each component of the triple bottom line. The practice of 'Alternativism' will be key to turning sustainability into a mass movement and giving ourselves a realistic chance of achieving the SDGs.**



Team Mahindra is playing its part. New Age businesses focussing on sustainability such as solar power and electric vehicles are an important part of our business portfolio. Our EVs extend across the spectrum, from the affordable e2o to the Pininfarina Battista, which is an amalgamation of luxury, speed and sustainability. We aim to practice 'Alternativism' in every way we can, by eliminating the construct that sustainability must be accompanied by compromise.

In this regard, our efforts on the product front are visible and well recognised. Sustainable processes however, are less visible to the world at large. Through this report I am proud to share that even on the process front, team Mahindra is setting new benchmarks in sustainability. Here are some highlights.



**PLANET**

In line with the Paris Agreement goal of limiting global warming to less than 2°C above pre-industrial levels, we are taking on aggressive carbon footprint reduction targets and are committed to be Carbon Neutral as a Group by 2040. **20 Mahindra companies have already signed the Science Based Targets initiative (SBTi) in FY 2019.**

During the reporting period, we also achieved our target of reducing specific emissions by 25% over the 2016 baseline. We also increased our total renewable energy consumption by 76% as compared to last year.

Our water recharge capacity increased from 0.0322 million m<sup>3</sup> last year, to approximately 0.10 million m<sup>3</sup> in FY 2018-19. AD and FES recycled and reused 30% and 40% of their water respectively.

Recycle and reuse also helped minimise the amount of 'waste to landfill' from our operations. Eight locations across M&M were certified as Zero Waste to Landfill (ZWL) and other locations are well on their way to achieving similar statuses.

Under our flagship initiative Hariyali, we planted close to a million additional trees this year, taking the total tally of the Group to 16.41 million trees, till date.



**PEOPLE**

We have always encouraged our people to challenge conventional constructs and embrace innovative thinking to drive sustainability and deliver value. This steadfast focus on giving employees the freedom to innovate, and the opportunities to learn and grow, earned us the 13th rank in the 'Best Companies to Work for in India 2019' by Business Today.

**The year also saw the formation of Group and Sector-level Diversity Councils, and the launch of a Women Leaders Programme (WLP) to enhance gender diversity in our workforce and build a robust pipeline of mid-level women leaders across the Group.**

We work to empower not only our employees, but also local communities. Our CSR contributions stood at INR 93.50 crore in FY 2018-19. The key focus areas were education, health and skill building. 165,291 girl children were taken into Project Nanhi Kali's fold this year, raising the total count to 350,000. Medical camps conducted through the Lifeline Express programme benefitted 11,119 individuals in FY 18-19, taking the total tally to 110,175. This year, Mahindra Pride Schools provided livelihood training to 6,561 underprivileged youth, bringing the cumulative total till date to 33,235.



**PROFIT**

Despite the slowing down of domestic economic activity through the year and the auto sector facing significant headwinds, we recorded an increase in revenue from operations as well as profits, before and after expenses.

**In fact, in this financial year, we not only reported the highest ever domestic automotive volumes, but also the highest ever domestic tractor volumes and the highest ever exports from automotive sector.**

We are well poised to meet the BSVI deadline of April 01, 2020 as well as the growth in demand for EVs, with suitable products in all segments including 3-wheelers, passenger cars and commercial vehicles.

Doing well by doing good is the credo that guides us. We will continue to demonstrate that business profitability, and responsibility to the environment and community, go hand-in-hand.



**Anand G. Mahindra**  
Chairman, Mahindra Group

# MESSAGE FROM THE CHAIRMAN, GROUP SUSTAINABILITY COUNCIL

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Years of Alternative Thinking at Mahindra has resulted in sustainability residing at the core of our business strategy. It drives investments and decision making, helps evaluate and choose operational processes and guides new product development.

**Alternative Thinking has become native at Mahindra, it has become a distinctive practice, a driving ecosystem, and a well-accepted philosophy. It is now an 'ism' - Alternativism, and the same is reflected as the theme of this year's sustainability report. The report summarises the interrelated progress we have made in the three areas of people, planet, and profit.**

## ENGAGING EMPLOYEES

It is the people in Mahindra who drive 'Alternativism'. They are the ones who develop innovative approaches that deliver positive change. To reinforce the tenets of Alternativism and enhance its behavioural practice, even in their personal lives, we organised several initiatives like 'Mahindra Earth Warriors'- Sustainability Housie Game, Sustainability Quiz, Personal Carbon Count, sale of LED lights, competition to reduce residential electricity bills and Plastic Collection Drive, under the umbrella of our ongoing programme - Making Sustainability Personal (MSP).

**The success of these programmes can be gauged by the fact that over 53,000 employees and their family members, across 14 M&M locations, participated in the Sustainability Engagement Competition.**

## DEVELOPING PEOPLE

In pursuance of our goal to be one of the top 50 most admired global brands, we revamped our Talent Management Architecture with the objective of building best-in-class leaders, across levels, for a future-ready global organisation.

The Mahindra Leadership University is playing a pivotal part in building future leaders from within the organisation. It conducts three flagship programmes - Future Leadership Programme with IMD, Lausanne and Yale, USA; Mahindra Universe Programme with Harvard University; and The Global Programme for Management Development with Ross School of Business, University of Michigan.

## SUPPLY CHAIN SUSTAINABILITY

Our supply chain is a crucial enabler in building a sustainable business. Every year we undertake important sustainability initiatives like awareness, training, capacity building and assessment, to enhance the sustainability quotient of our supply chain.

In the reporting year, 193 participants attended our supplier sustainability awareness sessions, taking the total number of participants, till date, to 966. Over and above the awareness sessions, during the year, EHS Champions training was imparted to 1,180 suppliers by the EHS+ Centre, and we conducted Dealer Sustainability Assessment for 577 dealers through DSQI and for 537 dealers through MDEP. We also installed rainwater harvesting systems at 31 supplier sites and solar energy plants at 25 supplier sites.

## REJUVENATING THE ENVIRONMENT

We continue to reduce the natural resource footprint of our operations and improve our performance on environmental parameters like energy, water, waste and biodiversity.

In the reporting year, AD Igatpuri became the first manufacturing plant in India to become Carbon Neutral. MVML, MHEL and Swaraj Engines signed the EP100 committing to double their energy productivity by 2030.

**Thanks to the continued vigil and innovation by our teams, 49,726 GJ of energy was saved this year, and 9,867 tCO<sub>2</sub>e of GHG emissions mitigated.**

M&M received a CDP score of A- in Water. It is noteworthy that two of our plants, MVML Chakan and AD Igatpuri, do not draw water from municipal corporations and are running without dependency on any external water source.

On the waste front, we are creating a restorative, zero-waste economic model in which raw materials are used to their full capacity and natural systems are regenerated. Overall, 67% of M&M's hazardous waste generated got recycled in the reporting year.

## EMPOWERING THE COMMUNITY

Our CSR initiatives are designed to engage, enhance and empower the lives of communities around us, and we continue to invest professional time and money to create long-term positive outcomes.

**This year 91,351 employees from Mahindra Group contributed 595,311 man-hours to volunteering under Esops (Employee Social Options Programme).**

The programmes ranged from eye care and vision corrections to road safety, and from green energy promotion to skill development.

In this ongoing journey of sustainability, stakeholder feedback is a key driver. I urge you to peruse the report and share with us your views and comments on where we are doing good and where we could do better.

### SP Shukla

Chairman, Group Sustainability Council,  
Mahindra Group

# REPORTING PROCESS

## REPORT BOUNDARY

The reporting period of M&M Ltd. for its 11th Sustainability Report is 1st April 2018 to 31st March 2019. As mentioned in our first Sustainability Report in FY 2007-08, we remain committed to report our triple bottom line performance on an annual basis.

For this Report, we have followed the Global Reporting Initiative (GRI) Sustainability Reporting Standards. The most widely adopted non-financial reporting framework in the world, the Sustainability Reporting Standards are used to help communicate sustainability performance and encourage transparency and accountability.



## The Report includes

- **Mahindra & Mahindra Ltd.** | Automotive Division (AD)
- **Mahindra & Mahindra Ltd.** | Farm Division (FD)
- **Mahindra & Mahindra Ltd.** | Swaraj Division (SD)
- **Spares Business Unit** (SBU)
- **Mahindra Research Valley** (MRV)
- **Mahindra Two Wheelers Division** (MTWD)
- **Corporate Centre - Mahindra Towers** | Worli (CC)

## Report Scope Limitations

This Report is India-centric and excludes:

- **International operations**
- **Businesses which were acquired or commenced operations in FY 2017-18**
- **Companies/plants/locations of manufacturing sectors**
  - Mahindra Trucks and Buses Ltd. (MTBL)
  - SsangYong Motor Company Ltd.
  - Swaraj Engine Ltd.
  - Mahindra Gujarat Tractor Ltd.
  - Mahindra (China) Tractor Co.
  - Mahindra USA Inc.
  - Mahindra Yueda (Yancheng) Tractor Co.

This Report has been externally assured by KPMG, India. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The report covers more than 75% of revenue of the company and more than 75% of business operations.

Your valuable feedback and suggestions are solicited to sharpen our efforts and reports. Please spare a few minutes to share your insights - 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

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

# COMPANY PROFILE

## MAHINDRA GROUP

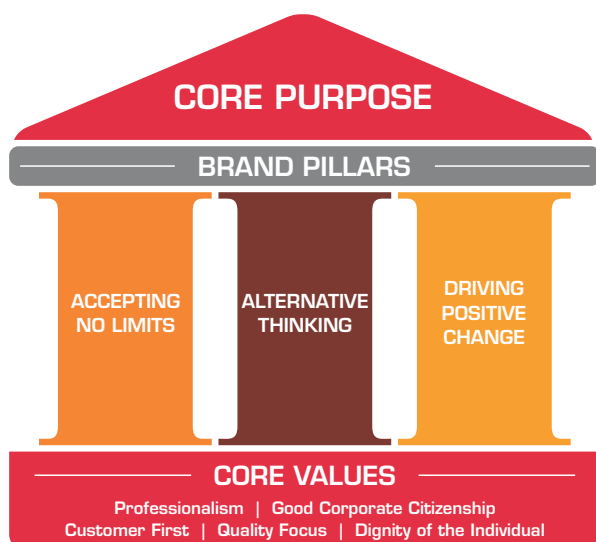
The Mahindra Group is a federation of companies, bound by one purpose - to Rise. Inspired by this spirit, our legacy and values, our goal to always positively impact our partners, stakeholders, communities and the world at large, remains unshakeable.

 <b>7+</b> Decades	 <b>USD 20.7</b> Bn Enterprise	 <b>100+</b> Countries	 <b>150+</b> Companies	 <b>250K</b> People	 <b>1</b> Purpose	to RISE
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We started our journey in 1945 in the steel business, and over time, we have expanded to 22 key industries, spanning 11 sectors. **Headquartered in Mumbai, India, we enable people to rise through innovative mobility solutions, driving rural prosperity, enhancing urban living, nurturing new businesses and fostering communities.**

With a leadership position in utility vehicles, information technology, financial services, real estate and vacation ownership in India, we are also surging ahead in agribusiness, aerospace, aftermarket, commercial vehicles, consulting services, components, defence, logistics, energy, retail, speedboats and two-wheelers, amongst other businesses.

**Our endeavour is to be recognised as a brand that is global, a brand that is innovative, and a brand that cares.** Guided by the three pillars- 'Accepting No Limits, Alternative Thinking and Driving Positive Change', we strive to build not just products and services, but new possibilities for a truly sustainable future.



Learn more about Mahindra on [www.mahindra.com/](http://www.mahindra.com/)  
Twitter & Facebook @MahindraRise

## M&M LIMITED

Driving forward by innovation and giving back through compassion, Mahindra & Mahindra Ltd. is the flagship Company of the Mahindra Group. A pioneer in mobility products and farm solutions provider, we have grown rapidly since our inception in 1947. From being the world's largest tractor company by volume, to a leader of utility vehicles in India, our operations in key industries form the foundation of every modern economy, urban and rural.

**India's No. 1 Multi-brand Certified used-car Company**



**India's Largest Rural Non-banking Financial Company**



**India's Largest Electric Vehicle Maker**



**Among India's Largest 3rd Party Logistics Service Providers**



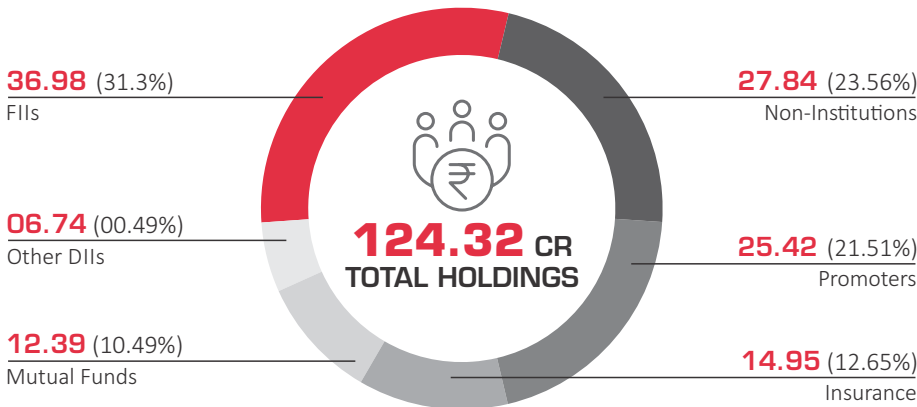
Production of aircraft and boats makes us the country's only manufacturer with vehicles on land, air and sea. Also, since our genesis, we've been growing our presence across the world through partnerships, a diverse and multinational workforce, and by integrating ourselves with global communities. We commenced our exports in the 1960s, and today, our vehicles and tractors can be found in all six continents of the world.

Over 49% of our revenue comes from outside India.



## Shareholding Pattern

M&M - 2018-19 (As on 31st March 2019)



For more information about our shareholding pattern, please refer to page 106 of our Annual Report 2019.

## HIGHLIGHTS

Ever since inception, Mahindra has believed in doing good for all stakeholders. We are driving positive change everywhere, all the time. This year was no different. Some of the highlights of the year include:

Mahindra Group committed to becoming **Carbon Neutral by 2040**

20 Mahindra Group companies committed to SBTi



Launched **Jawa motorcycles** brand in India after 42 years, stirring up nostalgia



Teen Age Girls (TAG) Report - compiled by Naandi Foundation and brought together by Project Nanhi Kali, with grant support from Mahindra & Mahindra, it is the first official report card on the education, health and empowerment status of teenage girls



Introduced Pininfarina Battista, **WORLD'S 1ST ALL-ELECTRIC HYPERCAR**



'Makers Lab' - to drive co-innovation and digital transformation with customers, partners and academia by leveraging next gen technologies, a research and development centre 'Makers Lab' was inaugurated in Munich, Germany and Plano, Dallas, in the US



For more highlights, please refer to individual sections in the report.

## AWARDS

By 2021, Mahindra aspires to be among the 50 most admired global brands, by enabling people everywhere to Rise. To achieve this ambitious target, we are building our human capital, growing through collaboration, enhancing our reach, focussing on innovation and doing business for good. Along the way, we are winning accolades on global platforms, which indicates we are on the right path. Some of these are:



- Mahindra & Mahindra made it as one of the only two Indian companies on the **Fortune Magazine's 'Change the World' global list**. Mahindra, placed 23rd, was recognised for its significant 44% reduction in carbon emissions over the past seven years
- **Global 2000: Recognised as one of the World's Best Employers**; M&M ranked among the Top 55 companies globally as per the Forbes study
- 'LadkiHaathSeNikalJaayegi' campaign by Mahindra and Project Nanhi Kali won the **'Best Digital Campaign Award' at the 'Laadli Media and Advertising Awards'**



- Mahindra & Mahindra was awarded the **'Grand Award - Most Innovative Company' title at the CII Industrial Innovation Awards**
- Mahindra Comviva won the **Best Innovation Award at the 8th Annual Asia Communication Awards** for its payPLUS Unified Payment Acceptance Solution
- M&M won **eight Total Productive Maintenance (TPM) Awards from Japan Institute of Plant Maintenance at Kyoto, Japan**, for excellence shown by Automotive and Farm Division



- Mahindra & Mahindra ranked **13th on the list of 'Best Companies to Work for 2019' by Business Today**
- **Won the Green Organisation of the Year - Automotive sector (ET Now in partnership with World CSR day)**
- Sustainability Report won **Indian Chamber of Commerce 'India Corporate Governance & Sustainability Vision' Award**
- **Public Relations Council of India Award** in Corporate Brochure category





## MOBILITY | AUTOMOTIVE DIVISION



We aim to always make journeys smooth, hassle-free and an experience like no other. After introducing the first utility vehicle to India, our desire to keep identifying ways to enhance the automotive experience, pushed us to foray into electric vehicles, two-wheelers, pickups and commercial vehicles.

**Today, we are preferred for delivering on durability, reliability, environment-friendliness and fuel-efficiency.**

We have the complete portfolio- electric vehicles to SUVs; passenger cars to heavy commercial vehicles - and our vehicles ply the roads in more than 70 countries. We are creating world-class R&D facilities and along with our group companies and other collaborations, we aim to create a top global mobility brand.

### HIGHLIGHTS OF THE DIVISION

1

M&M's engine manufacturing plant at Igatpuri becomes India's first carbon neutral facility



2

Invested more than INR 1,000 crore in developing new petrol and diesel engine platforms to comply with the BS-VI emission norms



3

Electric Vehicles (EV) technology manufacturing hub inaugurated





## NEW LAUNCHES IN THE DIVISION



**Alturas G4** - Luxury SUV



**Marazzo** - Globally engineered UV



**XUV300** - Cheetah inspired SUV



**New TUV300 Plus**



**W3 XUV500**



**Treo and Treo Yaari**  
Electric Three-wheeler



**Pininfarina Battista**  
Electric Sports Car



**Mahindra Bolero Pik-Up**  
Electric Three-wheeler

## BUSINESSES IN THE DIVISION

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

### Mahindra Graphic Research Design\*

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

### Mahindra Vehicle Manufacturers Limited

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

### Spares Business Unit (SBU)

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

### Mahindra Navistar Automotive\*

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

### 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)

### Ssangyong Motor Company\*

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

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

## MOBILITY | FARM DIVISION



Since India's green revolution to the present, driving rural prosperity has always been our goal. The majority of India lives in its villages (68.84% as per the last 2011 census) and agriculture is one of the most important sectors of the Indian economy. Farm prosperity remains at the heart of all our agri-related endeavours.

Our tough and durable tractors and implements raise productivity in farms across all continents in the world. Combine it with farm-support services like **end-to-end mechanisation solutions under Mahindra AppliTrac, and agri-inputs, advisory and post-harvest services through the Samridhi Initiative, our solutions are supporting farmers across six continents.**

## HIGHLIGHTS OF THE DIVISION

1

Plan to impact the lives of 5 million farmers in next 4 years



2

First Indian tractor manufacturer to produce over 200,000 tractors in 2018-19, the highest-ever by an Indian tractor brand in a single financial year



3

Set up India's most advanced tractor R&D facility in Chennai





We are the world's number one tractor company (by volume) with annual sales of over **230,000** units and over **2.3** million tractors sold till date.



## NEW LAUNCHES IN THE DIVISION



Mahindra NOVO



Mahindra YUVO



Mahindra JIVO



SWARAJ 963 4WD

## BUSINESSES IN THE DIVISION

<http://www.mahindra.com/business/farm-equipment>

Mahindra (China) Tractor Co.\*

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

Mahindra Yueda (Yancheng) Tractor Co.\*

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

Mahindra Samridhhi

[www.mahindra.com/What-We-do/Farm-Equipment/Services/Samridhhi](http://www.mahindra.com/What-We-do/Farm-Equipment/Services/Samridhhi)

Mahindra USA Inc.\*

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

Micro-irrigation Business 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.

# CORPORATE GOVERNANCE

Effective corporate governance ensures transparency which leads to a strong and balanced sustainable growth, as well as the efficient functioning of an organisation. Our philosophy on corporate governance emanates from our resolute commitment to protect stakeholder rights and interests, proactively manage risks, and create long-term value. **It is our robust corporate governance along with world-class products and unparalleled service, that has enabled us to earn the trust of our employees, customers, business partners and all other stakeholders, attract and retain financial and human capital, and maintain social and relationship capital.**

We have chosen to be transparent, despite there being no mandate on us. For instance, we have been reporting back to our shareholders on corporate governance, long before the law made it mandatory. We have institutionalised the highest benchmarks of corporate working and behaviours in our processes. Clearly defined principles, policies, procedures, responsibilities and accountabilities have been put in place. Corporate governance policies have been articulated and structures like the corporate governance council are firmly in place to ensure that all governance issues are effectively and transparently addressed. We place great emphasis on empowerment, integrity and safety of our employees, maintaining a diverse and vibrant work environment, and upholding transparency in all our dealings.



**We follow UNESCO's definition of Governance - it refers to the structures and processes that ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment and broad-based participation.**

Our governance efforts have paid off sustainably, not just in financial value, but also in delivering on intangibles such as increased reputation and goodwill. **M&M has also been proactively complying with regulatory requirements. We have 70% independent directors on board, which is higher than the 50% requirement. Audit committee of M&M was constituted in 1987, which was 17 years before regulations made it mandatory. We have been spending 1% of our net profits on CSR since 1995, much before the Companies Act 2013 made it mandatory.**

## SHAREHOLDER VALUE

At M&M, we recognise that business pursuits impact the environment and community. Hence, while we take proactive measures for value creation and to safeguard the interests of our shareholders, we ensure it does not come at the expense of environment and community. Apart from sharing the value, we also empower our shareholders with the knowledge of how we create, sustain and enhance value by utilising financial, manufactured, intellectual, human, social, and natural capitals. We have interactive platforms in place, where we share our performance and progress, while soliciting pointers and perspectives. These lead to possibilities and plans that result in increased shareholder value, as well as trust.

## GOVERNANCE FRAMEWORK

The purpose of Mahindra's governance framework is to provide prudent management and oversight of business to protect the interest of all the stakeholders. It brings all our businesses, subsidiaries, associates and joint ventures under its ambit and firmly instils the Group's objectives in everyday operations. The framework includes comprehensive monitoring of the progress and spearheading operational excellence across verticals.

### Board of Directors

**Mahindra fosters a culture in which high standards of ethical behaviour, individual accountability and transparent disclosure are ingrained in all our business dealings and shared by our Board of Directors and management.** The composition of the Board of Mahindra & Mahindra Ltd. is in conformity with Regulation 17 of the Listing Regulations.


The Executive Chairman of Mahindra & Mahindra Ltd., though a Professional Director in his individual capacity, is a Promoter, and the number of Non-Executive and Independent Directors is more than one half of the total number of Directors. Mr. Anand G. Mahindra, Executive Chairman, and Dr. Pawan Goenka, Managing Director are the Whole-time Directors of Mahindra & Mahindra Ltd. The remaining Non-Executive Directors, comprising eight Independent Directors including a Woman Director and one Non-Independent Director, are highly renowned professionals drawn from diverse fields, possess the requisite qualifications and experience which enable them to contribute to our growth and enhance the quality of the Board's decision-making process.

### Board Committees

Systems and procedures have been established to ensure the Board is well informed and equipped to carry out their responsibilities and can provide the strategic direction needed to create long-term value. The Board committees have been instituted for members to understand their individual responsibilities and for the Board to organise itself and perform the necessary tasks effectively. At M&M these committees ensure implementation, streamlining and monitoring, giving appropriate direction to the day-to-day working of the companies.

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 (CSR) Committee**
- **Risk Management Committee**

 (For more information on each committee, roles and responsibilities of the directors and the members, please refer page 167-171 of our Annual Report FY 2018-19.)

## PURPOSE AND VALUES

### 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.

### CORE VALUES



Our core values inspire us to enable the world to Rise and lead by sustainability on social, economic and environmental fronts. They are an amalgamation of what we have been, what we are and what we continue to be. Our core values include:

- **Good Corporate Citizenship**
- **Professionalism**
- **Customer First**
- **Quality Focus**
- **Dignity of the Individual**


### Code of Conduct

The Code of Conduct clarifies an organisation's mission, values and principles, linking them with standards of professional conduct. Ethiquette, our Code of Conduct, is our central policy document which is benchmarked with the best in business. It outlines the principles that every single person working for and with the Company, must comply with, regardless of location. In addition, individual business units issue policies that provide more specific guidance about certain business practices. The Code of Conduct is circulated annually to all employees online across the Group and is a mandatory document. Our Code of Conduct is also applicable to our suppliers and partners, and is available online.

The CoC enables effective stakeholder engagement, faster and fairer decisions, transparent and unambiguous processes, and a professional and ethical conduct. It underlines our responsibilities to our people, partners and shareholders, as well as mandates us to:

- **Behave in an ethical manner, take pride in our actions and decisions**
- **Comply with the principles and rules in our Code, and fulfil our legal and regulatory obligations**
- **Seek guidance wherever required, if we feel a working practice is not ethical or safe**
- **Report non-compliance or breach of our Code immediately**



 (For more information on implementation of the Code of Conduct, please refer to page 162 of our Annual Report FY 2018-19.)

## POLICIES

Our policies are outcomes of our commitment to our core values and guide us in our day-to-day operations and governance. They continuously evolve with prevailing regulations and by interactions with stakeholders.

A snapshot of our policies:

**Corporate Communications | Disaster Management | Employee Relations | Environment and Pollution | Capital Budgeting | Corporate Finance | Quality | Corporate Representation in Trade & Industry Forums | Dealing with Dealers and Customers | E-business Security | Insider Trading | Intranet Usage | Investor Grievances | Investor Relations | Safety & Occupational Health | Human Resources | Sexual Harassment | Trademarks | Suppliers and Vendors of Services & Products | Green IT Guidelines | Green Supply Chain Management**



## Business Responsibility Policy

We abide by an all-embracing Business Responsibility policy incorporating economic, social and environmental accountabilities of business as approved by our CSR Committee Board.

It is formulated in alignment with the nine principles of Business Responsibility, required by SEBI as per clause 55 of the Listing Agreement.

 (For more information on what this policy covers, please refer to page 125 of our Annual Report FY 2018-19)

## Anti-corruption Policies and Procedures



At M&M, we have zero tolerance against any kind of corruption and strict action is taken against anyone found indulging in such unprincipled acts. **Corporate Governance and Business Ethics are an essential part of our induction process and an integral part of our Code of Conduct.** All employees are expected to exhibit the highest level of integrity in every sphere of activity.

## COMPLIANCE

Compliance is non-negotiable at Mahindra. Our compliance committee ensures that all regulations are respected, in letter and spirit. Being a global company, we abide by all international and national laws, and uphold the standards of transparency and accountability. During the last decade of reporting, there was no instance of non-compliance by the Group. We incurred no fines from any regulatory authority for non-compliance of laws and regulations in the reporting period.

## Regulatory Compliance

We strictly adhere to all the regulatory laws, guidelines and specifications relevant to our business. Our audit committee ensures strict adherence and regulatory compliance through the year. In case any related observations are made, they are immediately brought to the notice of the site senior management and necessary corrective actions are executed. Regulatory compliance is periodically reviewed by the Group Executive Board (GEB).

## e-Cockpit Portal for Regulatory Compliance

With the objective of further improving our compliance processes, we have created e-cockpit, an electronic platform, through which various stakeholders such as shareholders, board of directors, key managerial personnel and other stakeholders can interact, within the overall regulatory framework. The portal will provide information that is required for various stakeholders to ensure their compliance.



## PUBLIC POLICY AND ADVOCACY

Businesses flourish in a sound legal and regulatory environment. For such an environment to emerge, it is important that the private sector participates in the policy making process. As one of the biggest automotive manufacturers in India, Mahindra & Mahindra serves as a unified voice for the industry to help the government shape better policies.



Our top management has a constant dialogue with the policy makers and influencers in national and international bodies to provide our industry with specialised information and knowledge.

### Anand Mahindra

Executive Chairman - Mahindra & Mahindra Ltd.

### Pawan Goenka

Managing Director - Mahindra & Mahindra Ltd.

### Ulhas Yargop

Group President (IT Sector)  
Group CTO & Member, Group Executive Board

### V. S. Parthasarathy

Group CFO (M&M Ltd.) and  
Group CIO, Mahindra Group

 (For more information about the memberships of our executive members in various organisations and institutions, please refer to page 156-157 of our Annual Report FY 2018-19)

# SUSTAINABILITY AND US



Sustainability is at the heart of everything we do, and it helps us drive a positive change in the lives of our stakeholders- whether it is serving the needs of our customers or taking care of the aspirations of our people; helping to build the communities we are a part of or adhering to the laws of the land; nurturing the planet or empowering everyone to Rise.



Our sustainability report [details our efforts for this year and shows our direction for the future.](#)

## SUSTAINABILITY STRUCTURE

Sustainability is all pervasive at Mahindra. Over the years, it has percolated deep within the organisation in a top-down approach, encompassing both vision and execution, as well as measurement and disclosure.



For more information on our Governance Structure for Sustainability, visit our previous Sustainability Report. <http://www.mahindra.com/How-We-Help/Environment/Sustainability-Reports>

## Mahindra Sustainability Framework

Building enduring businesses by rejuvenating the environment and enabling stakeholders to Rise



## MATERIALITY

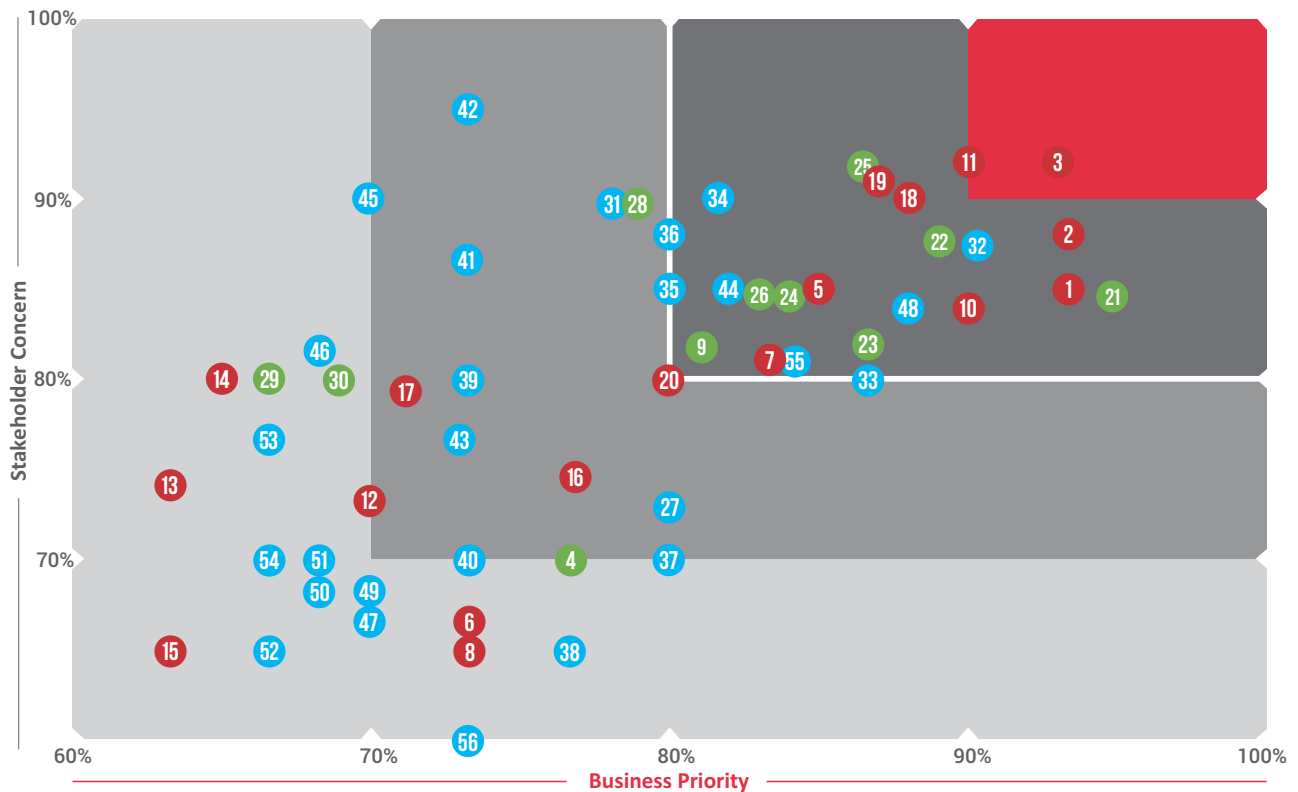
Material issues at M&M are those which have the biggest impact on our stakeholders. It includes the economic, environmental and social issues that could affect our ability to create value over the short, medium and long term. Materiality mapping is a collaborative exercise which enables stakeholders to influence key decisions by providing strategic insights. With the ever-evolving business environment, we are consistently conducting this exercise on a periodic basis to stay up to date with the emerging scenarios. It is a step-by-step approach, starting with a detailed stakeholder engagement exercise, followed with a comprehensive materiality analysis and dovetailing the insights to upgrade the roadmap. This is the last year of the current one and the next roadmap is under review.



Materiality assessment acts as an efficient tool to introspect on our sustainability journey, as well as shape our future plan across the triple bottom line.



THE MATERIALITY MATRIX FOR OUR AUTOMOTIVE DIVISION



**BUSINESS**



**ENVIRONMENT**



**SOCIAL**

PARAMETERS OF HIGH IMPORTANCE (TOP QUARTILE)

- 1 Cost Control and Profit Margin
- 2 R&D Impetus
- 3 Fuel Efficiency
- 5 Risk Assessment and Compliance
- 7 Market/Product Competition
- 10 Sustainable Mobility: Electric/Hybrid/H<sub>2</sub> Vehicle
- 11 Product Quality
- 18 Supply Chain Optimisation
- 19 Logistics Optimisation and Sustainable Logistics
- 20 Emerging Market Needs

- 9 End of Life Management
- 21 Water Intensity
- 22 Energy Efficiency
- 23 Recyclable/Recycled Material
- 24 Waste Generation
- 25 Climate Change and GHG Emissions
- 26 Pipe Emissions and Reduction
- 28 Life Cycle Management

- 32 Customer Satisfaction
- 33 CSR Management
- 34 Employee Productivity
- 35 Health and Safety
- 36 Product Safety
- 44 Training and Education
- 48 Gender Diversity
- 55 Grievance Mechanisms

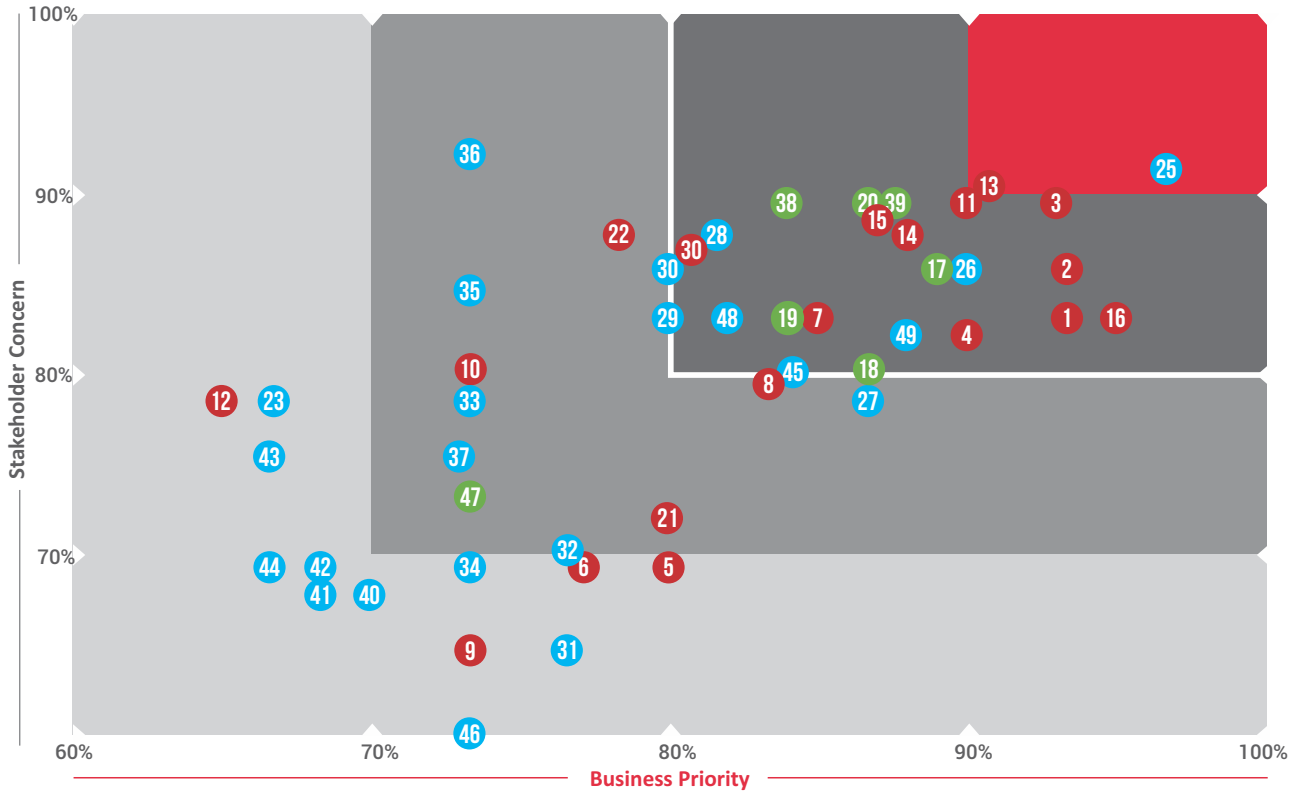
PARAMETERS OF LOW IMPORTANCE

- 6 Solution Selling Beyond Products
- 8 Integrated Sourcing
- 12 Light Weighting
- 13 Green Dealers
- 14 Modularity in Design
- 15 Dealer Profitability
- 16 Sustainability IT Tool
- 17 Product Obsolescence and Phasing Out

- 4 Renewable Energy
- 29 Packaging
- 30 VOC Emissions in Paint Shop

- 27 Attrition
- 31 Employee Capability (Agility)
- 37 Succession Planning
- 38 Supplier Education
- 39 Customer Education
- 40 Traffic Safety
- 41 Appeal to Customers
- 42 Talent Retention
- 43 Dealer Consistency (Talent Retention)
- 45 Customers' Satisfaction with Service
- 46 Urbanisation and Labour Scarcity
- 47 Average Age of Plants
- 49 Brand Image of Mahindra
- 50 Social Media
- 51 Shared Value
- 52 Supplier Satisfaction (Forecast Accuracy)
- 53 Strong Visionary Goals on Sustainability/Strategic Consideration
- 54 Employer Attraction
- 56 Average Age of Plants

**THE MATERIALITY MATRIX FOR OUR FARM DIVISION**



**BUSINESS**



**ENVIRONMENT**



**SOCIAL**

**PARAMETERS OF HIGH IMPORTANCE (TOP QUARTILE)**

- 1 Cost Control and Profit Margin
- 2 R&D Impetus
- 3 Fuel Efficiency
- 4 Farm Tech Prosperity (Farmer Prosperity)
- 7 Risk Assessment and Compliance
- 8 Solution Selling Beyond Products
- 11 Product Quality
- 13 Soil Health
- 14 Supply Chain Optimisation
- 15 Logistics Optimisation & Sustainable Logistics
- 16 Dealer Management
- 24 Market/Product Competition

- 17 Water Intensity
- 18 Energy Efficiency
- 19 Recyclable/Recycled Material
- 20 Waste Generation
- 38 Climate Change and GHG Emissions
- 39 Water Availability

- 25 Customer Satisfaction
- 26 CSR Management
- 27 Employee Productivity
- 28 Health and Safety
- 29 Grievance Mechanisms
- 30 Supplier Satisfaction/Relationship
- 45 Training and Education
- 48 Gender Diversity
- 49 Talent Retention and Succession Planning

**PARAMETERS OF LOW IMPORTANCE**

- 5 Integrated Sourcing
- 6 Dealer Profitability
- 9 Product Obsolescence and Phasing Out
- 10 Sustainable Mobility: Electric/Hybrid/H<sub>2</sub> Vehicle
- 12 Government Approvals
- 21 Light Weighting
- 22 Modularity in Design

- 47 Packaging

- 23 Brand Image of Mahindra
- 31 Employee Capability (Agility)
- 32 Attrition
- 33 Appeal to Customers
- 34 Dealer Consistency
- 35 Talent Retention
- 36 Supplier Education
- 37 Customer Education
- 40 Average Age of Plants
- 41 Product Safety
- 42 Customers Satisfaction with Service
- 43 Average Age of Plants
- 44 Urbanisation and Labour Scarcity
- 46 Traffic Safety

GRI 102-47

**KEY MATERIALITY ISSUES**



**Carbon Emission**



**Sustainable Supply Chain**



**Health & Safety**



**Waste to Wealth**



**Water Security**



**Product Stewardship**







**CSR Management**





## SUSTAINABILITY ROADMAPS

Roadmaps are a wonderful instrument to gauge and calibrate progress to achieve the desired results. The sustainability roadmap at Mahindra demonstrates our commitment to work on sustainability-related goals and strategies, across the organisation and the supply chain, to create value for stakeholders. The Sustainability Roadmaps 2020 aim to take us further on our sustainability journey.

### SUSTAINABILITY ROADMAP 2020 | STAKEHOLDER ENGAGEMENT - AFS SUPPLIERS





Commitment	Metrics	2016-17	2017-18	2018-19	Status F19	Responsibilities
 <b>SUSTAINABILITY AWARENESS</b>	Nos.	125 Tier I Suppliers - MTWL, SD, MTBD, Construction Equipment	250 Tier I Suppliers - MTWL, SD, MTBD, Construction Equipment	375 Tier I Suppliers - MTWL, SD, MTBD, Construction Equipment	688 Tier 1 Suppliers trained till F19	SSU, SD SCM, AFS Sustainability
 <b>SUSTAINABILITY ASSESSMENT &amp; IMPROVEMENT</b>						
Self-Assessment (IT Enabled)	%	100%	100%	100%	77 Onsite assessment completed	CDMM (AD+FD), AFS Sustainability
Onsite Assessment	Nos.	AD - 25   FD - 10	AD - 50   FD - 20	AD - 75   FD - 30		
 <b>REDUCTION IN PACKAGING WASTE</b>						
Corrugated Box Waste	Kg/eq veh	AD 5%   FD 8%	AD 10%   FD 16%	AD 15%   FD 24%	AD 27%   FD 39%	AD DCM SCM/ FD SCM/SSU, AFS Sustainability
Wood Waste		AD 5%   FD 13%	AD 26%   FD 75%	AD 100%   FD 100%	AD 54%   FD 100%	
 <b>SUSTAINABILITY BALANCE SCORE CARD (BSC)</b>	Nos.	No. of suppliers AD - 30   FD - 20	No. of suppliers AD - 40   FD - 30	No. of suppliers AD - 50   FD - 40	No. of suppliers AD - 55   FD - 25	AD FD SCM/AFS Sustainability

### SUSTAINABILITY ROADMAP 2020 | STAKEHOLDER ENGAGEMENT - AD DEALERS

Commitment	Metrics	2016-17	2017-18	2018-19	Status F19	Responsibilities*
 <b>SUSTAINABILITY AWARENESS TRAINING</b>	Nos.	Training through E-learning (40 dealerships)	Refresher training (40 dealerships)	Refresher training (40 dealerships)	Sustainability Awareness done at 561 dealerships on World Environment Day and Mailers shared with all dealerships	Dealership Manpower Training
 <b>CO<sub>2</sub> &amp; WATER FOOTPRINT MAPPING AND REDUCTION</b>	Nos.	Implementation of projects (40 dealerships)	Reduction by 3% (40 dealerships)	Reduction by 6% (40 dealerships)	75% of 537 total dealerships have installed LED and 65% dealerships have installed BEE rated appliances which gave more than 30% savings in Energy consumption	Zonal Heads
 <b>WASTE MANAGEMENT INCLUSIVE OF OIL</b>	Nos.	Initiatives for waste management (40 dealerships)	Initiatives for waste management (40 dealerships)	Initiatives for waste management (40 dealerships)	Hazardous waste and oil has been disposed with authorised vendors by more than 100 dealerships	Zonal Heads
 <b>GREEN DEALER AWARD</b>	Nos.	Assessment & Decl. of Green dealers	Assessment & Decl. of Green dealers	Assessment & Decl. of Green dealers	F19 Green Dealership award based on MDEP survey received on 23rd June	Sales Strategy

\* AFS Sustainability Team will facilitate

SUSTAINABILITY ROADMAP 2020 | **STAKEHOLDER (DEALERS) FARM DIVISION**

Commitment	F16 (Roadmap)	2016-17	2017-18	2018-19	Status F19	Responsibilities*
 <b>SUSTAINABILITY AWARENESS TRAINING</b> webinar/CDs/link	New Initiative	Training to identified dealers	Refresher training to identified dealers	Refresher training to identified dealers	<ul style="list-style-type: none"> <li>250 Dealers trained throughs CDs</li> <li>2 webinars conducted by Channel Development team</li> </ul>	Customer Care
 <b>SUSTAINABILITY ASSESSMENT THROUGH DSQI</b>	Inclusion of Sustainability Assessment Criteria in DSQI	Assessment, sustainability score baseline & targets F19	As per plan	As per plan, review of sustainability criteria	577 Dealerships assessed for Sustainability Parameters in DSQI	
 <b>SUSTAINABILITY IMPROVEMENT AT DEALERS</b>	New Initiative	Pilot to be started with dealers (2)	5	10	76% Dealerships have implemented LED at their workshops and Showrooms	
 <b>GREEN WORKSHOP AWARD</b>	New Initiative	Criteria finalisation	Assessment & Decl. of Green dealers	Assessment & Decl. of Green dealers	<ul style="list-style-type: none"> <li>Green Dealership Assessments will be done by DSQI</li> <li>Top 3 scoring dealers will be awarded in Panchratna</li> </ul>	








\* AFS Sustainability Team will facilitate

SUSTAINABILITY ROADMAP 2020 | **PLANET (MANUFACTURING) FOR SWARAJ DIVISION**

Commitment	Metrics	2016-17	2017-18	2018-19	Status F19
 <b>CARBON FOOTPRINT REDUCTION*</b>	MTCO <sub>2</sub> /Tractor	8%<F16	16%<F16	25%<F16	20.65%
 <b>Carbon Footprint Mitigation Through Energy Management</b>					
● Reduction in Specific Electrical Energy Consumption	KWh/Tractor	8%<F16	16%<F16	25%<F16	15.07%
● Reduction in Specific Thermal Energy consumption	Mkcal/Tractor	3%<F16	6%<F16	9%<F16	-11.15%
● % Renewable (Wind/Solar) Cumulative	%	0%	1.2%	2.3%	0.00%
 <b>Specific Water Consumption Reduction*</b>	KL/Tractor	8%<F16	16%<F16	25%<F16	51.65%
 <b>Carbon Footprint Mitigation Through Waste Management</b>					
● Hazardous Waste to Landfill	% reduction	Devising Strategy	25%<F16	50%<F16	92%
● Non-Hazardous Waste - Reduce & Recycle	Kg/Eq Tractor	3%<F16	6%<F16	9%<F16	32%
● Specific Paper Consumption Reduction	Kg/Eq Tractor	15%<F16	30%<F16	50%<F16	33%
 <b>Injury Reduction</b>	% reduction	30% YOY	30% YOY	30% YOY	38%

\* subject to sanction of budget against identified Projects


SUSTAINABILITY ROADMAP 2020 | **EMPLOYEES & COMMUNITY - AFS**




Commitment	UOM	2016-17	2017-18	2018-19	Status F19	Responsibilities
<b>A ENGAGING STAKEHOLDERS IN SUSTAINABILITY DRIVE</b>						
 <b>LEADERSHIP IN SUSTAINABILITY - MCARES SCORE</b>	% of improvement	4.26	4.28	4.30	4.32	Capability Building
 <b>SUSTAINABILITY REFRESHER &amp; HUMAN RIGHTS TRAINING TO ASSOCIATES</b>	%	50% coverage (0.5 mandays/person/year)	100% coverage (Cum.)	Refresher training	100%	Sector & Plant ER/Plant Sustainability Champion
 <b>MAKING SUSTAINABILITY PERSONAL</b>	No. of stakeholders	Devising Strategy & Action Plan for initiatives	0.5 lakh	0.75 lakh	1.15 lakh	
<b>EMPLOYEE WELLNESS</b>						
 <b>IMPROVEMENT IN HEALTH INDEX OF EMPLOYEE</b>	% of improvement	10% above 45 years of age employees	10% above 30 years of age employees	10% of employees in age group, above 45 & below 30 years employees	Kandivali - 15.07% MVML - 28.21% Nashik - 53.91% MRV - 36.43%	OHC
 <b>GREEN BUILDING CERTIFICATION</b>	Nos.	Conversion of existing AD building at Igatpuri and Kandivali	AD Zaheerabad & FD Nagpur, MVML GreenCo	Swaraj Plant 1 - Green Building, FD Zaheerabad GreenCo	GreenCo Certification (Silver) received for MVML Chakan Green Building AD Zaheerabad - Assesment done & results are awaited MVML- Work in progress	ADMIN
<b>B ENGAGING COMMUNITY IN SUSTAINABILITY DRIVE</b>						
<b>SOCIAL RESPONSIBILITY</b>						
 <b>TREE PLANTATION</b>	No. of Trees	0.5 lakh	1.3 lakh	1.5 lakh	1.17 lakh	CSR
 <b>RENEWABLE (SOLAR/WIND) VILLAGE ELECTRIFICATION (CUM.)</b>	MW	15 KW	30 KW	60 KW	0 KW	CSR

SUSTAINABILITY ROADMAP 2020 | **MANUFACTURING - AD**

Commitment	Metrics	2016-17	2017-18	2018-19	Status F19	Responsibilities	
 <b>CARBON FOOTPRINT REDUCTION*</b>	MTCO <sub>2</sub>	17%	18%	19%	14%		
<b>Carbon Footprint Mitigation Through Energy Management</b>							
● Reduction in Specific Electrical Energy Consumption	KWh/Eq Veh	3%<F16	6%<F16	9%<F16	20%	Mfg. Plants - CMD/Plant Sustainability Champion/ AFS Sustainability	
● Reduction in Specific Thermal Energy Consumption	Mkcal/Eq Veh	3%<F16	6%<F16	9%<F16	20%		
● Renewable (Wind/Solar/Biogas)	% CO <sub>2</sub> Mitigation	5.5%	6.5%	7.1%	7.5%		
 <b>Specific Water Consumption Reduction*</b>	KL/Eq Veh	9%<F16	18%<F16	25%<F16	33%		
<b>Carbon Footprint Mitigation Through Waste Management</b>							
● Specific Hazardous Waste - Reduce/Recycle	% reduction	Devising Strategy	30%<F16	50%<F16	56%		
● Absolute Non-Hazardous Waste - Reduce/Recycle (Carbon Strategy)	% CO <sub>2</sub> Mitigation	8%	8%	30%<F16	24%		
● Specific Non-Hazardous Waste - Reduce/Reuse/Recycle	2%<F16	Devising Strategy	10%<F16				
● Paper Consumption Reduction	KG	30%<F16	50%<F16	60%<F16	40%		
 <b>No. of injuries</b>	% reduction	20%<F16	30%<F16	50%<F16	51%		

SUSTAINABILITY ROADMAP 2020 | **PLANET (MANUFACTURING) FOR FARM EQUIPMENT SECTOR**

Commitment	Metrics	2016-17	2017-18	2018-19	Status F19	Responsibilities
 <b>CARBON FOOTPRINT REDUCTION*</b>	MTCO <sub>2</sub>	10%	13%	14%	18.18%	
<b>Carbon Footprint Mitigation through Energy Management</b>						
● Reduction in Specific Electrical Energy Consumption	KWh/Eq Tractor	5%<F16	10%<F16	15%<F16	23.57%	Mfg. Plants - CMD/Plant Sustainability Champion/AFS Sustainability

Commitment	Metrics	2016-17	2017-18	2018-19	Status F19	Responsibilities
<ul style="list-style-type: none"> <li>Reduction in Specific Thermal Energy Consumption</li> </ul>	Mkcal/Eq Tractor	3%<F16	6%<F16	9%<F16	19.92%	Mfg Plants- CMD/Plant Sustainability Champion/AFS Sustainability
<ul style="list-style-type: none"> <li>% Renewable (Wind/Solar)</li> </ul>	% Renewable	5%	6%	10%	10.48%	
 <b>Specific Water Consumption Reduction*</b>	KL/Eq Tractor	8%<F16	21%<F16	25%<F16	31.41%	
 <b>Carbon Footprint Mitigation through Waste Management</b>						
<ul style="list-style-type: none"> <li>Hazardous Waste Disposal to Landfill</li> </ul>	% reduction	Devising Strategy	25%<F16	50%<F16	90.67%	ADMIN/Plant Admin/AFS Sustainability
<ul style="list-style-type: none"> <li>Non-Hazardous Waste - Reduce &amp; Recycle</li> </ul>	Kg/Eq Tractor	3%<F16	6%<F16	9%<F16	26.41%	
<ul style="list-style-type: none"> <li>Paper Consumption Reduction</li> </ul>	KGS	20%<F16	35%<F16	50%<F16	46.00%	
 <b>Injury Reduction</b>	% reduction	30% YOY	30% YOY	30% YOY	50 % Reduction YOY	Safety Dept

## OUR SUSTAINABILITY POLICY





## STAKEHOLDER ENGAGEMENT

GRI 102-43, 102-44

Forging strong and dynamic channels of communication with our stakeholders is mutually beneficial at multiple levels. It helps us in

understanding their expectations | making them understand our approach | shaping our strategies | executing our plans | enhancing our performance | adding value

Hence, our engagement is consistent, using different mechanisms based on the stakeholder/group.

### Our Stakeholder Engagement Mechanisms

We believe that the point of view of each stakeholder is important for us and should be addressed. Our engagement mechanisms are developed and updated based on the needs of our different stakeholders and evolving times. As the mediums change, so do our modes of engagement.

STAKEHOLDER GROUP	ENGAGEMENT CHANNELS
 <b>GOVERNMENT/ REGULATORY AUTHORITIES</b>	Environmental compliance, policy intervention
 <b>EMPLOYEES</b>	Conferences, workshops, publications, newsletters & reports, online portals, feedback surveys and one-on-one interactions, employee involvement in CSR activities
 <b>CUSTOMERS</b>	Interviews, personal visits, publications, mass media & digital communications, feedback camps, plant visits and support programmes
 <b>SUPPLIERS &amp; DEALERS</b>	Supplier & vendor meets, workshops & trainings, audits, policies, IT-enabled information sharing tools, and recognition platforms
 <b>INVESTORS/ SHAREHOLDERS</b>	Annual report, sustainability report, press releases, investor presentations, corporate website, quarterly and annual results, ESG calls
 <b>LOCAL COMMUNITIES</b>	CSR activities
 <b>EDUCATIONAL INSTITUTES/ UNIVERSITIES</b>	Technical collaborations, capacity building, research

### EMPLOYEES

Engagement breeds a sense of ownership. Hence, engaged employees are more aligned to the organisational goal. They are also likely to be more productive, satisfied and motivated towards work. At Mahindra, we not only share our vision and roadmap with our employees, but also listen to their aspirations and expectations. Some of our key initiatives to engage with our employees include:

#### Annual Sustainability Summit

The Annual M&M Sustainability Conference 'SUSTAIN 2018' was organised on 18th & 19th June at MITC, Kandivali by M&M Sustainability Team. 100+ sustainability champions, along with their teams across 20 locations, participated in this event. Keynote speaker Mr. Popatrao Pawar, Member, Steering Committee, Water Conservation, Govt. of India, and Sarpanch of Hiware Bazar, Dist. Ahmednagar, presented a glimpse of his journey on transformation from a drought-prone village to a green, prosperous village.

**This year's event was very special in terms of new and innovative launches towards Making Sustainability Personal and Capability Building in Sustainability.**





## Reach Out

Over 900 employees attended MVML's Annual Reach-Out Communication Meet on May 11, 2018 at Sunny's World, Pune. The theme of the meet was 'People First' and the agenda of the meet was planned to emphasise the people-centric nature of the MVML's manufacturing business. The event also included the presentation of local success stories in the form of skits, depicting the Rise Pillars. **The highlight of the event was the inception of MVML CEO's Award for the first time, and individuals with extraordinary accomplishments were felicitated.**



## CUSTOMERS

We exist to delight our customers. The more we engage with them, the more we understand their needs and design our products better. Similarly, we can share our narrative to create more connections and brand affinity. The stronger our engagement, better is our relationship and more sustainable is our business. Some of our key initiatives to reinforce customer engagement include:

### World of SUVs, a first of its kind transformative experience in automotive retail

Mahindra & Mahindra showcased its World of SUVs, a new format in next generation dealerships, to redefine the customer purchase experience. **A transformative experience in automotive retail, the company has already set up over 300 such World of SUVs across the country, within a record time of 6 months.**

The company envisioned the future to shape a breakthrough in brand and customer experience and presented the World of SUVs. It is a new format dealership that redefines customer experience, thanks to digital technologies and interventions. It is aptly themed around the Mahindra DNA of 'Live Young, Live Free'.



### Mahindra Shree

Mahindra Shree is a customer relationship programme, designed specifically for all new and old Mahindra Tractor customers. **A host of benefits are given to the customers and their families over a period of their membership. Customers are also rewarded for referrals under the programme.**



## LOCAL COMMUNITIES

Local communities provide us the social license to operate. They ensure that the ecosystem in which we operate is a positive one. We foster this by engaging consistently with them and enriching them in meaningful ways. We have institutionalised mechanisms to communicate with them, share their aspirations, work together and continually strengthen relations.

*For details please refer to the Social Performance section of the report.*

## SUPPLIERS

Synergy with our suppliers is a key element of our performance and influence the way we serve our other stakeholders. Our focus on good supplier relationships includes engaging with them in various ways and platforms. To ensure a consistent and comprehensive approach across business units, we have articulated the following policies:



### Supplier Code of Conduct

<https://supplier.mahindra.com/Pages/CodeOfConduct.aspx>



### Sustainable Green Supply Chain Management and Procurement Policy

<https://supplier.mahindra.com/Pages/sustainability.aspx>



Some of our key initiatives to reinforce supplier engagement include:

### Supplier Sustainability Meet

The Igatpuri Plant organised the sixth edition of the 'Supplier Sustainability Meet' at the Pentwyn Club. The meeting revolved around the importance of sustainability as a way of life and in the realm of business specifically. By presenting the sustainability journey of the Igatpuri plant, speakers urged supplier partners to embark on similar journeys. **The event saw the participation of 35 Suppliers, while 27 of them presented their initiatives on Sustainability.**



GRI 102-40, 102-42, 102-43, 102-44

### Suppliers' Meet

Supplier Meet for Mumbai based suppliers was held at Kandivali Plant to discuss Tractor Industry outlook for FY 2018-19 and M&M's journey towards global leadership. Suppliers were also informed about the **priorities including TPM at supplier end, schedule on M-setup and 100 % recycle packaging.**



## DEALERS

Dealers and distributors are our last mile connectivity with our customers. Our engagement with them positively influences their engagement with the end consumers. **Engaging with them helps us understand customer needs as well as effectively communicate our viewpoint to consumers.** Some of our key initiatives to engage with them include:

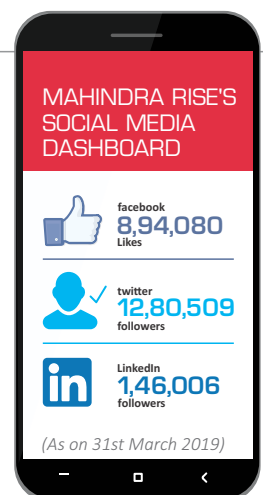
### Digital Capabilities

We have successfully institutionalised analytics in the organisation to enable data driven business decisions, to drive customer experience and to enhance employee value proposition.

**We are committed to embed predictive analytics and AI solutions across the entire value chain of business, from product development to manufacturing and go-to-market.** We have also implemented a sales transformation programme to enable the front facing dealer salesmen to prioritise their sales efforts by picking up the high propensity leads, in turn driving better conversions. The sales transformation programme also generated significant incremental sales from existing customers with 'Workshop as a Promoter' channel.

### Online Footprint

The internet has enabled us to voice our narrative and respond in real time to stakeholder sentiments. So, our website, social media and online presence help us to engage with our stakeholders and position our brand.





## DRIVEN BY OUR PEOPLE



Mahindra's strength comes from its people. People who are involved, motivated and take ownership for their work. With a large and diverse production line from two-wheelers and passenger cars, to utility vehicles, light commercial vehicles and tractors, we rely on the vast pool of talent to keep our operations running. It is through this talent that we replace conventional thinking with alternative approaches that deliver positive change.

We encourage our employees to question conventional constructs and embrace innovative thinking through robust engagement mechanisms and progressive HR policies. While attracting and recruiting talent is an essential first step, our talent management processes are designed to go beyond and **nurture, motivate, reward and retain** them. Along with strengthening our capabilities, we equally prioritise the health, safety and overall well-being of our employees.

With the Mahindra Rise Awards and Mahindra Safety Awards, we actualise our core ethos of synergising individual as well as organisational goals to maximise our positive impact.

## MANAGEMENT APPROACH

'CAPable People, REAL Experience' encapsulates our Employee Value Proposition that stems from our core purpose of inspiring people to Rise. It sums up the ideal we aim to live up to as an employer, and embodies the promise that at Mahindra, our employees have the opportunity and the right set of tools to be the very best they can be.

### THE MAHINDRA EMPLOYEE VALUE PROPOSITION

#### OUR EXPECTATION FROM OUR EMPLOYEES

#### OUR PROMISE TO OUR EMPLOYEES



##### Challenge Conventions

We've grown by challenging conventions at every turn, and we encourage our people to do the same by accepting no limits. Where others see problems, our people see possibilities.



##### Bring Alternative Thinking to the Workplace

Alternative thinking is the new normal at our workplace. As we relentlessly seek to break fresh ground and solve problems, the ingenious use of our resources - and our ability to think differently - power us on.



##### Drive Positive Change in the Lives of Our Customers and Communities

We expect everyone at Mahindra to work for the greater good, to advance humankind, and make the world a better place. A significant part of our job is to create lasting, positive change in the lives of the customers and communities we serve.



##### Recognition for Outperformance

We encourage healthy competition, and create a high performance culture by recognising breakthroughs, and rewarding those who achieve them.



##### Empowering Environment

We promote a proactive workplace, one where you're encouraged to make your own decisions, and take ownership of their ripples and ramifications. It empowers our people, and in doing so, encourages individual responsibility.



##### Abundant Learning Opportunities

At Mahindra, we listen and learn every day. Constant learning constitutes a fundamental aspect of the Mahindra Experience, with abundant learning opportunities at every level, and an environment that encourages constant learning.

**By 2021, we aim to be one of the Top 50 most admired global brands.** We realise the significance of keeping our ears to the ground and discerning the pulse of our employees to achieve this goal. Hence, we connect with all our employees across designations and departments with the aim to create leaders across hierarchies and businesses.

At the Mahindra Group, we have a two-tier HR management approach - one at the Group Level and the other at the Business Level. The Group HR provides thought leadership and appropriate tools and methodologies, and the Business Level HR complements by ensuring alignment with Group HR policies and institutionalising customised employee initiatives for the respective business. Mahindra & Mahindra Ltd. is one such business unit of the Group.



## LABOUR PRACTICES

Discrimination halts progress by stifling talent. Being an equal opportunity employer, we do not tolerate discrimination in any form. We adhere to all the labour legislations, and also recognise and support the right to collective bargaining. Additionally, all the units of Automotive Division (AD) have been OHSAS certified to ensure a safe and healthy working condition for our workforce.

**The 'Corporate HR Cell' is in place at Mahindra to chart and monitor norms, policies and initiatives, so as to maintain consistency of good people practices across our business segments. Moreover, our employees also undergo training periodically to remain updated with contemporary best practices.**

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



**Principle 3**

**BUSINESSES SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING**

**Principle 4**

**THE ELIMINATION OF ALL FORMS OF FORCED & COMPULSORY LABOUR**

**Principle 5**

**THE EFFECTIVE ABOLITION OF CHILD LABOUR**

**Principle 6**

**THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT & OCCUPATION**

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

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

## HUMAN RIGHTS

We advocate the highest standards of human behaviour and respect the dignity of everyone associated with us. At Mahindra, we do not tolerate any act that violates human rights.

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

We adhere to UNGC Principle 1, Principle 2 and Principle 10 on Human Rights.

**Principle 1**

**BUSINESSES SHOULD SUPPORT & RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS**

**Principle 2**

**ENSURE THAT BUSINESSES ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES**

**Principle 10**

**BUSINESSES SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY**



Our Policy on Human Rights extends to those who we partner with, such as suppliers and contractors. Human Rights issues are a part of the selection process and the contractual agreement. We have also developed a training module on Human Rights. The module provides information on human rights and how human rights issues can arise or be relevant to a business across a diverse set of operating environments. Besides this,

through various awareness sessions, several stakeholders like contractors, security personnel and associates are sensitised on the subject which then helps to promote adherence on Human Rights aspects.

Although we do not conduct a separate Human Rights assessment, it is a part of our annual sustainability assessment process.

**We also have an active and a well-defined four step Grievance Redressal Mechanism available at each plant for workers, through which all types of grievances are redressed.**

Additionally, we conduct periodic Employee Satisfaction Surveys for workers and all low scoring responses are discussed in Focussed Group Meetings and duly resolved.

For all employees of Automotive and Farm Sectors, there's a 'Reach-out' mailbox that is addressed with confidentiality, to voice their concerns to the Sector President. In order to address the Human Rights violation, in

specific for blue collared workers (Permanent as well as Flexible workforce), a Grievance Register has been arranged at Time Office to raise concerns. However, no complaints have been received or reported for the reporting year.

We also have in place, a comprehensive risk management system that takes into account any risks for Human Rights violation and our ability to curb it. All sites under the scope of this report have been covered through a human right assessment, as a part of our annual sustainability assessment process. No child or forced labour was found prevalent in our system. This result reflects our stand on the issue that's stated in our Code of Conduct and that can be easily accessed at the web link <https://www.mahindra.com/resources/pdf/about-us/Code-of-Conduct.pdf>

**In order to create a workplace that is fair, transparent and safe, we also have in place a policy for Prevention of Sexual Harassment at workplace (POSH), under the provisions of Prevention of Sexual Harassment Act, 2013.** Every employee at Mahindra must be aware of the provisions of the policy and is mandated to complete a POSH Online Compliance module to update their knowledge.



## THE WHISTLEBLOWER POLICY

We implement The Vigil Mechanism as prescribed in the Act, and the Rules and the Listing Regulations through the Whistleblower Policy. It provides adequate safeguards against victimisation of the Whistleblower and ensures all stakeholders have direct access to the Chairperson of the Audit Committee. As such, the Whistleblower Policy provides for protected disclosure and protection to the Whistleblower.



**ethicquette**  
THE WAY WE RISE

**MAHINDRRIGHT**

All Employees, Directors, Vendors, Suppliers or other Stakeholders associated with the Company can make the Protected Disclosure through an e-mail to **whistleblower.mahindra@ethicshelpline.in** or any other mechanism as prescribed in the Whistleblower Policy.

The Chairperson of the Audit Committee can be reached by sending an e-mail to **chairpersonofauditcommittee@mahindra.com** or by sending a letter to:

**Chairperson of the Audit Committee**  
**Mahindra & Mahindra Limited**  
Mahindra Towers, Dr. G. M. Bhosale Marg,  
P. K. Kurne Chowk, Worli, Mumbai 400018




The Whistleblower Policy was amended in line with the amendments brought in through SEBI (Prohibition of Insider Trading) (Amendments) Regulations, 2018, enabling employees to report insider trading violations, as well as reporting of instances of leak of Unpublished Price Sensitive Information. The Whistleblower Policy of the Company is available on our website and can be accessed at the web link:

<http://www.mahindra.com/resources/FY19/AnnualReport.zip>.

We have put in place a Whistleblower Helpline managed by an external agency to ensure that any violations to its Code of Conduct, including violation of Human Rights are addressed objectively. In the reporting period, we received 10 complaints through the Whistleblower Helpline. Two were received by the Chairman of the Audit Committee. All the complaints were investigated and resolved.

## DIVERSITY & INCLUSION

Diversity fosters better decisions, that lead to better outcomes. Realising the significance of Diversity and Inclusion (D&I) at the workplace, the Mahindra Group has formed Group and Sector-level Diversity Councils. These Councils will provide strategic directions to navigate the D&I journey and harness the power of individual differences to reap distinctive gains.



## ■ Women in Manufacturing

At Mahindra, we have been working across levels to ensure women get equal opportunities to pursue their dreams. Our initiatives are designed to connect with women across the Group to help them grow in their careers. The following table lists the percentage of women across different levels in the organisation. With our consistent effort, we are striving to get more women on board.



## ■ Diversity at Every Level



**2.53%**

Female share of total workforce



**9.86%**

Females in all management positions, including junior, middle and senior management (as % of total management workforce)



**7.88%**

Females in junior management positions, i.e. first level of management (as % of total junior management positions)



**4.13%**

Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)



**5.02%**

Females in management positions in revenue-generating functions i.e. from sales & marketing



## ■ Women Leaders Programme (WLP)

We launched the Women Leaders Programme (WLP) to bridge the gender gap and build a robust pipeline of mid-level women leadership across the Group. A unique professional development journey spanning 18 months, the programme is specially designed to help participants develop competencies needed to advance into future leadership positions. **SP Jain Institute of Management & Research, Mumbai, one of India's leading business schools, with a focus on women's career management, partnered with Mahindra Leadership University to design and execute the programme.** It helps participants transcend perceived limitations and achieve their full potential. Aimed at women between ages of 30-40 years and with 5 to 7 years of experience, including two years in any Mahindra Group company, the first batch of 54 women, graduated in February 2018.



## CASE STUDY

## BREAKING STEREOTYPES, WOMEN IN THE MANUFACTURING INDUSTRY



At Mahindra AFS, gender diversity on the shop floor is a priority. With a target of hiring at least 33% of women employees, we took up the challenge of breaking misconceptions about manufacturing being a male domain. Regarded as strenuous labour, women were often advised to avoid the industry. However, advanced technology and automation have replaced hard labour, and the industry provides equal opportunity to women who demonstrate talent and interest.

We have consistently hired competent women employees, and today, there are 150 women at Mahindra working on the shop floor. More than 60 women supervisors are employed in areas like production, plant engineering, quality, maintenance and supply chain.

**Step by step, we are consciously trying to increase the first line of women engineers or supervisors on the shop floor to over 100 by October, 2019** ”

**Vijay Nair**, Vice-President,  
Employee Relations and Administration, Mahindra AFS.

At present, out of 20 Employee Relations Officer, 8 are women.



**Brunell Fernandes**, our employee at Mahindra AFS, loves the sound of engines. Her curiosity led her to pursue a career in manufacturing engines for a range of vehicles including Scorpio, Bolero, and XUV500.

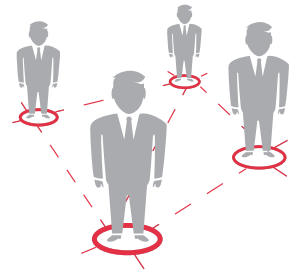
It's been an amazing journey of 9 years with the Mahindra family. Not only this, I have also got an opportunity to pursue my Executive MBA through Mahindra at Welingkar where I was awarded as the 'Best Student'. I have always been inspired to join Mahindra because of my dad and my brother, a Mahindra family that teaches me to Rise.

**Brunell Fernandes**



## TALENT MANAGEMENT

The difference between accomplishing a task and achieving a goal is Talent. Talent works wonders when it is nurtured. At Mahindra, talent management is a comprehensively planned and executed process to create leaders from those with known potential, as well as those with untapped capabilities.



### OUR TALENT MANAGEMENT ASPIRATION

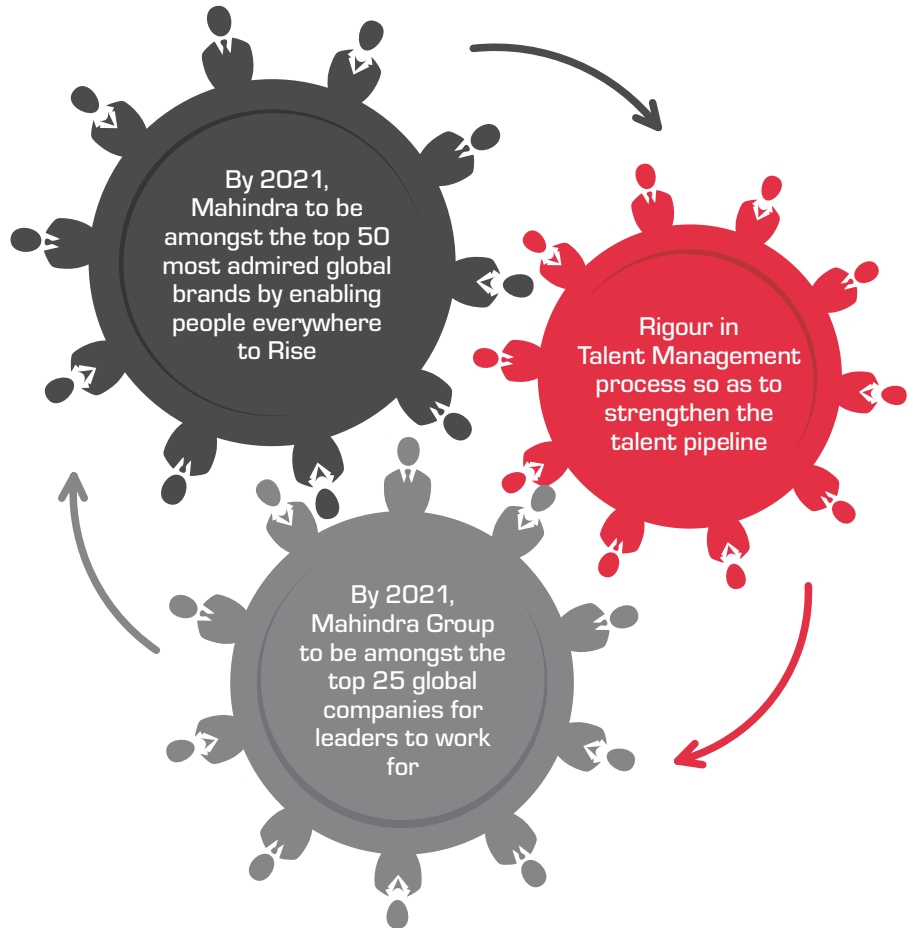
At Mahindra, our aspiration is to be a globally admired brand and amongst the top companies to work with by 2021. Our Talent Management processes are designed to reach this goal by questioning norms and thinking alternatively.

We also revamped our Talent Management Architecture with the objective of building best-in-class leaders across levels, for a future-ready global organisation.

The three key features of this initiative are:

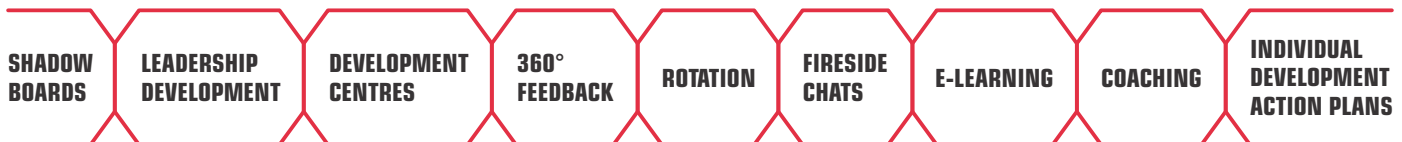
- **Broadening of target pool in junior and middle management for focussed development**
- **Providing customised development opportunities to identified target groups in mid to senior management in focussed functional streams**
- **Evolving specific programmes focussed at building expertise in various areas of Product Development**

With this updated process, we aim to **nurture, revitalise and retain some of the finest talents** from across automobile and farming sectors. For an in-depth view of our strategic implementation structure and how it leverages individual and team strength, please refer to the Mahindra Group Sustainability Report 2009-10.



### INTEGRATED DEVELOPMENT STRATEGY

Mahindra & Mahindra Ltd. offers a plethora of opportunities to employees to hone their skills, reinforce their learning, stimulate imagination and invigorate passion. We motivate our team to go the extra mile through well-integrated growth strategies and diverse engagement tools.



### KEY LEARNING & DEVELOPMENT PROGRAMMES

Our commitment to care for our employees is evident right from the shop floor to the top floor. In the reporting year too, several new and ongoing development programmes were conducted for fresh, budding and experienced talent. Elaborated below are a select few:

#### ■ Online portal to capture 'Talent Engagement Events'

We took our Talent Engagement Events online, to make sure it was on our employee's mind. A dedicated online portal, it allows us to develop a detailed event calendar for an individual plant, as well as at Sector level.

The Auto Sector has various platforms for employee engagement, involvement and development of associates. We are working towards developing a unified MIS system for all events related to 'Employee Relations'. The portal enables us to create a seamless flow of all data related to reward and recognition for an individual or team achievement. This saves time by eliminating the need for follow-ups with different plants. We also save time by providing vendors with digitally prepared certificates that can be printed as soon as they are accessed.

From reports on an individual's participation in events, awards, rewards and recognition to all employee relation audits, such as TMW and AFS excellence, the portal serves as a centralised repository. **Besides capturing sports events, family connect celebrations and moments of employee appreciation, the portal also serves as a platform to enable employee development through events, such as I4 Ideas Competition - a platform for ingenious idea generation, incubation and implementation or Mahindra Skill Excellence, to build a diverse set of skills.**

### ■ The Future Leadership Programme (FLP)

An 18-month journey in leadership development and talent management, the Future Leadership Programme (FLP) has been created in partnership with Yale School of Management and Institute of Management Development, Lausanne. **The programme focusses on developing abilities to foresee and navigate future challenges. It includes week-long campus stints at Yale, IMD and Mahindra's very own Nashik training facility, along with intense coaching and discovery visits.** The first batch selected for the FLP is a group of fast-track executives in the 42-53 year age group. We aim to build a pipeline of future leaders for Mahindra by including talent from different businesses and positions across the Group.



### ■ Group Management Cadre (GMC)

Mahindra Group's prestigious strategic leadership development programme for campus recruits sourced from top B-Schools of India, the GMC continues to **strengthen Mahindra's position as an 'Employer of Choice' across premier B-School campuses, and create a strong talent pool to drive Mahindra's future growth.** In 2018, 27 GMCs joined the Group across its various Sectors and functions.

### ■ Engineering Trainees Programme

Every year, we hire outstanding graduates across the engineering disciplines to work predominantly in our Automotive, Farm Equipment and IT businesses, as well as in select positions in other sectors. We seek independent thinkers with a strong work ethic who are comfortable taking risks with new ideas, and working as team players.



### ■ Mahindra Institute of Quality

MIQ is a world-class institute based in Nashik, India. It was created in 2006 to impart Quality Management competencies across the Group, and over the years has developed a portfolio of training programmes that provide end-to-end quality management lessons in areas like TQM, and Manufacturing Excellence programmes like Lean Manufacturing and Supply Chain improvements.

**So, far the institute has trained 32,000 participants with 14% annual growth in the number of participants. As on date, 45% participants are non-Mahindra.**



## Mahindra Universe Programme

The Mahindra Universe Programme is an annual, on-campus event, that gathers 35-40 top global managers of Mahindra and their spouses at the Harvard Business School. **Aimed at fostering a whole-brained approach, this pioneering programme seeks to broaden managerial views, provides opportunities to engage with globally-acclaimed faculty and allows managers to take stock of where the world-at-large is headed.**



## Mahindra Leadership University

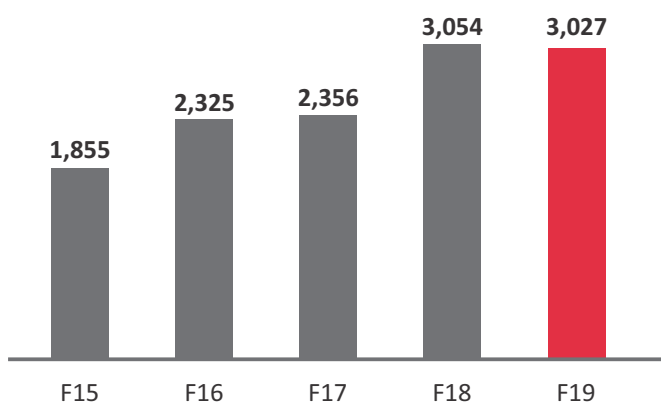
Home to 10 academies including Healthcare & Life Sciences, Sales & Marketing, Service Excellence, and Manufacturing & Quality, among others, the MLU aims to develop leaders who will build companies of the future.

**MLU conducted a total of 115 courses (including 32 unique courses) at the Group Level, in FY 2018-19.**



## Skill Development

Mahindra Skill Excellence (MSE) Overall Participation



Launched with the aim to enhance manufacturing skill standards at Mahindra to a global level and also to bring India to the forefront of global automotive skills arena, Mahindra Skill Excellence (MSE) **focuses on 5 core skills - Painting, Welding, CNC Machining, Engine Diagnostics and Assembly.** In FY 2018-19, 3,027 employees across AFS participated in this initiative.



## BRAND MAHINDRA REPRESENTING INDIA AT GLOBAL ARENA FY 2018-19

### Beijing Arc Cup 2018

Ms. Arti Patole representing M&M was adjudged the Best Female Welder.



### Open Eurasian Competition - WorldSkills Hi-Tech 2018

Held in Yekaterinburg (Russian Federation) from 24-28 October 2018, Mr. Pratik Kasare and Mr. Koteswar Reddy represented M&M at the event. Mr. Pratik Kasare won the Bronze medal competing against 40 competitors from 11 countries.



### Euro Skills Competition 2018, Budapest Hungary

We participated in the category of Industrial Controls and Mr. Ram Yadav (MVML) represented M&M. Indian participants were invited to seek exposure, hence no rankings were provided.



### BRICS Skills Challenge 2018, Johannesburg - SA

Our representatives won accolades by securing top ranks at this event. Mr. Harshadbhai Saiju and Mr. Sudhir Kudale secured the 2nd rank in CNC Machining and Industrial Robotics, respectively. Mr. Mukesh Hipparkar, MVML secured the third rank in Welding.



### India Skills - World Skills Selection, Delhi 2018

Mr. Ratikant Mishra and Mr. Partha Sahoo represented M&M to showcase skills in Mechatronics and emerged as the top winners at a national level.



### Jagruti

A 16-day capsule that trained 709 associates in aspects of future skilling.

### Train the Trainer

25 internal trainers were certified across Automotive Sector in FY 2018-19. The programme identified M&M employees who were trained in building facilitation skills.

## EMPLOYEE ENGAGEMENT

Engagement nurtures a sense of belonging. At Mahindra, we believe that employee engagement is one of our most significant best practices which amplifies our potential to Rise. When executed with diligence, it enables us



to motivate  
our people



garner  
feedback



enhance employee  
involvement



increase individual  
productivity

CASE STUDY

# MAKING SUSTAINABILITY PERSONAL (MSP)



With the Making Sustainability Personal (MSP) initiative, we aimed to create a platform to engage employees as they make sustainability a part of their personal life. It enables our employees to make a contribution every day and go beyond the workplace in its execution. Several programmes and competitions were organised as a part of our Making Sustainability Personal (MSP) initiative.



### 'Mahindra Earth Warriors' - Sustainability Housie Game

We hosted an online game of Housie that raised awareness about sustainability initiatives in a fun way for our employees. It listed steps individuals could take in their personal lives to promote sustainability. **Around 1,200 people participated in the game from the AFS sector.**



Other engagement initiatives included Carbon Count- a tool to calculate CO<sub>2</sub> footprint of an individual | suggest tips to reduce it | sale of LED lights | competition to reduce the residential electricity bills | plastic collection drive. **A total of 4,596 employees joined in all the initiatives combined.**



Additionally, at our Sustainability Engagement Competition - 2018, we saw **53,000+ employees and their family members engaged across 14 locations in M&M.**



This year, we reached out to our employees with two core messages. Firstly, we emphasised on how each individual could do their little bit in living sustainably and make a significant impact with the 'Chota Action, Bada Impact' emails. **The focus was on enhancing everyday sustainability actions like replacing leaking taps and installing aerators to save water, using cloth bags instead of plastic, and segregating waste into recyclable and non-recyclable bins.** Next, we also encouraged employees to nominate their colleagues as Sustainability Heroes for exemplary commitment to imbibe sustainability in their lives and in their sphere of influence.

We continued with our 'Residential Electricity Saving Competition - FY 2018-19'. Participants were asked to submit electricity bills and **as a result of implementation of sustainable electricity usage, 8,000+ kWh/annum of electricity was saved. Five winners with lowest consumption numbers were rewarded by having their electricity bills paid for a whole year.**





## GOLD FOR GOOD HEALTH

The Group Corporate Office of Mahindra & Mahindra is constantly reinventing workplace practices to promote the overall well-being of employees. The health and wellness mantra of enabling employees to take charge of their mental and physical well-being was recognised with the Gold award at the Arogya World Healthy Workplaces Award 2018.

Beside encouraging employees to take charge of their health, M&M also implements initiatives for a more productive and holistic work environment that include:

### ■ Building Strong Work Relationships

Work-life balance and employee engagement is ensured through quarterly social gatherings, fireside chats with senior leaders, knowledge management interventions, and numerous webinars.

### ■ Encouraging Healthy Habits

M&M's Group Communication Office (GCO) has a medical panel of efficient doctors, dedicated to its employees at Mahindra Towers, Worli. A canteen committee monitors the quality, hygiene and nutritional value of daily food that is served to the employees. The canteen also offers organic and healthy Saboro products. Following the 'No Smoking' in public places policy stated by the Government of India, the office premises is a 'smoke-free zone'. There is also a counselling cell to assist those intending to give up the addiction.

### ■ Fostering a Culture of Wellness

The GCO conducts M-Cares, an annual employee engagement survey to monitor the employees' emotional health. Relationship Management Programme, Reflective Conversation, Potential Life Journey and Coaching & Mentoring Programmes help the emotional well-being of the employees.

### ■ Improving Mental and Physical Well-being

Regular yoga sessions, Stepathlon, Marathon Runners' Group, and a well-equipped gym with trainers, ensure employees maintain their health and well-being.



## HEALTH & WELL-BEING

We focus on excellence of our team, along with their health and well-being. To ensure safe and healthy working conditions for our workforce, all the units have been OHSAS certified. Some of the health activities undertaken in the year include **Stepathalon, Zumba, Yoga, Powerwalk, Body Composition Analysis and Health Camps.** All permanent workers and officers of M&M undergo periodic health check-up as per the health and wellness policy. Every employee's health is assessed on the basis of a Unique Health Index. We have also launched a medical software to systematically analyse the health check-up findings. We have a series of webinars, communications and internal newsletters which spread health and well-being awareness.



## SUPPORTIVE POLICES FOR PARENTS

We have several policies to support our employees with their parental responsibilities at Mahindra:

### Flexible Working Hours

Balancing commitments on a personal front and a professional front becomes less daunting with our HR policy that provides employees with flexible working hours. These flexi-hours are allowed for up to 1 hour and 15 minutes from the regular office timings.

### Working from Home Arrangements

Our female employees who have children between the ages of 3 to 18 years, are allowed to work from home for two days in a month. Male employees can work from home for 2 days a month in a period of 6 months, 3 months before and 3 months after the birth of the child.

### Paid Maternity Leave in Excess of Legally Required Minimum

We provide maternity leave as per applicable legal requirements which is 26 weeks in India. Beyond legal compliance, if a female employee adopts a child below the age of three years, she will be entitled to a maximum of 12 weeks' maternity leave.

### Childcare Facilities or Contributions

We provide our employees with creche facility in accordance with the amendment of the Maternity Benefit Act, 2017 that directs all establishments with 50 or more employees to have an internal/ external facility of creche. Our women employees with children below 6 years of age, are encouraged to use this facility. This facility can also be availed by male employees who have lost their spouses and are single parents to children below 6 years of age. These creches may be a separate facility through a tie-up or a part of the common facility of the unit. The women employees are allowed four visits to the creche in a day.

### Paid Paternity Leave in Excess of Legally Required Minimum

Male employee can work from home for 12 days in a period of 6 months (3 months before and 3 months after the birth of the child). In addition, he can also avail 5 or 6 days of paternity leave depending on the predominant working week of the location in a month. The paternity leave would be on a working day basis which means that intervening public holidays & weekly off will not be counted and has to be taken in one block.

## MAHINDRA RISE AWARDS 2018

The Mahindra Rise Awards celebrate the Rise credo, our business philosophy that drives everything we do at the Mahindra Group. Its three main principles -



### ACCEPTING NO LIMITS



### THINKING INNOVATIVELY



### DRIVING POSITIVE CHANGE

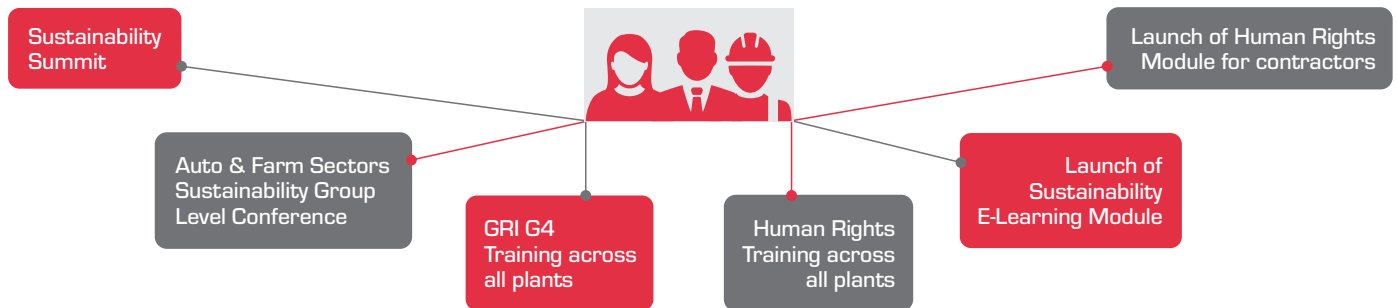
are embodied by the winners of these awards. This year too, employees of the Mahindra Group, got together to celebrate their achievements at the Mahindra Rise Awards 2018 at the Sophia Bhabha College Auditorium in Mumbai. **Diversity, Synergy, Safety, Sustainability, Innovation, Veerta and Esops** were the themes for the evening, bound together by the common thread of 'Rise'. The award function also served as a platform for the employees of Mahindra to showcase their diverse talents in the field of music and dance.





## EMPLOYEE CAPABILITY BUILDING

An integral part of our Employee Value Proposition is enhancing capabilities of our employees. To sharpen and develop the capabilities of our employees, we conduct or participate in conferences and training programmes throughout the year. Some of the programmes include:



GRI 102-41

## POLICIES

Policies govern practices, and practices guide the evolution of policies. Our HR policies echo our people management practice. With a well-structured framework, we ensure harmonious implementation of policies through a central HR Council. The Council comprises business sector HR heads, who address all matters related to labour practices.

As a part of Mahindra Group, M&M Ltd. ensures effective implementation of the following policies:



### HUMAN RESOURCE POLICY

The core objective of our HR policy is to ensure equal dignity and equal opportunities for all employees by aiding in:

- Resource planning by mapping skills and opportunities of our employees, leading to enhanced job satisfaction
- Setting high standards of employee behaviour and ensuring dignity of each employee irrelevant of seniority or hierarchy
- Garnering valuable employee feedback through robust employee relations initiatives and periodic employee surveys



### EMPLOYEE RELATIONS POLICY

Our employee relations policy focusses on fulfilling the following objectives:

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

### PERMANENT EMPLOYEES WHO ARE COVERED UNDER THE COLLECTIVE BARGAINING AGREEMENTS FOR FY 2018-19



Unionised | 84%

Non-unionised | 16%

Breakup of Unionised Permanent Employees	Number (Unionised)	Total Strength
Bharatiya Kamgar Sena	2,718	2,718
M&M Employees Union	2,984	2,984
Mahindra & Mahindra Workers Union	2,507	2,574
Mahindra Tractors Employees Union	399	412
Punjab Tractors Worker's Union (Regd.)	58	1,020
Swaraj Forgings Workers Union	76	223
Swaraj Workers Union	239	622
Swaraj Engines Workers' Union	133	260
<b>Total</b>	<b>9,114</b>	<b>10,813</b>

### CONTRACT EMPLOYEES WHO ARE COVERED UNDER THE COLLECTIVE BARGAINING AGREEMENTS FOR FY 2018-19



Unionised | 52%

Non-unionised | 48%

Breakup of Unionised Contract Employees	Number (Unionised)	Total Strength
Bharatiya Kamgar Sena	315	1,102
All India Trade Union Congress (AITUC)	35	55
Elected Representatives of FD Nagpur	673	890
General Employees Union	65	65
Maharashtra Rajya Mathadi, Vahtuk Transport & General Kamgar Union	442	835
<b>Total</b>	<b>1,530</b>	<b>2,947</b>

## MINIMUM NOTICE PERIOD OF OPERATIONAL CHARGES

In FY 2018-19, Mahindra & Mahindra Ltd. abided by all pertinent regulations in letter and intent while employing unionised labour.

We adhere by The Industrial Disputes Act, 1947 in all our labour relations. The Act, specifically mentions a three-week notice period for all operational changes, and provides consultation and negotiation opportunities during the notice period. A new agreement reflecting the changes can only be arrived at, if all involved have given their consent.

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

## PARENTAL LEAVE POLICY

At Mahindra, our parental leave policy is in line with the best practices followed across the industry. Our good retention track record reflects the flexibility and benefit of these policies. New mothers are encouraged to take time out to tend to their new born child's needs and re-join the workplace at the end of their maternity leave.

## WORKFORCE SNAPSHOT

### EMPLOYMENT DISTRIBUTION

Business	FD	SD	AD	SBU	MRV	Overall Result
Males	8,494	3,339	18,959	149	3,956	34,897
Females	295	122	381	15	308	1,121
<b>Total</b>	<b>8,789</b>	<b>3,461</b>	<b>19,340</b>	<b>164</b>	<b>4,264</b>	<b>36,018</b>



### EMPLOYMENT GRADE & TYPE

Business	Junior Management	Middle Management	Senior Management	Workers	Fixed Term Contract	Third Party Contract	Others	Total
FD	627	577	85	2,454	77	1,837	3,132	<b>8,789</b>
Swaraj - Farm Equipment	535	376	22	1,489	737	0	302	<b>3,461</b>
AD	1,401	1,183	111	5,877	724	5,608	4,436	<b>19,340</b>
MSB	77	73	8	0	0	0	6	<b>164</b>
MRV	1,285	981	53	483	10	1,384	68	<b>4,264</b>
Overall Result	3,925	3,190	279	10,303	1,548	8,829	7,944	<b>36,018</b>

### GENDER BREAK-UP: PERMANENT EMPLOYEES

Business	Junior Management			Middle Management			Senior Management			Workers			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total
FD	569	58	627	545	32	577	82	3	85	2,454	0	2,454	3,650	93	<b>3,743</b>
SD	514	21	535	367	9	376	22	0	22	1,455	34	1,489	2,358	64	<b>2,422</b>
AD	1,278	123	1,401	1,102	81	1,183	105	6	111	5,872	5	5,877	8,357	215	<b>8,572</b>
SBU	71	6	77	69	4	73	8	0	8	0	0	0	148	10	<b>158</b>
MRV	1,174	111	1,285	950	31	981	53	0	53	479	4	483	2,656	146	<b>2,802</b>
Overall Result	3,606	319	3,925	3,033	157	3,190	270	9	279	10,260	43	10,303	17,169	528	<b>17,697</b>

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

Business	Fixed Term Contract			Third Party Contract			Others			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total
FD	77	0	77	1,826	11	1,837	2,941	191	3,132	4,844	202	5,046
SD	699	38	737	0	0	0	282	20	302	981	58	1,039
AD	700	24	724	5,544	64	5,608	4,358	78	4,436	10,602	166	10,768
SBU	0	0	0	0	0	0	1	5	6	1	5	6
MRV	10	0	10	1,231	153	1,384	59	9	68	1,300	162	1,462
Overall Result	1,486	62	1,548	8,601	228	8,829	7,641	303	7,944	17,728	593	18,321

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

Business	Head Count		Turnover		Rate of New Hires Joining		Rate of New Hires Leaving	
	Males	Females	Males	Females	Males	Females	Males	Females
FD	8,494	295	2%	4%	1%	7%	0%	0%
SD	3,339	122	16%	43%	21%	57%	3%	6%
AD	18,958	381	3%	15%	2%	21%	0%	3%
MRV	3,956	308	34%	23%	30%	22%	10%	4%
Overall Result	34,747	1,106	7%	18%	7%	22%	2%	3%

## AGE COMPOSITION

Business	% Turnover <30 yrs	% Turnover between 30-50 yrs	% Turnover >50 yrs	Rate of New Joinee <30	Rate of New Joinee 30-50 yrs	Rate of New Joinee >50yrs	Rate of New Joinee Leaving <30yrs	Rate of New Joinee Leaving 30-50 yrs	Rate of New Joinee Leaving >50yrs
FD	1%	6%	2%	2%	1%	0%	0%	0%	0%
SD	4%	0%	0%	29%	7%	1%	21%	6%	14%
AD	8%	3%	2%	2%	0%	0%	1%	0%	0%
MRV	42%	24%	21%	44%	15%	11%	11%	7%	6%
Overall Result	10%	8%	3%	16%	5%	1%	6%	2%	2%

## TRAINING (AVERAGE MAN HOURS/EMPLOYEE)

### Junior Management

Sector	Training Hours			No. of Employees			Average Training Hours		
	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total
AD	24,856	824	25,680	1,278	123	1,401	19.45	6.70	18.33
FD	19,204	904	20,108	569	58	627	33.75	15.59	32.07
SD	8,712	328	9,040	514	21	535	16.95	15.62	16.90
MRV	33	35	33	1,174	111	1,285	0.03	0.31	0.03

**Middle Management**

Sector	Training Hours			No. of Employees			Average Training Hours		
	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total
FD	11,948	288	<b>12,236</b>	545	32	<b>577</b>	21.92	9.00	<b>21.21</b>
AD	13,668	552	<b>14,220</b>	1,102	81	<b>1,183</b>	12.40	6.81	<b>12.02</b>
SD	7,008	56	<b>7,064</b>	367	9	<b>376</b>	19.10	6.22	<b>18.79</b>
MRV	20	18	<b>20</b>	950	31	<b>981</b>	0.02	0.56	<b>0.02</b>

**Senior Management**

Sector	Training Hours			No. of Employees			Average Training Hours		
	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total
FD	208	0	<b>208</b>	82	3	<b>85</b>	2.54	0.00	<b>2.45</b>
SD	24	0	<b>24</b>	22	0	<b>22</b>	1.09	0	<b>1.09</b>
AD	272	0	<b>272</b>	105	6	<b>111</b>	2.59	0.00	<b>2.45</b>

**Workers**

Sector	Training Hours			No. of Employees			Average Training Hours		
	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total
AD	0	0	<b>0</b>	5,872	5	<b>5,877</b>	0	0	<b>0</b>
FD	162	0	<b>162</b>	2,454	0	<b>2,454</b>	0.07	0	<b>0.07</b>
SD	47,806.5	956	<b>48,762.5</b>	1,455	34	<b>1,489</b>	32.86	28.12	<b>32.75</b>
MRV	28	22	<b>27</b>	479	4	<b>483</b>	0.06	5.50	<b>0.06</b>

**Fixed Term Contract**

Sector	Training Hours			No. of Employees			Average Training Hours		
	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total
AD	16.0	0.0	<b>16.0</b>	700	24	<b>724</b>	0.02	0.00	<b>0.02</b>
FD	30.34	0	<b>30.34</b>	77	0	<b>77</b>	0.39	0	<b>0.39</b>
SD	20,041.6	1,696.8	<b>21,738.4</b>	699	38	<b>737</b>	28.67	44.65	<b>29.50</b>

**Third Party Contract**

Sector	Training Hours			No. of Employees			Average Training Hours		
	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total
FD	0	0	<b>0</b>	5,872	5	<b>5,877</b>	0	0	<b>0</b>
SD	19.88	0	<b>19.88</b>	1,826	11	<b>1,837</b>	0.01	0.00	<b>0.01</b>



## Others

Sector	Training Hours			No. of Employees			Average Training Hours		
	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total	Sum of Male	Sum of Female	Sum of Total
FD	240.64	113.17	<b>353.81</b>	2,941	191	<b>3,132</b>	0.08	0.59	<b>0.11</b>
SD	8,136	200	<b>8,336.0</b>	282	20	<b>302</b>	28.85	10.00	<b>27.60</b>
AD	1,052.0	488.0	<b>1,540.0</b>	4,358	78	<b>4,436</b>	0.24	6.26	<b>0.35</b>

## HUMAN RIGHTS TRAINING (MAN-HOURS)

Sector	Workers		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
FD	1,900	59%	441	23%	3,325	76%
SD			38.45	100%		

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

	Employees Entitled to Parental Leave		Employees on Parental Leave		Employees Returned after Parental Leave		Employees Returned after Parental Leave and Still Employed after 12 Months		Return to Work Rates [%]	Retention Rates [%]	
	Males	Females	Males	Females	Males	Females	Males	Females	2018/2019	Males	Females
M&M	0	521	0	8	0	4	0	5	0	0%	63%
AD	0	7	0	0	0	0	0	0	0	0%	0%
FD	0	189	0	1	0	0	0	1	0	0%	100%
SD	0	103	0	2	0	0	0	0	0	0%	0%
MRV	0	222	0	5	0	4	0	4	0	0%	80%

## HEALTH & SAFETY

The safety of a workplace determines the productivity of an employee. At Mahindra, we lay utmost emphasis on safe working conditions for our employees by ensuring the highest safety standards. We constantly upgrade our rigorous safety procedures in tandem with technological advancements and best practices. We believe that sharing best practices and invoking a personal commitment in each team member increases our chances of achieving our goal of zero-injury or zero-accident.



## Safety Focus

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

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

## Central Safety Council

We collaborate with and leverage diverse mindsets to enhance safety around our operations. We have a dedicated Central Safety Council composed of representatives from all sectors. Together they brainstorm new ideas, mobilise necessary resources and develop new practices to improve safety across the Group. Additionally, the Council works to provide maximum security against occupational hazards by periodic monitoring of safety initiatives and devising proactive mechanisms.

On the whole, the Council fulfils the following objectives:

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



## SAFETY DASHBOARD

	Lost Time Injury Rate		Lost Day Rate	
	Permanent Employees	Contract Employees	Permanent Employees	Contract Employees
Mahindra & Mahindra Ltd.	0.039	0.028	0.167	0.341
Auto Division	0.0	0.0	0.0	0.0
Farm Division	0.124	0.118	0.181	1.41
Swaraj Foundry (Swaraj)	0.0	0.0	0.0	0.0
Swaraj Division	0.164	0.0	1.163	0.0
Spares Business Unit	0.0	0.0	0.0	0.0
Mahindra Research Valley	0.0	0.0	0.0	0.0



**No fatality** at M&M Ltd.  
(AD, FD, SD, SBU & MRV locations)

**Occupational Illness Frequency Rate (OIFR) is ZERO** at M&M Ltd.  
(AD, FD, SD, SBU & MRV locations)

## INITIATIVES

## WAY TO WELLNESS | AUTO &amp; FARM SECTORS

The Mahindra Group has launched a group-level initiative titled 'Health and Wellness Troika' to spread greater awareness on the importance of employee health, and deploy health and wellness-related activities for employees. The Troika's primary objective is to improve the health of employees and their families while reducing our health-related costs as an employer, by implementing comprehensive wellness programmes that would focus on preventive healthcare and lifestyle modification. Our Auto & Farm Sectors carried forward this Troika and dovetailed it with their Way to Wellness (W2W) programme that was initiated in 2013. Here is how Auto & Farm Sectors implemented the programme.

HEALTH  
AWARENESS

- Periodic health check-up
- Post check-up follow up
- W2W mailers
- Lectures on lifestyle diseases (External & internal faculty)
- Video display

FOOD &  
NUTRITION

- Healthy food counters across AFS locations
- Individual & group nutritional counselling
- Display of calorie charts / Food exhibition
- Tea-table talk
- Celebration of National Nutrition Week
- Training programme for cooks

HEALTH  
PROMOTIONAL  
ACTIVITIES

- Health Screening Camps
- Weight & waist loss competitions
- Zumba, Yoga • MRise for Fitness
- Observing major Health Days
- Services of clinical psychologist
- Theme-based projects

Today, healthy food counters, conceptualised by nutritionists, are operational at all Auto & Farm Sectors plant locations and a significant number of employees are benefitting from it. The healthy food counters serve low fat, nutritious, wholesome food to employees, resulting in reduction in their oil consumption. Additionally, services of nutritionist are also available for individual counselling like diabetes, blood pressure, high lipids and obesity.

BEST  
PLACE  
TO  
WORK

Mahindra & Mahindra ranked **13th on the list of 'Best Companies to Work in India'** 2019 by Business Today. Our steadfast focus on giving employees opportunities to learn, freedom to innovate, and providing them stability and job security at a time when unemployment rates were high, earned us our spot.



# PRODUCT PERFORMANCE



Sustainable mobility products and solutions by Mahindra empower people to rise across 6 continents and 100+ countries. They compete with the best in the world and offer great economic value to our customers, besides providing them with safety and sustainability that has been embedded into them right at the design stage. Our products are sustainable during their use phase as well as in the end-of-life phase.

This year, we continued to launch our innovative products and solutions. Some of the key ones include Marazzo MPV, which was awarded Global NCAP 4-star crash safety rating; XUV 300 which took the aspirational levels higher; we resurrected a legend called Jawa motorcycle; we started Glyd, a premium tech-based e-mobility service, and produced 3 millionth tractor this year.

## MANAGEMENT APPROACH

So, what goes into making these products and solutions? Thinking differently transforms good products into great ones and differentiates us from others. At Mahindra, alternative thinking has become a commitment, a state-of-mind which guides us in developing innovative products and solutions that deliver higher economic value to our customers, and are great for the environment and society too.

While we have a global presence, Mahindra is an Indian company. We are leading the 'Make in India' initiative of the government by making innovative products which compete with the best in the world.



From **connected cars** that give a sense of safety and security,



to **autonomous vehicles** which help decrease accidents and increase efficiency;

**shared mobility services** which reduce congestions and emissions



to **electrified powertrains**, which do not consume fossil fuel;

**we are using technology and innovation as a product differentiator.** This differentiation has led to product preference and repeat purchase behaviour among our customers.

We have products for urban and rural India. We are enhancing the quality of life in the cities by providing mobility solutions that reduce congestion, pollution, curb road fatalities, and increase accessibility. We manufacture tractors and farm equipment for the rural areas to accelerate sustainable agricultural growth, increase farmers' income and enhance rapid rural development.

Our ambition to transform ourselves into a global innovation powerhouse driven by technology stems from FUTURise, our innovation philosophy, which is rooted in three guiding principles:



**Do more with less**



**Do it together**



**Do it for all**

## Customer Satisfaction

Exceeding customer satisfaction is paramount for us- whether it is products or buying experience. Our customers both at urban and rural level experience access to customer support centres for easy and smooth interaction & after sales services.

In FY 2018-19,

**607,548**

vehicles and

**512,739**

tractors were sold

## ENVIRONMENTAL IMPACTS

When we think alternatively, environmental challenges turn into business opportunities. Working with FUTURise mindset, we upgrade, innovate, and ensure we make products for the future and stay ahead of the competition. For instance, when the Government of India announced a shift from BS-IV to BS-VI emission norms, **Mahindra led the change by investing more than INR 1,000 crore in developing new petrol and diesel engine platforms to comply with the BS-VI emission norms.**

Going beyond compliance, we are also doing good for the environment with our electric vehicles, shared mobility services, and connected cars to reduce environmental impacts. We also ensure end-to-end sustainability of our products and once they are out of the use phase they are either recycled or disposed of sustainably.

**#FUTURise**



## ■ Spearheading Sustainable Mobility

Mahindra is known for SUVs. In 1947, the Willys Jeep flagged off Mahindra's journey to the world stage and since then we have never looked back.



We continued introducing innovative products such as electric vehicles, pickups, commercial vehicles, tractors and farm equipment, which are tough, rugged, reliable, environment-friendly and fuel-efficient.

These products go through a rigorous 5C test before plying on the road or ploughing the farms, which is the testimony of our vision for the future of mobility.



## ■ Sustainable Mobility Solutions

With Mahindra Electric, we are

- manufacturing electric cars,
- licensing out our electric vehicle technologies,
- electrifying our new and existing platforms, and
- helping deliver integrated zero-emissions mobility solutions.



Our network of global facilities including R&D facilities for technologically superior and differentiated products world over enable us to turn our ideas into innovation and then mainstream this innovation.

## ■ Sustainable even during End-of-Life

**Automobile industry generates waste at two stages: during the product manufacturing stage and end-of-life stage. During both these stages, Mahindra takes effective steps to first**



Mahindra has initiated a well-documented process to ensure compliance with the European Union Directive 2005/64/EC, which is now implemented for vehicles exported to the European Union. As per the directive, information on recyclable parts and manual for dismantling is provided with export vehicles. We follow the ISO 22628:2002, to calculate the recyclability rate, the recoverability rate and reusability rate (RRR) of our export vehicles.

We have 5 models complying with the European Union Directive 2005/64/EC norms on recyclability. Our company is actively participating in the committee formed by the Society of Indian Automobile Manufacturers (SIAM) to frame processes and procedures for Product Recycling in India.

At present, the batteries used in vehicles are recycled in a structured manner through the battery manufacturing companies in India. Similarly, other parts such as tyres, body components, etc. are recycled in an unstructured manner through licensed scrap dealers who either recover the material used or cannibalise/refurbish the parts for reuse.

## ■ Life Cycle Assessment

So far, we were doing a simplified Life Cycle Assessment (LCA) in the form of compliance with End of Life of Vehicle (ELV) Directive for European M1 & N1 products. The vehicles are exported and certified as per European Emission Compliance (EEC) Directive 2005/64/EC.

Now, we have conducted an experimental project to evaluate full LCA during 2017. For this study, one UV pickup model **Bolero Maxi Truck (BMT)** and one XUV500 assessment have been completed. The outcomes will be incorporated into the future development phases.



The CO<sub>2</sub> emissions are evaluated during the type approval test at the government approved test agencies and this data is used to assess the CO<sub>2</sub> impact of products as company weighted average fuel consumption (CAFC) to align with future fuel economy emission regulation in India.

Reducing waste at the design stage is part of our '3R' reduce, reuse, recycle strategy. We are modifying the design of Swaraj 735 tractor model which will help us save 25 kg of cast iron material and 10 litres of transmission oil, along with the improved life and reliability over current design.



## CASE STUDY

## BEING FUTURE READY - PROVISIONS FOR END-OF-LIFE VEHICLES



Mahindra is committed to minimise the impact of waste generated due to the disposal of older vehicle after its life, which hampers the environment.

**As a responsible organisation, we are taking effective steps to store, treat and dispose of the end-of-life vehicles responsibly.**

We are aligned with the "ELV Directive" by European Union, which is aimed at dismantling and recycling of ELVs, making them more environmentally friendly by:

- Prevention of certain heavy metals**
- De-pollution of fluids**
- Polymeric parts marking**
- Achieving reuse, recycle & recovery targets**
- Dismantling manual**

The scope of the directive includes:

- **M1 and N1 category of vehicles**
- **Regulation applies to vehicle including all their components and materials**
- **Regulation applies irrespective of how the vehicle has been serviced or repaired**

None of our major models have any hazardous materials like Lead, Cadmium, Mercury, etc. Also, dismantling manuals have been developed for the first time for Mahindra vehicles. We have instituted special processes to ensure compliance to EEC directive 2005/64/EC for ELV regulation.





NEW DEVELOPMENTS | AUTO

MARAZZO



Mahindra launched safest MPV, Marazzo, this year which was **Awarded Global NCAP 4-star crash safety rating**. Engineered in Detroit and at Mahindra Research Valley (MRV), Chennai, Marazzo is the first truly global automotive product from Mahindra. Shark-inspired Marazzo has been designed collaboratively by Pininfarina, Italy and the Mahindra Design Studio in Mumbai, and has laid down the groundwork of global collaboration in the future at Mahindra.

XUV300



The XUV brand, when launched in 2011, was an inflection moment in Mahindra's automotive journey. With the launch of XUV300 this year, Mahindra has taken the aspirational levels higher. Based on the X100 platform of SsangYong, the XUV300 is a true blue global product which combines Korean technology with Indian innovation and finesse. The XUV300 shares its platform with the SsangYong Tivoli which is a globally successful product that has sold over 2.6 lakh units in 50+ countries since its launch in 2015. **The XUV300 is an exciting and comprehensive package with head-turning, cheetah-inspired design, 'fun-to-drive' performance, best-in-segment safety features, first-in-segment hi-tech features and class-defining interiors.**

ALTURAS G4



Alturas G4, Mahindra's most luxurious offering till date was launched. **The SUV is equipped with a host of technology and safety features such as the 3D Around View Camera System, Easy Access Mode, Ventilated Seats**, many of which are not available in vehicles at a similar price range. It will be sold exclusively through separate high-end showrooms within the existing Mahindra 'World of SUVs' dealerships. These outlets will be equipped with ultra-modern digital technology to provide an enhanced and immersive high-end experience for customers.

XUV500 W3



The XUV500 W3 is powered by a **2.2-litre mHawk diesel engine with micro-hybrid technology that makes it more efficient, and environment friendly**. The launch of the W3 version makes the vehicle much more accessible to a wider range of customers. With its excellent value proposition, Mahindra is confident that the new variant will resonate with a whole new set of our customers.



## NEW TUV300 PLUS



Mahindra's new TUV300 PLUS is designed to give its customers exactly what they want -- space and loads of it. This new nine-seater SUV also offers the latest tech and loads of features, all at a very competitive price tag. With hi-tech features including a 17.8 cm touchscreen Infotainment System with GPS navigation, Mahindra's Blue Sense App, Micro Hybrid Technology, an ECO mode, and Brake Energy Regeneration Technology, the TUV300 PLUS is ideal for buyers looking for an SUV that compliments their aspirations and lifestyles. **The TUV300 PLUS is focused on safety with a toughened high-strength steel body fitted on a chassis derived from the Scorpio. It also has dual airbags and ABS with Electronic Brake Force Distribution.**

## TREO & TREO YAARI



Mahindra's electric mobility division rolled out 2 versions of its **first-ever lithium-ion battery powered electric three-wheelers** - the Treo and Treo Yaari. The electric three-wheelers come with **Mahindra's homegrown electric powertrain and maintenance-free lithium-ion battery.**

Treo and Treo Yaari were showcased by Mahindra at MOVE 2018, the Global Mobility Summit organised by NITI Aayog in the presence of Prime Minister of India, Mr. Narendra Modi, Mr. Anand Mahindra, Chairman, Mahindra Group and Dr. Pawan Goenka, Managing Director, M&M Ltd, among other key dignitaries.

## MAHINDRA BOLERO PIK-UP



A leader in the Indian pick-up segment, Mahindra launched new Maha Strong, Maha Bolero Pik-Up, an upgrade of its popular Bolero Pik-Up range of commercial vehicles. True to its name "MAHA", the New Bolero Pik-Up comes with an extra-long cargo deck and the highest payload carrying capacity of 1,700 kg. **It comes with Twin Tandem Booster LSPV brakes and a stronger body and chassis to provide higher safety to consumers.** All these make it suitable for carrying heavy loads across the nation with a national permit. The Maha Strong, Maha Bolero Pik-Up range consists of different body styles, cargo box lengths and varying payload capacities of 1,300 kg, 1,500 kg and 1,700 kg.

## AUTOMOBILI PININFARINA

Combining Pininfarina's legendary automotive design prowess with Mahindra's growing electric vehicle (EV) expertise, Mahindra & Mahindra launched Automobili Pininfarina, the **world's newest sustainable luxury car brand**. Automobili Pininfarina opened its new global headquarters in Munich, Germany this year. They also announced high profile additions to their management team and an 80-million-euro Electric Vehicle (EV) technology supply deal, setting the foundation for its future growth. The ultra-exclusive, luxury electric hypercar, Battista, by Automobili Pininfarina was showcased at the Geneva Motor Show in March 2019, with production beginning in 2020.



## MAHINDRA FURIO



Mahindra's Truck and Bus Division (MTBD) unveiled a brand new range of Intermediate Commercial Vehicles (ICVs) called the FURIO. Designed by Pininfarina, the ICV sets a new benchmark in **design and engineering excellence with one of the safest, most ergonomic and comfortable cabins**. Powered by the super-efficient, light weight, low friction, MDI Tech engine, with FuelSmart technology, FURIO marks Mahindra's entry into the ICV segment and is set to make Mahindra a full-range commercial vehicle player. FURIO is the culmination of focussed efforts from more than 500 Mahindra engineers, 180 suppliers and an investment of INR 600 crore.

## MAHINDRA BLAZO X



Mahindra introduced Blazo X trucks with **improved fuel efficiency keeping the mileage guarantee intact - more mileage or truck back offer**. Powered by the proven mPower engine and the FuelSmart technology, the new BLAZO X HCV range addresses the issue of rising fuel costs woes of transporters by delivering higher mileage. Besides extra mileage, these modern trucks have higher power to weight ratio, better aggregates and modern comfortable cabins. With this new fleet, Mahindra wants to create higher benchmarks in performance and earnings.



## NEW DEVELOPMENTS | FARM

### MAHINDRA NOVO



Mahindra introduced Arjun Novo range of **technologically advanced, ergonomically designed, low maintenance, best-in-class fuel efficiency tractors globally**. These tractors were launched with Open Station and Cabin with Heating Ventilation & Air Conditioning (HVAC) version. The tractors are equipped to handle more than 40 farming applications in different soil conditions with the longest service interval of 400 hours. The tractors deliver uniform and consistent power in all applications and soil conditions. In India, Mahindra launched 65-75 hp Arjun Novo tractor with efficient hydraulics having higher lift capacity. These tractors are **equipped with widely appreciated DigiSense technology which helps owners track live location, enable ge-fencing, and get SMS alerts for vehicle's parameters**.

### MAHINDRA YUVO



Mahindra Yuvo 4WD model was launched with intelligent technology which is capable of delivering features like **auto steering straight line, auto headland turn, skip passing & auto implement lift at headland turn with the driver on the seat to provide precise operation**, while using it for potato farming application. The tractors come with puddling application, improved drivability and digisense technology enabling farmers to connect with the tractor.

### MAHINDRA JIVO



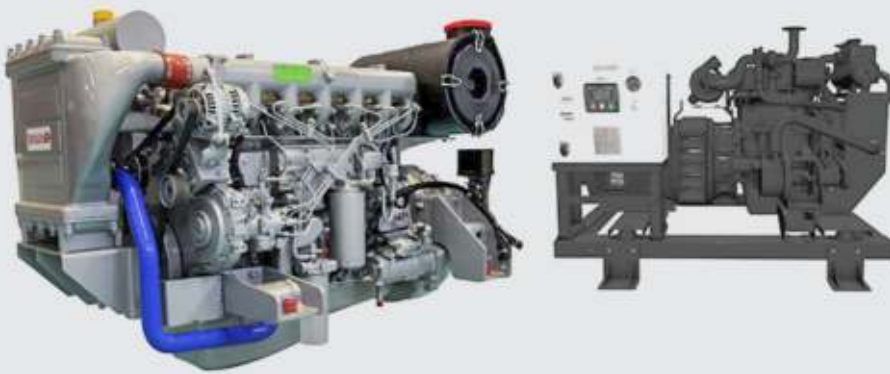
Mahindra JIVO brings unmatched power with its **fuel efficient, robust, 2-cylinder Direct Injection (DI) engine** to carry out all intended operations with ease. Mahindra JIVO also means **low maintenance, best-in-class mileage, and easy spare part availability with low cost**. The new Mahindra JIVO is available in a 20HP 2WD and a 24HP 4WD segment called as JIVO 225 DI & JIVO 245 DI.

### SWARAJ 963 4WD



4WD was introduced on the new 60 HP platform. This model comes with a new 60 HP **fuel efficient engine with 12 forward and 2 reverse speed synchromesh transmission and hydraulics with high precision control and high lift capacity of 2,200 kg**. This model has superior ergonomics and contemporary styling. 4WD enables better traction and thus the tractor can be used with bigger implements and in demanding applications.

**MAHINDRA POWEROL**



When ships are on the high seas, the most essential requirements for the engines and generators are fuel efficiency, superior technology and robust tracking system for safety and service alerts. The new Seahawk series engines from Mahindra Powerol made their debut. Designed at the Company's R&D facility in Chennai and manufactured in Pune and Nagpur,

the new Seahawk series will be sold through appointed spare marine dealers around the country's coastal area. Customers also have access to a cost-effective, comprehensive and annual maintenance scheme 'Seahawk Care'. Until now, Mahindra Powerol has been among the leading manufacturers of diesel generators and industrial engines for the Indian market and is aiming to become the front-runner as an engine partner for the marine construction equipment market in India.

**MAHINDRA POWER CONCRETE TRUCKS**

In an industry-first initiative, **Schwing Stetter and Mahindra Powerol joined hands to launch a world class and fuel efficient premium variant concrete truck mixers - "Super Six"**. The 6 cubic-metre Schwing transit mixer will now be powered by Mahindra Powerol engines. It will be available in two variants - one with Livetrack - which is a **GPS based tracking system** and the other being a basic version. Schwing Stetter India is one of the country's leading concrete equipment manufacturers.



**THE RESURRECTION OF A LEGEND – JAWA**

Mahindra subsidiary, Classic Legends, re-launched the iconic Jawa motorcycle brand in India after a hiatus of 42 years, with two new models called the 'Jawa' and 'Jawa Forty Two'. While the relaunched Jawa resembles the original, Jawa Forty Two is a special edition that celebrates the arrival of Jawa after a long gap. The brand originated in the Czech Republic in the 1950s and subsequently entered the Indian market in the early 1960s. **It was known for its beautiful design and strong performance which won it a loyal following and many world titles.**



## HEALTH AND SAFETY IMPACTS

### AUTO DIVISION

For Mahindra safety is the first priority and it is an essential requirement for our products which make them road-worthy. Our vehicles meet the Indian market regulations on emission, noise and safety which are enforced through Central Motor Vehicle Rules. Compliance of other safety requirements like a crash, seat belt anchorage, head impact, steering impact, pendulum impact are also required under CMVR. All our vehicles comply with the existing norms.

Some of the key safety initiatives

- **European norms of Euro - Vb, VI with on-board diagnostic system on all our export models**
- **On-board diagnostic II system implemented in all domestic models**
- **50% of our vehicles meant for the export market are designed in accordance with European, Australian, South African and South American motor vehicles safety standards and regulations**
- **XUV500 refresh is equipped with the latest safety norms**

#### Electrical & Electronics Security Technologies



#### XUV with 6 Airbags

#### Front Crash Sensors



#### Electronic Stability Program (ESP)

#### Chassis with Hydroform Features



We continue to improve our safety going beyond the compliance, and benchmarking our safety standards to global benchmarks.



#### Hill Hold/Descent Control

#### Seat Belt Pretensioner



**In terms of safety technologies, we are pioneers in the market with many firsts in India launches including:**



#### ABS with EBD Standard

#### Dual Airbags



#### High Strength Steel

HERE ARE SOME OF THE LATEST SAFETY FEATURES IN OUR NEW PRODUCT LAUNCHES

#### XUV300



- First-in-segment 7 airbags including a knee airbag, dual-front, side and curtain airbags
- First-in-segment\* disc brakes on all 4 wheels (\*Among sub-4-metre compact SUVs)
- First-in-segment front parking sensors
- First-in-segment heated ORVMs
- Electronic stability program with Dynamic Steering Torque, Hydraulic Brake Assist, Roll-over Mitigation and Traction Control, together with Hill Start Assist
- ABS & EBD standard across all variants
- Front & rear fog lamps
- ISOFIX child seat mounts
- Tyre-Tronics (tyre pressure & temperature monitoring system)
- Seat belt reminder for all seats
- 3-point seat belt on all seats

#### MARAZZO



- Global NCAP safety rating- 4-star
- Anti-Lock Braking System (ABS)
- Seat Belt Reminders (SBR)
- ISOFIX
- Airbags for Driver & Co-Driver
- Energy Absorbing Steering Column
- 3-point seat belts for all occupants
- For the front occupants- Crash Locking Tongue & Pre-tensioning and load limiting technology
- High strength occupant protection cage structure
- Low speed bumper protection against parking lot type accidents
- Laminated front glass
- Front crash sensors
- Engineered door trims to minimise injuries in side impact

#### ALTURAS G4



- Electronic Parking Brake with Auto Hold feature
- Cruise Control provides stability
- 9 airbags for passengers and driver
- Electronic Stability Program (ESP)
- Active Rollover Protection (ARP)
- Brake Assist System (BAS)
- Hill Start Assist (HSA)
- Traction Control System ABS + EBD
- Emergency Stop Signal
- Hill Descent Control (HDC)
- Ultra-high strength steel quad frame structure
- Side impact beams & front crumple zones
- ISOFIX mounts for child seat
- Immobiliser ensures convenience

SAFETY FEATURES IN MAJOR M&M VEHICLES

TREO Electric



- Strong crash guard with dent and rust-free body
- Comfortable, noiseless and vibration free drive
- Ergonomically designed spacious interiors

XYLO



- ABS with EBD
- Dual Airbags
- Digital Immobiliser

VERITO



- ABS with EBD
- Single Airbag
- Child safety locks • Digital Immobiliser

XUV 500



- ABS with EBD
- Dual, Side & Curtain Airbags
- ESB with Rollover Mitigation
- Crumple zones for crash protection

SCORPIO



- ABS with EBD
- Dual Airbags
- Speed sensing automatic door locks
- Seat belt reminder lamp

TUV 300 | KUV 100 | NOVOSPORT

- ABS with EBD • Dual Airbags
- Speed sensing automatic door locks
- Child safety locks
- Seat belt reminder lamp
- ISOFIX mounts for child seat on rear seat



FARM DIVISION

We make sure that tractors and farm equipment are designed, tested and developed keeping health and well-being of farmers at the core. Here are some of the key launches during the year:

SWARAJ 855 IPTO



**Independent Power Take-off (PTO)** was introduced on 855 model. This feature would benefit customers who are using this tractor for harvester applications. Additional benefits to the customer are **reduced operator fatigue and increased clutch life.**

SWARAJ 724 Orchard



**Narrow Track with power steering and 540 speed Power Take-off (PTO)**

724 is a popular model in the current range of narrow track tractors. Power steering reduces operator fatigue and 540 speed Power Take-off (PTO) makes it suitable to a wider variety of implements.

SOCIAL IMPACTS

Our products drive positive change in the lives of our stakeholders - urban or rural - and help them to rise. Technology catalyses this change.

AUTO DIVISION

Rapid urbanisation comes with its own set of challenges. Mahindra has been driving appropriate solutions, which caters to the specific needs of people in the cities. Some of our offerings include:

A Step Closer to an Electric Future

With the objective to transform the way urban India travels and enable our cities to be more environment friendly, Mahindra has signed an MoU with SmartE, India's largest electric vehicle fleet operator. As part of this MoU, SmartE will deploy 1,000 Treo range of electric three wheelers in Delhi-NCR by March 2019. The Treo range of three wheelers will address the demand for first and last mile connectivity and increase penetration and adoption of green vehicles.



It is believed, that by 2030, there will be 7 mega cities in India with a population of over 10 million and almost 50 cities with a population of over one million. EVs will play a key role in decarbonising these cities by providing clean mobility solutions.

Mahindra has been a pioneer of electric vehicle (EV) technology in the country. Driven by the mission to bring tomorrow's mobility, today, Mahindra has time and again partnered with enterprises globally to offer a wide range of electric vehicles that span personal and commercial segments.



## ■ Focused on Improving Fuel Efficiency

Mahindra is focussed on increasing fuel efficiency of our passenger as well as commercial vehicles to make it accessible for our customers' personal or business use. Strategic emphasis has been laid on electric vehicles as we believe it is the technology of the future. With the launch of e20, eVerito and a host of products in the pipeline, we are moving towards creating a range of products in all categories. **We are planning to invest INR 9 billion in EV technology over the next five years, excluding vehicle level spending.**



## ■ Making EV Technology Affordable to Redefine Mobility in India



Mahindra Electric Mobility opened its electric technology manufacturing hub setup with an investment of INR 100 crore in Bengaluru. The plant aims to reduce the cost of EV technology and redefine mobility in India. With this new facility, the **manufacturing capacity has increased to 25,000 units per annum.**

Branded under the umbrella of +ME technologies, the facility manufactures battery packs, power electronics and motor assembly which are an integral part of an electric power train.



## ■ 'Glyd'ing through the Future

Mahindra launched Glyd, a **premium tech-based e-mobility service** in Mumbai on select routes to provide a smart, sustainable and experiential daily commute. The service offers a premium in-commute experience to office going executives, powered by several connected car features such as web-conferencing, curated entertainment and music content from selective partners.



In addition, an industry first features such as a privacy screen, air purifier for a rejuvenating journey and strain free lighting will provide a one-of-its-kind experience to the commuters. To offer stress free commute, vehicles will be equipped with comfort friendly features such as bolstered seats, wrap-around headrest and custom designed armrests.

## Mahindra join hands with Uber

Mahindra & Mahindra joined hands with Uber to help the cab aggregator deploy a fleet size of hundreds of electric cars in Delhi and Hyderabad by March next year. The collaboration intends to offer consumers an array of EV mobility products spanning two and three wheelers, cars, buses and high-end performance cars. Mahindra & Mahindra is also working with global companies like SsangYong in Korea and Automobili Pininfarina in Europe to design the future cars.



## FARM DIVISION

We are constantly working to empower farmers by providing them with cutting-edge innovations. Some of our offerings include:

### ■ Tringo

It is a unique, first-of-its-kind physical digital model which allows farmers to rent tractors and other mechanised farm equipment for completing their farming requirements, without actually having to invest in a tractor.

### ■ Mahindra AppliTrac

Agri-mechanisation products that make the work of the farmers less strenuous and more productive.



### ■ Samriddhi

It is a comprehensive set of services that play a pivotal role in strengthening the farmers' capability including market linkages, distribution, agri-support information ranging from water-management to crop solutions, and counselling.



### ■ Mahindra EPC

We strive to provide solutions to farmers in modern scientific water management through customised micro-irrigation systems and agronomical support in order to achieve superior product quality and higher crop yields.



## COMPLIANCE

Automobile industry today makes some of the cleanest, safest and leanest cars globally. However, the governments across the world are demanding increased regulations related to emissions, safety, etc. Mahindra pushes the envelope further to set standards higher than the regulatory framework.

Robust systems are in place across the organisation to ensure compliance with the law of the land relevant to the products and services. We continued to comply with all applicable statutes and no non-compliance incidences related to product or service were reported.

As shown below, we also liaise with the Government to build an enabling environment:

- ✓ We represent Govt. institutions, committees and agencies on Environmental Building Programme
- ✓ We provide technical input on Automotive Industry to the various Govt. forums which decide the Environmental Building Initiatives. Effective benefit is obtained by using our expertise
- ✓ We strive to project Vehicle OEM perspective at these forums to arrive at an optimal solution to implement effective environmental programmes and at the same time ensure the best interest of our business
- ✓ We liaise with SIAM (Society of Indian Automobile Manufacturers) to represent all Govt. committees and forums to express OEM views on framing environment-related policies, regulations and programmes
- ✓ SCOE (Standing Committee of Emission) under MORTH (Ministry of Road Transport & Highway) which sets the policy of vehicle emission in India
- ✓ Member of the committee working with BEE (Bureau of Energy Efficiency) & MORTH to formulate future fuel efficiency norms for India
- ✓ BIS (Bureau of Indian Standards) which formulates all the standards for fuels, vehicle parts, etc. Keep OEM's technical interest & requirement in formulating standards
- ✓ Member of the expert committee of Alternate Fuel Program & Electric Vehicle under MNRE (Ministry of New & Renewable Energy) to formulate a recommendation to the Planning Commission to formulate the 12th five-year plan
- ✓ Member of committees which formulate technical recommendation to Govt. to decide national policies like Biofuel Policy, Hydrogen Policy, Auto Emission Policy, etc.

## Health and Safety Regulations

Health and safety holds the highest precedence for us. All our products and services are designed as per regulations and guidelines pertaining to health and safety. **We continue to achieve 100% compliance on that front.**

## Product and Service Information

Great products make a difference only if people use them properly. Mahindra provides complete information about the usage of products and services to help customers use products in a better manner, increasing its life and value. We use myriad tools such as brochures, branding collaterals enumerating the optimum usage methodology, potential risks and the means to avoid them. Regulatory and mandatory requirements pertaining to labelling, brand promotions, sponsorships and advertising are well adhered to as we provide accurate and relevant information to our consumers. There are no incidences of non-compliance concerning product and service information and labelling in the reported year.

Our communication is focussed on



Customer  
centricity



Information  
security



Timely  
information

## Green License Plates for eVerito

Mahindra's eVerito, India's first electric sedan, got the new green number plate differentiating it from internal combustion engine cars on the road. With the objective of encouraging people to drive electric vehicles, the government of India introduced green number plates. The green number plate on eVerito represents a vehicle that is synonymous with clean and green environment. Private vehicles will have a white numbering on the green number plate, and commercial vehicles and cabs will have it in yellow.



## MARKETING & COMMUNICATIONS

We provide solutions to our customers and satisfy their needs and aspirations. Consistent engagements with our customers result in getting their feedback which helps us identify the problems. The feedback collected from our customers through various mechanisms guides us in gauging the demand and expanding our product portfolio.

The idea behind this is to effectively communicate with our customers in a transparent, fair and timely manner. **Whatever information we give to the customer is in step with the marketing plans, and in full compliance with all the statutory laws and standards related to marketing communication, advertising, promotion and sponsorship.**

We connect with the masses to make them understand the advantages of our products and services through multiple channels including traditional and new media to promote our products and build brands. All our campaigns on these media adhere to the code of conduct defined by the Advertising Standards Council of India.

## ■ Giving Power in the Hands of the Customer through Swaraj app

Providing a new dimension to Customer Relationship Management (CRM) and Farm Tech Prosperity, Mahindra launched Mera Swaraj customer app. The app has been designed to provide our customers with the best-in-class products and services. It will keep Mera Swaraj connected with the customers, Any Time Any Where, and will integrate seamlessly into the CDMS.

**The app will integrate more services such as Digisense, Trringo and MyAgriGuru, making this the one-stop shop for any tractor owner in India. Designed to inform customers about agriculture, sales and services events and activities happening near them, it also empowers them to provide dealer ratings.**



## MyAgriGuru

Mahindra's MyAgriGuru- a digital platform for farmers- aims at creating an integrated network in the agri-community. The platform connects farmers and agri-experts across the country and enables the exchange of thoughts, ideas and information, creating a true, trustworthy eco-system. The platform intends to accompany farmers in their journey towards better and innovative farming while enhancing their incomes by offering the following information and services:



Agri-Buzz	Market Prices	Weather Forecast
Open discussion platform for farmers & agri-experts across India	PAN India APMC market prices available at a single click, updated daily	5-day weather forecast for 631,000+ named locations in India. Gives pictorial, descriptive weather forecast in addition to the data points

## ■ Celebrating Mahindra's 3 Million Tractors Milestone

**Mahindra became the first company in India to reach 3 millionth tractor milestone in March 2019.** To mark this achievement, a 360-degree campaign "Aapka Aabhar 30 Lakh Baar" was rolled out. M&M extended special consumer offers, service benefits and specially curated financial offers to new and existing customers of Mahindra branded products to thank customers. Mahindra has been driving farm prosperity through accessible and revolutionary farming technologies, innovation and digitisation to transform the lives of farmers and help them address the growing demand for agri products. For over 70 years, Mahindra has made sure that it focusses on developing tractors that allow for multi-functional use in markets across 40 countries. The first tractor was rolled out in 1963 through a joint venture with International Harvester Inc. Only four decades later, in 2004, Mahindra crossed its 1-million-production mark. Thereafter, Mahindra & Mahindra went on to become the world's highest selling farm-tractor brand by volumes in 2009, and in 2013 it completed its 2-million production mark. Mahindra's portfolio of global next-generation tractor platform that helps serve the diverse needs of farmers include JIVO, YUVO and NOVO.



## ■ Ending Consumer Woes with M2all.Com

Passenger vehicle owners can now conveniently purchase genuine Mahindra spare parts for their vehicle from M2ALL.com. The web portal works on the 'brick-and-click' model where customers can choose to either purchase online and have them delivered through dealers, distributors and logistics teams, who have partnered with Mahindra; or buy directly from physical stores. This will help curb the counterfeit parts and will provide customers with a convenient way to buy our products. **Over 400 Mahindra products are on display.**

Customers can search for specific spare parts based on keywords and even use filters to simplify their search results on the website. In line with its core philosophy of providing superior service to the discerning customers of brand Mahindra, the portal offers customers standard Mahindra spares annual warranty policy. A backend support team is also available round-the clock to attend to customer queries. This will amplify Mahindra's existing sales and distribution network to reach the net savvy automobile customer.



## ■ Our Online Presence

**f** Mahindra Xylo | Mahindra Scorpio  
Mahindra Bolero | Mahindra XUV500  
Mahindra Quanto | Mahindra Thar  
Mahindra KUV100 | Mahindra Verito

**t** Mahindra Rise | Auto Division  
Mahindra Electric  
Mahindra KUV100 | Mahindra Verito

## **e** Spark the Rise

**globe** We regularly update our corporate ([www.mahindra.com](http://www.mahindra.com)) website in order to make it more engaging, endearing and user-friendly.



**Our extensive presence on social media stems from the top with Mr. Anand Mahindra, the Chairman of Mahindra Group sharing his views as well as organisation's news on Twitter regularly.**



# ECONOMIC PERFORMANCE



Economic growth is the foundation of holistic growth. At Mahindra, we enhance efficiency, build capacity, innovate and collaborate, to create value for all our stakeholders. Using 'Alternativism' in our approach, ensures that our economic progress is achieved in an environmentally responsible and socially inclusive manner. With the massive changes coming our way in the form of stricter regulatory norms, changing customer preferences and innovative technology, Alternativism enables us to not only foresee challenges but also formulate solutions that propel growth.

## THE YEAR UNDER REVIEW

The past year saw growth in global economic expansion and deceleration in trade. Increased trade tensions and tariff hikes took a toll on sentiment. Moreover, economic turmoil and the associated tightening in financial conditions, along with geopolitical tensions, led to a softening in global activity. This also resulted in the domestic economic activity slowing down through the year and weakening notably in the second half. However, even amidst this, Mahindra & Mahindra recorded an increase in revenue from operations as well as profit before and after depreciation, finance costs, exceptional items and taxation.

At Mahindra, we constantly push the boundaries of possibilities to look for alternatives that enable our customers and stakeholders to Rise. Growing concerns over air quality, road safety, sustainability and urban congestion, among consumers and society at large, are driving

the regulations and policies for motor vehicles and urban development. These have begun to impact the choice of fuel, ownership patterns and will alter the future of the automotive industry. A testimony of the coming change is the fact that the fastest growing segment worldwide was that of Electric Vehicles (EVs) - a trend being driven by the global recognition of the need for clean mobility. At Mahindra, we are not only ready to face this change, but also lead it.

**In the Financial Year 2018-19, we sold 607,548 vehicles (a growth of 10.8% in comparison to the previous year) and 330,436 tractors\*** (a growth of 3.4% over the previous year). We clocked an impressive year with both the Automotive and Farm sectors performing well along with subsidiaries, associate companies and joint ventures.

\* includes Mahindra, SWARAJ and Trakstar brands.

**HIGHEST EVER  
DOMESTIC AUTOMOTIVE  
VOLUMES IN FY 2018-19**



**HIGHEST EVER  
DOMESTIC TRACTOR  
VOLUMES IN FY 2018-19**

**HIGHEST EVER  
EXPORTS FROM  
AUTOMOTIVE SECTOR  
IN FY 2018-19**



We continued maintaining our pole position in the tractor industry with 40.2% market share, as well as in the Small Commercial Vehicles (SCV) segment, with a market share of 44.5%. Other than developing and launching new products, some of the key developments this year include:

**Our allied businesses continued to grow in the reporting period.**



**BSVI PREPAREDNESS**

It has provided us with an opportunity to not only upgrade our technology, but also to diversify into gasoline engines. Some of the key developments include:

- Have come up with cost competitive BSVI options for our diesel engines
- We are also ready with effective gasoline options, in case customers prefer gasoline over diesel for any reason
- Company well poised to meet BSVI deadline of April 01, 2020



**ELECTRIC VEHICLES**

Our early investment in the sector is set to bear fruit. Some of the key developments include:

- FAME 2 augurs well for increasing EV adoption in the country
- Pininfarina - The limited edition all-electric supercar 'Battista' took our brand global
- We are ready with EVs in all segments including 3 wheelers, passenger cars and commercial vehicles



**Mahindra Susten**  
exceeded turnover of INR 2,600 crore



**Mahindra Accelo**  
crossed INR 1,950 crore in revenue



**Mahindra Rural Housing Finance**  
net worth surpassed INR 1,000 crore



**Powerol**  
highest ever revenue

**Mahindra & Mahindra + MVML recorded an increase of 11.1% in net sales and operating income at INR 528.48 billion in the year under review, as against INR 475.77 billion in the previous year.**

## HIGHLIGHTS

Mahindra retained its eighth position on the prestigious Interbrand Best Indian Brands study 2017. Some of the other highlights of this year include:

**Mahindra Group and Ford Motors signed agreements on Powertrain Sharing and Connected Car Solutions. Also signed MoUs to co-develop midsize and compact SUVs, and Electric Vehicles**



Some of the products that stood out this year includes:

### AUTO DIVISION



#### Marazzo

Globally engineered utility vehicle introduced - the safest Mahindra MPV, awarded global NCAP 4-star crash safety rating

#### Alturas

Luxury SUV launched - the most luxurious Mahindra offering till date



#### XUV300

Cheetah inspired SUV introduced - a true blue global product which combines Korean technology with Indian innovation and finesse

#### New TUV300 Plus

Nine-seater SUV launched - designed to give its customers exactly what they want - space and loads of it

#### FURIO

Introduced a truck that marks our entry into the ICV segment - with unprecedented 'More Profit or Truck Back' guarantee

**Mahindra relaunched 'Jawa', the iconic brand after a hiatus of 42 years, with two new models called the 'Jawa' and 'Jawa Forty-two'.**



**Mahindra Electric Mobility Ltd. and SmartE, India's largest electric vehicle fleet operator, collaborated to drive electric mobility forward in India. Under the agreement, SmartE will introduce the first 1,000 Mahindra Treo and Treo Yaari electric three wheelers in Delhi-NCR by March 2019. The company also plans to deploy a total of 10,000 Mahindra electric three wheelers across the country by 2020**

**Similar agreement signed with the Government of Maharashtra for EV manufacturing and deployment - to deploy 1,000 EVs over the next 1 year, across key cities of Maharashtra**



**Mahindra cumulative tractor sales crossed 3 million units**

**Stepping up the ambition on climate related actions, Mahindra Group organised a meet to highlight efforts being taken by the Indian government and corporates to achieve commitments made in the Paris Agreement, by inviting stakeholders across the sustainability fora**



**Mahindra Farm Equipment sector's focus on creating shared value for farming community fetches IFC Porter Prize 2018.**





## BEYOND FINANCIALS

### FARM EQUIPMENT SECTOR

#### Mahindra NOVO

Introduced Arjun Novo range of tractors globally - technologically advanced, ergonomically designed, low maintenance, best-in-class fuel efficiency



#### Mahindra YUVO

Launched 4WD model with intelligent technology - with puddling application and Digisense technology, enabling farmers to connect with the tractor

#### Mahindra JIVO

Introduced 20HP 2WD and 24HP 4WD models - unmatched power with its fuel efficient, 2-cylinder Direct Injection (DI) engine to carry out all intended operations with ease



#### SWARAJ 963

Launched 4WD Models - a new 60 hp fuel efficient engine with 12 forward and 2 reverse speed synchromesh transmission and hydraulics

#### GX 3600 TRACTOR

Introduced in Sri Lanka - the lightest 4WD puddling specialist tractor in its category, 'made in Japan' from the portfolio of Mitsubishi Mahindra Agricultural Machinery Co. Ltd.



 \*For details of all the product launches this year, please refer to our Product Performance section

### ELECTRIC MOBILITY

Being a pioneer of the EV sector in India, we are pushing the envelope further, by inaugurating an Electric Technology Manufacturing Hub in Bengaluru, Karnataka. This new hub aligns with Mahindra's strong belief in an all-electric future and is based on its Future of Mobility vision of producing Clean, Connected and Convenient vehicles. The facility will manufacture Electric Vehicle Technology, developed under +ME brand.

We also introduced Glyd - a premium, tech-based, e-mobility service in Mumbai, on select routes. It will offer a premium in-commute experience, powered by several connected car features such as web-conferencing, curated entertainment and music content from selective partners. This is a unique step to drive positive change towards a smart, sustainable and experiential daily commute through an innovative and first-of-its-kind e-mobility solution.

Another such initiative was signing a Memorandum of Understanding (MoU) with the Thane Municipal Corporation (TMC) to provide end-to-end last mile mobility solutions. This would be done through the deployment of Mahindra's electric vehicles for first and last mile connectivity, across Thane. In the initial phase of the project, Mahindra will deploy 100 electric vehicles and the partnership would be active for a period of 5 years.

Some of the launches this year include:

TREO and TREO  
yaari

Electric three-wheeler launched - India's first ever Li-ion battery powered electric auto

*Battista*

Electric Sports Car showcased - Pininfarina Automobili revealed the world's first pure electric luxury hypercar Battista

**Mahindra Electric signed EV100 and will work towards making electric transport the new normal by 2030.**

## MANAGEMENT APPROACH

At Mahindra, we believe that sustainability is not a challenge, it is an opportunity. And true sustainability will only be achieved through unconventional, alternative thinking with respect to living styles, business models, production, materials, infrastructure, commercial propositions, valuations, etc.

That's why we have cultivated the habit of asking questions. Because questions lead to innovation. Whether it is in creating mobility solutions which are sustainable or farming solutions which increase productivity through technology, we are investing in creating R&D facilities across the world.

**Through this global network of innovation, we are focussed on disrupting existing norms to give rise to newer business models with 'Futurise' - where we are not only equipped for the present, but also ready for the future. This enables us to provide an incredible opportunity to drive positive change for all our stakeholders, to enable them to Rise.**

#### Mahindra's Neural Network of Innovation

**USA** Urban Mobility, Automotive & Farm Technology, Digitalisation, AI & IoT

**UK** Digitalisation, Smart Cities, Electric Racing Technology

**Spain** Electric Racing Technology

**Italy** Automotive Engineering & Design, Advanced EV Technology

**Finland** Farm Technology

**Turkey** Farm Technology

**South Korea** Automotive Technology

**Japan** Farm Technology

**India** Connected Cars, Electric Vehicles, Aeronautics, Autonomous Tractors, Smart Cities & Clean Energy, Digitalisation, AI & IoT

## FINANCIAL PERFORMANCE

### Revenue and PAT (FY 2018 -19)

(In INR million)

	Net Revenue	Profit after Tax (After EI)
M&M + MVML	528,482	54,012

### R&D (FY 2018-19)

(In INR million)

FY 2016-17	FY 2017-18	FY 2018-19
20,755.80	20,660.75	26,425.00

\* M&M Ltd.

### Economic Value Generated

Earnings Per Share  
(Basic) increased to  
**INR 40.29**  
in FY 2019  
from INR 36.64  
in FY 2018



### Financial Assistance Received from the Government

(In INR million)

Name of the Company	Tax relief/ credits	Subsidies	Investment grants, research & development grants, and other relevant types of grants	Awards	Royalty holidays, if any	Financial assistance from export credit agencies (ECAs) if any	Financial incentives	Other financial benefits received or receivable from any government for any operation	Total
M&M - FES	881.42	–	–	–	–	–	–	–	881.42
Name of the Company	Tax relief/ credits	Subsidies	Investment grants, research & development grants, and other relevant types of grants	Awards	Royalty holidays, if any	Duty drawback + focus market incentive	Financial incentives	Other financial benefits received or receivable from any government for any operation	Total
M&M - AD	–	–	–	–	–	–	–	720.10	720.10
MVML	–	808.8	–	–	–	–	–	–	808.8



## LOCAL SUPPLY

While we expand our global footprint, our commitment to local operations and sourcing continues. Although as a corporate citizen of India, our scope of local sourcing covers the entire country, some businesses have their own definition and boundary of what constitutes as local. This hinges on many factors, such as - the nature of operation, tax and duty regimes, supply of skilled manpower, access to technology and know-how, industry requirements, etc.

Whatever the case may be, we do not compromise on quality standards. Some of the aspects which enable us to identify and empanel our suppliers include:

- Performance and on-time delivery
- Compliance on Environment, Health and Safety guidelines
- Commitment to reduce the carbon footprint
- Statutory requirements
- Costs
- Corporate policy

**Local supply not only vitalises the local industry and provides jobs to the local community, but also reduces our carbon footprint. It reinforces our commitment to 'Make in India' as well.**

An analysis of the top 10 suppliers, as per monetary value for each business, shows that on an aggregate basis, 100% of our requirement was sourced locally.

### Local Purchase

	Total Purchases (INR million)	Purchases from Top 10 Suppliers (INR million)	Purchases from Local Suppliers (within top 10) (INR million)	Percentage of Local Suppliers (within top 10)
<b>Auto Division</b>	1,714,538	449,311	449,311	<b>100%</b>
<b>Swaraj</b>	51,403.2	20,064.9	20,064.9	<b>100%</b>
<b>Farm Division</b>	65,966.8	13,229.4	13,229.4	<b>100%</b>

## FINANCIAL IMPLICATIONS OF CLIMATE CHANGE

In a world based on the need for continual financial growth, natural resources are getting scarce, the globe is getting warmer and the climate change effects are getting worse. The resultant effects can be seen on the ecosystems, biodiversity, human livelihoods and business operations.

Our operations are, therefore, highly vulnerable to climate change and unpredictable weather, especially being in the manufacturing and agricultural sectors. The implications - dependence on monsoon, rising energy costs, restricted access to raw materials like water and changing consumer preferences, etc. - pose serious threats to the sustainability of our business.

**Our 'alternativism' approach converts these challenges into opportunities. Starting with energy saving initiatives and emission reducing processes, our sustainability journey has evolved from 'conservation' to 'rejuvenation', leading to investing in clean and renewable energy, and recharging of resources.**

Following are some of the ways in which we laid emphasis on addressing climate change:

### CARBON NEUTRAL BY 2040

Mahindra Group commits to be Carbon Neutral by 2040, with a clear focus on energy efficiency and usage of renewable power to achieve the target. Residual emissions will be addressed through carbon sinks.

The Company has more than 10 years of experience in creating carbon sinks. It looks forward to using this experience to deal with residual emissions in a manner that is world class and follows the best-established protocols.



“ We are doing our part in the global fight against climate change with this ambitious new target. Mahindra will leverage the latest technological advances and its recently announced Carbon Price to work towards being carbon neutral by 2040. ”



- Mr. Anand Mahindra Chairman, Mahindra Group



## CARBON NEUTRAL PLANTS

Mahindra's Igatpuri Plant becomes India's first Carbon Neutral Facility, reaffirming the Group's commitment to go Carbon Neutral by 2040. It is also the first plant within the Mahindra Group to be certified as carbon neutral. We have been able to achieve this through energy efficiency, a sharp focus on the use of renewable energy and the planting of trees to absorb residual carbon.

“ Through the work we are doing on carbon neutrality we are not only responding on the climate change challenge, but our work also results in improved efficiency, innovation and more importantly, delivers on the business case for sustainability. ”



- Mr. Anirban Ghosh  
Chief Sustainability Officer,  
Mahindra Group

## SCIENCE BASED TARGETS INITIATIVE (SBTi)

SBTs provide companies with a clearly defined pathway to future-proof growth, by specifying how much and how quickly they need to reduce their greenhouse gas emissions, in line with the Paris Agreement's goal of limiting global warming to well below 2°C above pre-industrial levels.

Taking on emission and carbon footprint reduction targets as per the SBT framework, is a testimony of our continuing efforts to combat climate change. After Anand Mahindra's challenge in the WEF exhorting the companies to adopt SBTi, it is now globally known as the Mahindra challenge and has generated a global momentum for SBTi.



**20 Mahindra companies signed Science Based Targets initiative (SBTi).**



## ENERGY PRODUCTIVITY

M&M was the first company in the world to commit to doubling energy productivity by signing on to The Climate Group's programme, EP100. Using energy efficient lighting, efficient heating, ventilation and air conditioning (HVAC), motors and heat recovery projects, Mahindra & Mahindra is on the path of doubling the energy productivity of the automotive business.



**MVML, MHEL and Swaraj Engines signed the EP100 committing to double their energy productivity by 2030.**

## PARTICIPATE IN DIVERSE NATIONAL AND INTERNATIONAL CLIMATE CHANGE THINK-TANKS

Climate change is not an issue that any one individual, company, government or entity can solve. Collaboration is the need of the hour, and we recognise the need for consistent interactions on the issue.

In the reporting year, stepping up ambition on the climate related actions being taken by India, Mahindra Group organised a meet to highlight efforts being taken in the country, inviting stakeholders across the sustainability fora.

**Mr. Anand Mahindra, Chairman, Mahindra Group was the co-chair of the Global Climate Action Summit (GCAS) held in California during 12-14 September 2018.**

The Summit brought leaders and people together from around the world to **'Take Ambition to the Next Level'.**

# ENVIRONMENTAL PERFORMANCE



Our planet's ecosystem is endangered by the excessive use of resources for our myriad needs and wants, leading to global warming, deforestation, degraded soils, polluted air and water, etc. At Mahindra, we understand the grave implications and are charting a course of 'Alternativism', where we create value for all our stakeholders, by sustainable development achieved through alternate thinking, with respect to the use of resources.

## MANAGEMENT APPROACH

Since we are living beyond our means, we believe that we must find ways beyond our normal modes. Mahindra's environment management approach is governed by the 3Cs- conservation, continuous improvement towards rejuvenation and comprehensive disclosures. A cohesive framework, well-structured processes and focussed interventions are the foundation, as we find unconventional and innovative ways to minimise usage and maximise efficiencies.



Our environmental performance comprises of initiatives to manage energy, water, waste and biodiversity.

## ■ Carbon Neutrality

Acting to reduce the greenhouse gas emissions to zero, and then 'offsetting' an equivalent amount of any remaining emissions.

- Mahindra Group commits to be Carbon Neutral by 2040
- M&M signed the Science Based Targets initiative (SBTi)
- Igatpuri plant certified carbon neutral; first manufacturing plant certified by Bureau Veritas



## ■ Water Positivity and Security

Creating more water than we are using for a sustainable future through reduction, reuse and harvesting.

- CDP scores: M&M gets a score of 'A-' in Water
- 31% of the total water consumption was recycled and reused
- Igatpuri and Chakan plants running without dependency on external water sources
- Water recharge increased from 0.0322 million m<sup>3</sup> to 0.10 million m<sup>3</sup>
- All our plants have achieved zero wastewater discharge status, which means wastewater is treated and reused within premises and no wastewater is discharged outside

## ■ Zero Waste and Circular Economy

Creating a restorative, zero-waste economic model, in which resources are used to full capacity and natural systems are regenerated.

- Eight locations across M&M are now certified as 'Zero Waste to Landfill' by M/s Intertek, USA
- Mahindra Kabira Festival '18 was a green, disposable plastic-free event. 96% of waste recycled, composted or reused
- Mahindra Blues Festival '19 was a Yale certified green event. 93.7% of waste recycled, donated, reused or sent to cement kilns for co-processing
- 67% of hazardous waste generated is now being recycled



## ■ Promoting Biodiversity

Where each species, no matter how small, has an important role to play.

- 10% improvement in Biodiversity Index in automotive sector
- Paperless manufacturing and reduction in wood as well as corrugated box consumption in packaging, leading to trees saved and CO<sub>2</sub> mitigated
- World Bio-Diversity Day celebrated; 1200+ entries in the photography competition
- In F19, under the Hariyali project, Mahindra & Mahindra planted 0.95 million trees, taking the total tally of the Group to 16.41 million trees till date



## ENVIRONMENTAL POLICIES

From embedding environmental awareness across the Group to empowering individual businesses to drive sustainability, the environmental policies have played a great role. Implementation of these policies reduce our impact on the environment, maintain ecological balance and increase long-term value. Some of these policies include:

### ■ M&M - Code of Conduct - Commitment to the Environment

Every employee adheres to the environment policy and its implementation is overseen by the plant managers of respective facilities.

- Our policy is that operations, products and services, while meeting regulatory requirements, should also accomplish their functions in a manner that protects health and the environment
- The technology used in the manufacturing of our products shall not result in effluents or toxic waste being released, unless it is treated in accordance with the prevalent pollution control laws. Every possible effort shall be made by us to maintain the ecological balance, conserve scarce natural resources, and avoid pollution
- We are committed to work for the upliftment and betterment of the communities we operate in. We consider the impact on biodiversity in our business activities. Our CSR programmes use responsible business practices and social investments to create long-term value

A detailed policy on 'Environment and Pollution' is listed on the intranet.



## ■ Automotive & Farm Equipment Sector - Energy Management Policy

Automotive & Farm Equipment sector has formulated an energy management policy which focusses on maximising productivity by:



- Improving organisations' energy performance through implementation of energy management system
- Setting energy objectives, targets and review mechanisms
- Ensuring availability of necessary information and resources to achieve objectives and targets
- Complying with all applicable legal and other compliance obligations related to energy use, consumption and efficiency
- Promoting use of renewable energy and green initiatives to conserve natural resources
- Delivering on carbon price to spur innovation
- Purchasing energy efficient products as per green procurement policy and design for improving the energy performance throughout their life cycle
- Encouraging stakeholders, associates and supply chain partners for adoption of energy management systems as applicable

The energy policy is reviewed periodically during management reviews.

## ■ Automotive & Farm Equipment Sector - Sustainability Policy

Automotive & Farm Equipment sector has formulated a sustainability policy which focusses on integrating sustainability practices to:

- Mitigate climate change risk to our business
- Embed environmental and social aspects in our business decisions and goals
- Achieve Carbon Neutrality and focus on driving EP100 programme
- Ensure Zero Waste to Landfill and promote circular economy
- Encourage employees and society at large to adopt sustainable practices
- Foster inclusive development
- Maintain a clean and healthy work environment for employees
- Build a sustainable value chain
- Grow green revenue by developing new products and improving existing ones
- Optimise use of natural resources through material substitution, recycling and reuse

The manufacturing plants of M&M are in the process of being certified with **ISO-14001-2015 Environment Management System**.

## ■ SUSTAINABLE SUPPLY CHAIN MANAGEMENT

A sustainable supply chain seizes value creation opportunities and offers significant competitive advantages. So, there is a growing need for integrating environmentally sound choices into supply chain management. M&M serves 20 key industries and has an operational presence in over 100 countries, with a total supplier base of around 1,000. Making our supply chain sustainable is a crucial cog in building an enduring business, a key pillar of the Mahindra Sustainability Framework.

We proactively engage with our suppliers and vendors to incorporate environment friendly practices beyond our factory gates and encourage them to adopt green initiatives. We promote a supply chain that has least impact on the environment, does not deplete natural resources, and contributes to social justice and equality. Some of the key sustainability initiatives in the reporting period include:

### ■ Conducting Awareness Sessions on Sustainability

From FY 2013-14, we started a special drive on sustainability awareness for our suppliers through online and classroom training sessions. In the reporting year, 193 participants attended, taking the total of suppliers who have undergone the training to 966, till FY 2018-19.

### ■ Engaging the Suppliers on Sustainability

Supplier Sustainability Meets are organised regularly, urging supplier partners to make sustainability a way of life and take forward sustainability initiatives to their respective manufacturing facilities. In the reporting year, 32 suppliers actively participated in these Sustainability Meets.

### ■ Enhancing Skills at the Suppliers' End

Focused activity drives in key areas has been undertaken and organisation work structure for the same has been put in place in the purchasing group, in the last few years. The areas covered are, Supplier Business Capability Building (93 suppliers till FY 2018-19), Mahindra Supplier Evaluation Standard (121 suppliers till FY 2018-19) and Supply Risk Mitigation & Management (241 suppliers till FY 2018-19).

### ■ Supplier Sustainability Assessment

Onsite assessment of suppliers' sustainability by CDMM & SCM was conducted, which covered safety, environment, human rights and compliance. In the reporting year, 72 assessments were done. There were no negative environmental impacts on suppliers during the year under review.

### ■ Sustainability Levers in Logistics

Load consolidation, route optimisation and vehicle modification were the levers utilised to reduce the logistics cost, as well as reduction in CO<sub>2</sub> emissions.

## Factory Engagement Programme

The programme included energy audit by an industry expert, capacity building and technical support, discussion with units on action plan, implementation measurements and benefits quantification. In the reporting year, 24 suppliers completed the programme successfully.

## Reduction Achieved

Reduction in the specific consumption of electricity, diesel, water and packaging waste was recorded by many suppliers due to the steps and initiatives taken towards sustainability. Reduced wooden packaging by 54% and 100% in AD and FD, respectively.

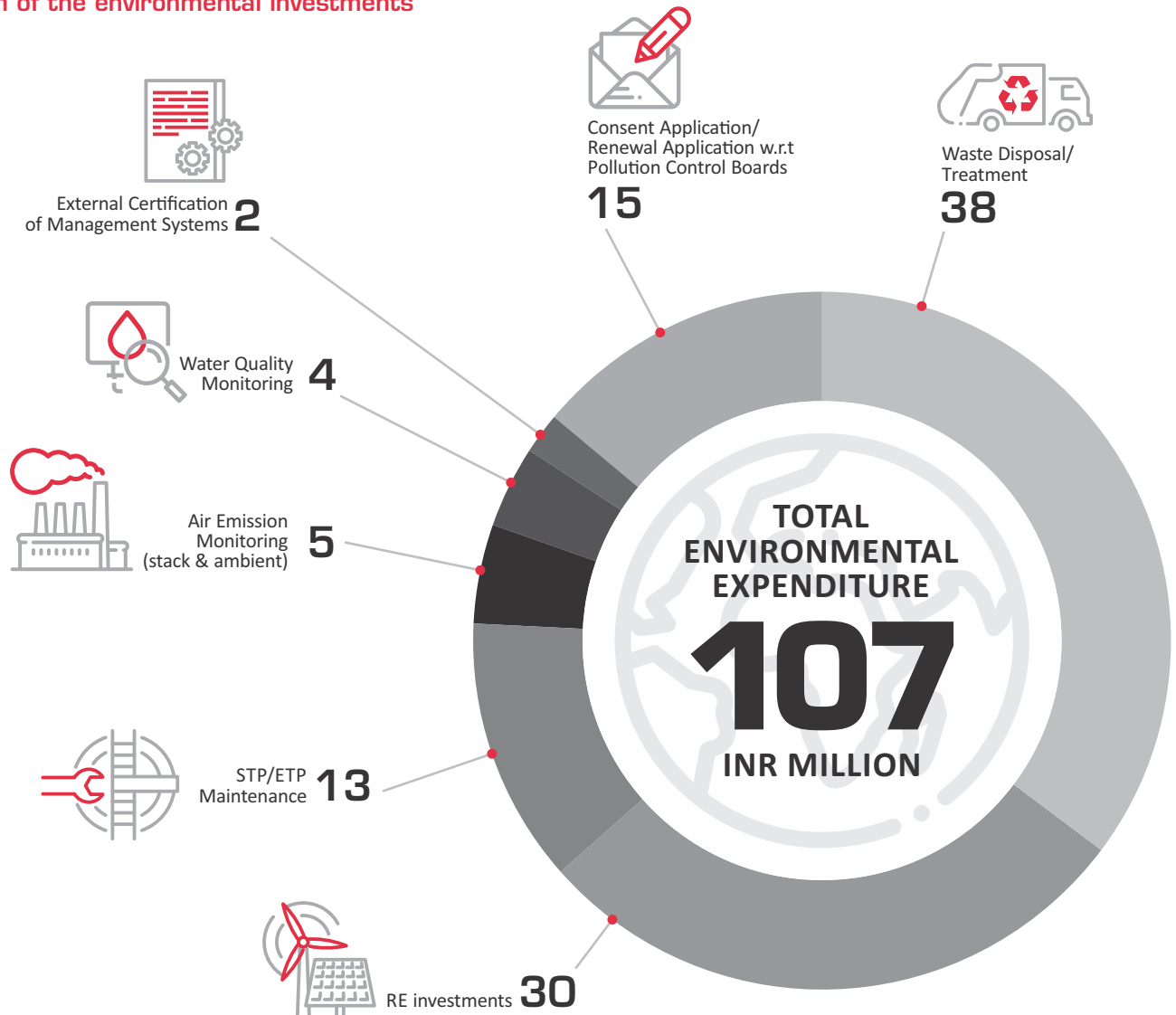
## OTHER KEY INITIATIVES

- Sustainability Balance Scorecard for 80 suppliers at AFS level
- Implemented Total Productive Maintenance at 40 suppliers
- Conducted Dealer Sustainability Assessment for 577 dealers of FD through DSQI and for 537 dealers through MDEP
- Installed rainwater harvesting at 31 suppliers and solar energy at 25 suppliers. Collaborated for solar power with mSusten and SMEs
- Installed LED at 131 suppliers through EESL
- Conducted extensive energy audit at 40 suppliers, in collaboration with 'Institution of Sustainable Communities'. Target set for FY 19-20 is 50 suppliers
- Trained 1,180 suppliers on EHS Champions by EHS+ Centre

# ENVIRONMENTAL MANAGEMENT

**INR 107 million** was spent towards environment protection, which includes investments in setting up plants for renewable sources of energy, waste disposal, treating chemical waste, and controlling air pollution.

## Division of the environmental investments



## CALCULATING SPECIFIC CONSUMPTION

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



Business	Unit of measure	Denominator				
		2015-16	2016-17	2017-18	2018-19	Change in 2018-19 over previous year
<b>Automotive Division (AD)</b>	Equivalent number of vehicles manufactured	584,733	559,869	608,807	644,212	<b>6%</b>
<b>Farm Division + Swaraj Division (FD+SD)</b>	Equivalent number of tractors manufactured	332,577	423,592	488,474	512,739	<b>5%</b>
<b>Spares Business Unit (SBU)</b>	Tonnes of packaging material	6,691	7,356	6,925	7,103	<b>3%</b>
<b>Swaraj Foundry Division (SFD)</b>	Tonnes of production	21,838	29,231	32,149	33,974	<b>6%</b>
<b>Nashik Plant Dies (NPD)</b>	Equivalent Dies	327	559	525	543	<b>3%</b>
<b>Mahindra Research Valley (MRV)</b>	Full Time equivalent employees	2,530	2,815	2,815	2,884	<b>2%</b>
<b>Corporate Centre (CC)</b>	Area of facility in sq. m.	14,680	14,680	14,680	14,680	<b>0%</b>
<b>Mahindra Two-Wheeler Division (MTWD)</b>	Equivalent number of vehicles manufactured	DNA*	DNA	DNA	22,008	-

DNA - Data Not Available

\*For MTWD 2015-16, the denominator was in Number of Vehicles Manufactured and it is now changed to equivalent vehicles manufactured.

All the specific consumption of 2015-16 is based on Number of Vehicles Manufactured.



## AIR QUALITY

From smog hanging over cities to smoke inside homes, air pollution poses a major threat to health and climate. The quality of air is majorly hampered by the manufacturing industry, although they contribute towards fulfilling our needs and wants, as well as the growth of the nation. Being manufacturers, we are conscious of the effects of our processes and take accountability and ownership of our actions.

We proactively adhere to all the statutory norms and regulations in the state or the country we have a presence in. Meticulous monitoring systems are in place to keep track of various pollutants that contaminate the air.

In accordance with the revised National Ambient Air Quality Standards (NAAQS 2009), the Particulate Matter PM10 (size less than 10 µm) & PM2.5 (size less than 2.5 µm), Sulphur Oxides (SOx) and Nitrogen Oxides (NOx) are regularly monitored across our manufacturing and service locations. Some manufacturing plants also monitor more specific pollutants applicable to their processes, like Respirable Suspended Particulate Matter (RSPM), Carbon Monoxide (CO), Methane (CH), Ozone (O) and Lead (Pb), among others.

### Ozone Depleting Substances

Ozone Depleting Substances (ODS) destroy the earth's ozone layer, which protects living beings from the sun's ultraviolet radiations. The discharge of ODS can adversely affect the nature's balance and therefore, we continuously monitor and improve our processes. We reduce our consumption of resources and emission of ODS such as Hydrofluorocarbons (HFCs), halons and Hydro Chlorofluorocarbons (HCFCs).

### Ambient Air Quality 2018-19

microgram/m<sup>3</sup>

Sector	NOx	PM10	PM2.5	SOx
NAAQ LIMITS - 2009	80	100	60	80
AD	9.92	20.8	43.1	6.27
FD+SD	13	26	51	5
SBU	7.36	8.65	16.1	4.05
SFD	7.79	19.9	48.3	0
NPD	2.03	7.25	20.0	1.56
MRV	18.8	25.9	55.6	8.68
MTWD	20.2	0	79.4	7.22

### Air Emissions (Stacks) 2018-19

tonnes

Sector	Sum of SOx	Sum of NOx	Sum of TPM
AD	4.81	3.11	2.39
FD + SD	0.948	0.446	0.856
Mahindra Spares Business	0.000415	0.000391	0.043191
SFD	0.000125	0.000002	0.000063
MRV	2.61	5.19	3.88
MTWD	0	0.177948	0.324793

## GREENHOUSE GASES

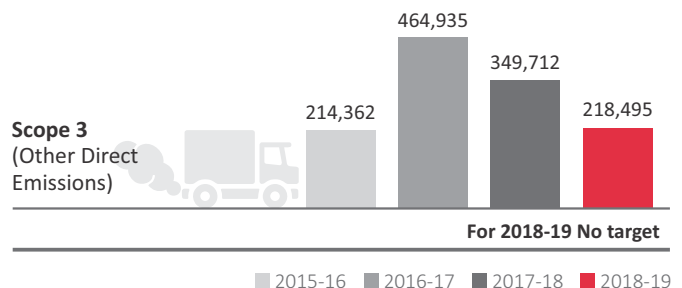
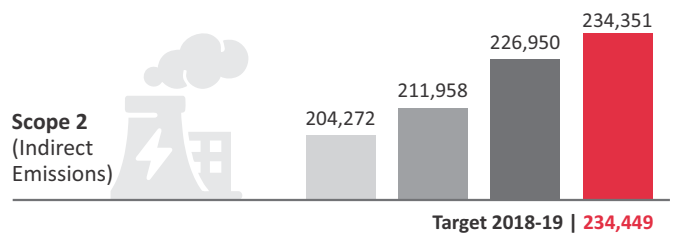
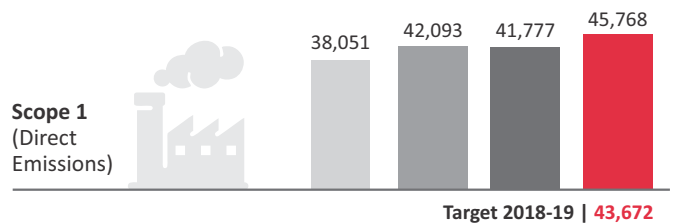
Greenhouse gases are responsible for global warming and, continuing at the current rate, have the capacity to cause Earth's surface temperature to exceed historical values, as early as 2047, with potentially harmful effects on ecosystems, biodiversity, human livelihoods and business operations. By continuously monitoring, controlling and mitigating GHG emissions, we are consistently working to reduce this risk.

In the reporting year, our businesses together mitigated

**11,172 tCO<sub>2</sub> of GHG emissions.**

### Total Absolute GHG Emissions

tCO<sub>2</sub>



Cause of increase in Scope 1 and Scope 2 emissions are as below:

- We have widened the scope of reporting with the inclusion of Mahindra Two-Wheeler Division, a subsidiary, and has become a part of M&M Ltd. in the year 2019, which led to the increase in emissions
- There was extraordinary consumption of diesel for testing of new products prior to launch. Four completely new platforms (Marrazo, XUV300, Alturas G4, JAWA) were launched in one year, which is a very rare occurrence. In addition, there were 5 other product launches/refreshes
- There has been a 26% increase in volume, compared to the baseline year, which more than offsets the benefits gained by an 8.35% reduction in specific emissions

**Achieved our Target to reduce specific emissions by 25% over 2016 with the impetus provided by Carbon Pricing**

**GHG Emissions - By Source**

 tCO<sub>2</sub>

Source	2015-16	2016-17	2017-18	2018-19
<b>SCOPE 1 - DIRECT EMISSIONS</b>				
Diesel/HSD	14,602	16,561	12,655	13,018
Furnace Oil	338	205	NA	NA
LPG + (Bharat Metal Cutting Gas)	3,480	3,652	5,582	7,015
Natural Gas + CNG	15,914	16,053	15,598	17,582
Petrol	547	713	968	1,249
Propane	3,171	4,909	6,974	6,904
<b>Grand Total</b>	<b>38,051</b>	<b>42,093</b>	<b>41,777</b>	<b>45,768</b>
<b>SCOPE 2 - INDIRECT EMISSIONS</b>				
Electricity Purchased	204,272	211,958	226,950	234,351
<b>SCOPE 3 - OTHER DIRECT EMISSIONS</b>				
Inbound logistics, outbound logistics, daily commutation, air travel, paper consumption	214,362	464,935	349,712	218,495

**GHG Mitigation**

 tCO<sub>2</sub>

Sector	2018-19
AD	1,145
FD+SD	8,821
SFD	587
NPD	237
MRV	220
CC	163
<b>Total</b>	<b>11,172</b>


**GHG Emissions Division-Wise Composition**

 tCO<sub>2</sub>

Sector	2015-16			2016-17			2017-18			2018-19		
	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3
AD	18,620	95,948	172,747	20,024	87,465	385,049	17,943	94,897	154,323	20,466	102,596	119,239
FD+SD	14,000	61,594	35,221	15,819	70,720	65,917	17,609	75,421	174,941	17,843	72,795	78,052
SBU	143	1,116	4,963	77	1,611	13,223	155	1,919	17,313	154	1,826	16,178
SFD	873	20,337	780	1,119	25,427	202	1,081	27,884	1,267	1,184	28,641	1,023
NPD	27	1,929	9	27	2,432	5	29	2,250	3	29	2,085	3
MRV	4,385	20,819	642	5,026	21,844	539	4,959	22,177	1,865	5,794	23,159	3,805
CC	DNA	2,529	DNA	DNA	2,460	DNA	0.25	2,403	DNA	111	2,232	16
MTWD	1,166	2,518	3,073	344	843	DNA	286	1,146	DNA	189	1,017	180

DNA - Data Not Available

**The total specific emissions have gone down by 7% in FD+SD to 0.177 tCO<sub>2</sub> in FY 2018-19,** compared

to 0.190 tCO<sub>2</sub> in FY 2017-18, due to increase in energy efficiency measures and renewable energy usage. The emissions have increased by 3% in AD to 0.191 tCO<sub>2</sub> in FY 2018-19, as against 0.185 tCO<sub>2</sub> in FY 2017-18, due to increase in production volume and introduction of new vehicle models in the product portfolio.

**Total Specific Emissions (Scope 1+2)**

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

Sector	2015-16	2016-17	2017-18	2018-19	% Reduction in 2018-19 over previous year
AD	0.196	0.192	0.185	0.191	-3%
FD+SD	0.227	0.204	0.190	0.177	7%
SBU	0.188	0.229	0.300	0.279	7%
SFD	0.971	0.908	0.901	0.878	3%
NPD	6.000	4.398	4.340	3.894	10%
MRV	9.962	9.545	9.640	10.039	-4%
CC	0.172	0.168	0.164	0.160	3%
MTWD	0.022	DNA	DNA	0.055	-

## Science Based Targets (SBTs)

SBTs provide companies with a clearly defined pathway to future-proof growth, by specifying how much and how quickly they need to reduce their greenhouse gas emissions, in line with the Paris Agreement's goal of limiting global warming to well below 2°C, above pre-industrial levels. Taking on emission and carbon footprint reduction targets, as per the SBT framework, is a testimony of our continuing efforts to combat climate change.



**“We are doing our part in the global fight against climate change with this ambitious new target. Mahindra will leverage the latest technological advances and its recently announced Carbon Price, to work towards being carbon neutral by 2040.”**

- Anand Mahindra, Chairman, Mahindra Group

### CASE STUDY

## TOWARDS CARBON NEUTRALITY

### Auto Division, Igatpuri becomes the first manufacturing plant in India to become Carbon Neutral

#### CHALLENGE

M&M contributes half of the group's revenue and the group's greenhouse gas emissions from its automotive (SUVs, commercial vehicles), farm equipment (tractors), and agricultural businesses. The challenge is to reduce the greenhouse gas emissions and contribute towards achieving future carbon neutrality.

#### ACTION

Auto Division, Igatpuri Plant created history on 5<sup>th</sup> November 2018, when it achieved the status of Carbon Neutrality, certified by Bureau Veritas (India) Pvt. Ltd., making it the first manufacturing plant to become Carbon Neutral in India.

Bureau Veritas conducted a verification of AD Igatpuri plant's carbon footprint and neutrality claim, through an onsite assessment that verified the energy conservation journey, energy recovery projects, renewal energy projects, improvement in biodiversity, review of various data used to calculate the CO<sub>2</sub> emission footprint, CO<sub>2</sub> reductions and removals, emission calculations and other documentation presented by Mahindra & Mahindra Ltd.



#### OUTCOME

This is a step towards **Mahindra's commitment of becoming a carbon neutral company by 2040, with a focus on energy efficiency and usage of renewable power.** M&M is a signatory of the Science Based Targets initiative (SBTi), which provides companies with a clear pathway for reducing emissions in line with the Paris Agreement's goal of limiting global warming to well below 2°C above pre-industrial levels.



## BIODIVERSITY

Biodiversity is like the internet of life. The variety and strength of the ecological network and functions nurture human life, hedge against climate change and boost economic activity. Our focus on ascertaining a value from environmental performance has further strengthened the credibility of our biodiversity assessments.

Other initiatives include reporting on the 10-point India Business & Biodiversity Initiative (IBBI) declaration and partnering world leaders like Terracon and IUCN.

### 10% improvement in Biodiversity Index in automotive sector.

We celebrated World Biodiversity Day with a photography competition in which more than 1,200 employees participated. Also, biodiversity conservation at different locations lead to transformed workspaces. Paperless manufacturing and reduction in wood, as well as corrugated box consumption in packaging, lead to trees saved and CO<sub>2</sub> mitigation.

### Reduced wooden packaging by 54% and 100% in AD and FD respectively.

## INITIATIVE

## HARIYALI PROJECT

In FY 2018-19, Mahindra & Mahindra planted 0.95 million trees under the Hariyali project, taking the total tally of the Group to 16.41 million trees till date. For more details regarding the Hariyali Project, please refer to the Social Performance section.



## ENERGY

Energy is the oxygen of manufacturing. Efficient management of energy reduces cost, as well as GHG emissions. At Mahindra, our interventions are focussed on two approaches - increasing energy productivity and growing the green energy ratio in the total mix. Some of these include heat recovery, energy efficient equipment, PLC for machines, installing LED lights, green building certifications, monitoring energy efficiency of our major suppliers, and increasing solar and wind power capacities.

Investment made in million INR **175.23**

Annual savings in million INR **119.67**

Payback period in years **1.46**

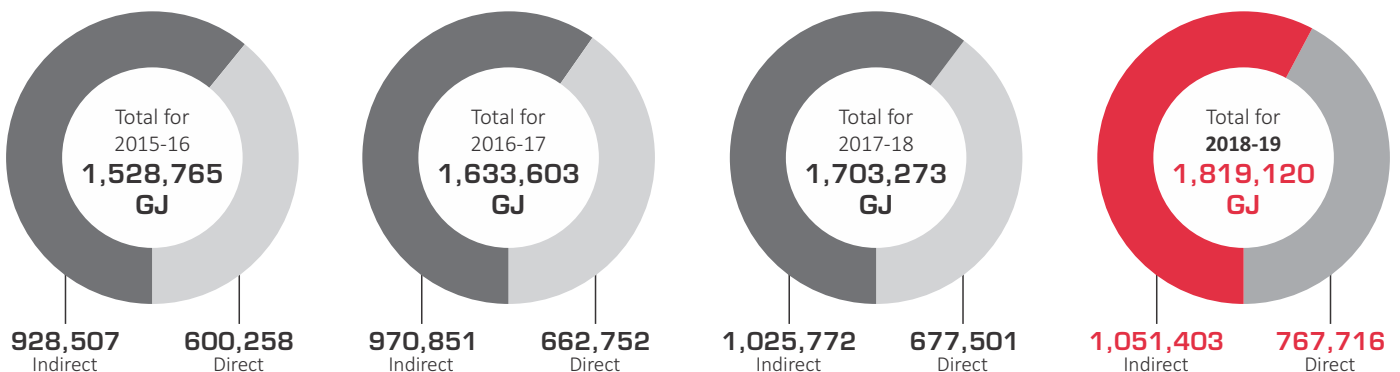
### Asia Sustainability Reporting Awards (ASRA) 2018

- Asia's Best Carbon Disclosure **HIGHLY COMMENDED Mahindra & Mahindra Ltd., India**
- Asia's Best Supply Chain Reporting **HIGHLY COMMENDED Mahindra & Mahindra Ltd., India**



### Absolute Energy Consumption

(in GJ)



Increase in the production of most businesses increased the absolute energy in 2018-19.

## Total Energy Consumption by Source

GJ

Source	Energy Consumed (2018-19)	% of Total Energy
Electricity Purchased from Grid	1,031,422	57%
LPG	111,347	6%
Diesel/HSD	175,684	10%
Natural Gas + CNG	313,417	17%
Petrol	18,014	1%
Propane	112,076	6%
Renewable Energy Source	57,160	3%



## Total Energy Consumption by Sector

GJ

Sector	2015-16	2016-17	2017-18	2018-19
AD	767,753	748,125	748,954	829,991
FD+SD	748,969	563,991	615,296	621,222
SBU	5,636	8,116	10,522	10,081
SFD	101,201	126,875	138,824	144,091
NPD	8,837	11,039	10,271	9,547
MRV	148,053	164,655	168,855	185,185
CC	11,115	10,801	10,551	11,358
MTWD	390	12,511	9,476	7,643

## Energy Savings

GJ

Sector	2018-19
AD	6,329
FD + SD	39,951
SFD	2,575
MRV	4,193
NPD	1,041
CC	666

## Specific Energy Consumption

GJ

Sector	2015-16	2016-17	2017-18	2018-19	% Reduction in 2018-19 over previous year
AD	1.313	1.336	1.230	1.288	-5%
FD+SD	1.459	1.331	1.260	1.212	4%
SBU	1.022	1.103	1.519	1.419	7%
SFD	4.635	4.340	4.318	4.241	2%
NPD	27.109	19.748	19.563	17.582	10%
MRV	58.52	58.492	59.984	64.211	-7%
CC	0.758	0.736	0.719	0.774	-8%
MTWD	0.218	DNA	DNA	0.347	-



**54,755 GJ energy saved through sustained energy saving initiatives.**

The Specific Energy of SD+FD has reduced compared to FY 2017-18, due to increase in energy efficiency measures. Specific Energy in AD has increased compared to FY 2017-18, due to increase in production volume and introduction of new vehicle models in the product portfolio.

**Reduction in specific energy consumption reported for FD+SD, SBU, SFD and NPD in FY 2018-19, compared to the previous year.**

## Total Energy Consumption

MWh

Total energy consumption	2015-16	2016-17	2017-18	2018-19	Target 2018-19
Non-renewable (Fuel)	166,738	184,098	188,195	202,927	
Non-renewable (Electricity Purchased from Grid)	257,919	269,681	284,937	286,506	
Renewable energy (Wind, Solar, generated or purchased)	3,139	3,909	8,972	15,878	
<b>Total Energy Consumption</b>	<b>424,657</b>	<b>453,779</b>	<b>473,132</b>	<b>489,434</b>	<b>483,790</b>

We missed our target for total energy consumption this year by about 1.17%.

Some of the reasons for increase in our energy consumption:

- We have widened the scope of reporting with the inclusion of Mahindra Two-Wheeler Division, which was previously a subsidiary and has become a part of M&M Ltd. in the year 2019, which led to the increase
- There was extraordinary consumption of diesel for testing of new products prior to launch. Four completely new platforms (Marrazo, XUV300, Alturas G4, JAWA) were launched in one year, which is a very rare occurrence. In addition, there were 5 other product launches/refreshes
- Increase in Renewable Energy consumption- the generating capacity for renewable energy was doubled during the year

### Renewable Energy Initiatives

We keep increasing the share of RE in M&M (Share of RE has increased from 2% in F18 to 3% in F19), thereby ensuring environment custodianship, as well as sustainable growth. Our total RE consumption this year has also increased by 76% as compared to last year. Our total solar and wind power capacities are 8.889 MW and 6.3 MW, respectively.

### Energy Saving Initiatives

Close monitoring of energy productivity (EP) enhances our focus on energy efficiency initiatives. We record EP data separately for AD as well as FES. The EP for both FES and AD have increased in the reporting year.



## Snapshot of few energy efficiency initiatives

Sector	Location	Description	Type	Unit (KWh)
SFD	Maji	Melting power reduction by yield improvement	Electricity	715,376
MRV	Chennai	Replacing the conventional CFL, T5 & T8 lamps with LED lights	Electricity	144,811
		Arresting the HVAC air leaks & optimising the requirement by scheduling	Electricity	46,478
		UPS optimisation in shops & new modular UPS in design office	Electricity	43,824
CC	Worli	Replacement of existing CDMT/Halogens/T5/CFL with LEDs	Electricity	155,797
		Auto Drip Irrigation	Electricity	16,425
		BMS System Integration (On/Off AHU & Pumps)	Electricity	6,761
SD	Swaraj Plant 2	Elimination of cooling tower from compressor	Electricity	166,320
		Control of Chassis asu during lunch and dinner	Electricity	133,334
		Replacement of motor 20 hp to 10 for rig tester in assembly area	Electricity	33,330
SD	Swaraj Plant 1	To increase productivity of GC furnaces and reduction of cycle time along with energy saving	Electricity	85,059
		By changing the pumps and modifying the pipeline (chassis sedimentation pump) only one pump is being used as compared to the running of previous two pumps	Electricity	76,500
		Chassis main booth motors stop during lunch and tea breaks	Electricity	45,000



Sector	Location	Description	Type	Unit (KWh)
FD	Zaheerabad	Air washers substituted with air circulators for ventilation on shop floors	Electricity	374,039
		Productivity improvement in SMPS topcoat line (Yuvo front grill 2 ka 4)	Electricity	192,098
		Optimisation of VTU AC operation	Electricity	134,965
	Jaipur	Solar project 330 KW	Solar	394,692
		Handi lamp of 400 watts replaced by LED lamp of 200 watts	Electricity	84,337
		GPM machine heater power consumption reduction by removing heater	Electricity	79,872
	Rudrapur	Heater elimination in PT	Electricity	230,000
		VFD in AHU blower motors	Electricity	179,200
		Heater elimination in GPM washing machine	Electricity	160,000
	Nagpur	AHU optimisations, replacement higher HP AHU by lower HP, reducing unwanted loading of hyd pach, economical mode established on A81N into 36, A81N into 28, A77 speed housing, CNC 403, high energy consumption by cooling tower used for air dyer, propane yard heater temp set 75 to 6 c, installation of sensor for power optimisation	Electricity	739,896
		Replacement of old motors/pumps, lights with LED, EE motor, pump, replacement in pr. from 18 to 15-CHCL, hot air temp. for 110 to 105, motor idle timer for PTO, higher HP AHU by lower HP on bed no. 1 & 12, higher HP blower by lower HP-15KW/202KW blower	Electricity	501,010
		Cold cleaning in place of hot cleaning	Electricity	499,696
Kandivali	High electrical consumption in HT and bull gear; converted electrical to gas heating	Electricity	753,064	
FD	Kandivali	High power consumption of air compressor at Kandivali plant; installed IFC controller at individual PUs as per required compressed air pressure set points	Electricity	479,712
		High energy consumption in ETP water pump; old pump replaced with energy efficient IE 03 pump	Electricity	20,800
AD	Nashik Plant 1	Magnetic water cooled chiller to be used in place of air cooled chiller	Electricity	114,816
		Chiller and BAC shut off during break and as per temperature range (23-25)	Electricity	37,440
		Topcoat energy efficient motor for W11 blower	Electricity	30,881
	Zaheerabad	VFD for 2000 CFM compressor	Electricity	120,000
		250 KVAR hybrid RTPFC	Electricity	90,000
		26 GHID lamps of 150W in place of 400W floodlights	Electricity	32,171
	Haridwar	Installation of 7 HVLS fans in place of almonard fans in FAI, CAI and Rework area in Bolero and S1T PU	Electricity	43,056
		Installation of controller air IFC system	Electricity	24,024
		Replacement of 15 high bay lights of 250W with 6 high bay lights of 120W near Bosco ELT	Electricity	8,726.4
	Nashik Plant 2	High power consuming slip ring motor to be replaced with high efficiency inverter duty motor along with VFD on 4 cranes	Electricity	167,484
		Poka Yoke to switch off lube pump and machines when not in use, implemented on 600T, 1600T & 630T	Electricity	57,792
		Air saving with various initiatives; air optimiser for old CNC	Electricity	36,000

INITIATIVES

## PLATINUM RATED GREEN BUILDING CERTIFICATION

Pentwyn, Igatpuri's Guest House, was awarded a Platinum Rating by the Indian Green Building Council (IGBC) under 'Green Homes' category. The IGBC is part of the CII and is actively involved in promoting the green building movement in India. This certification is a validation of Mahindra's vision to promote sustainability and reduce carbon and water footprints.

The new building at the Pentwyn Guest House in Igatpuri is the first Guest House certified as a Green building in India. The green building was evaluated on the following categories, as defined by IGBC:



- Site Selection & Planning
- Water Efficiency
- Energy Efficiency
- Material & Resources
- Indoor Environmental Quality
- Innovation & Design Process

## SOLAR POWER CAPABILITIES

The AS Tool & Die Plant in Nashik inaugurated its 838.5 kWp solar powered capabilities on 19th Mar 2019. This is one more step towards making Mahindra & Mahindra a Carbon Neutral Company by 2040, with the help of green energy. It is expected to generate ~11 lakh units per year and will cater to 43% of the annual requirement of the Tool & Die Plant's power requirement, thereby reducing CO<sub>2</sub> emission by 935 ton per year. The vital stats:



- Rooftop Area Covered  
**10,827 sq. m.**
- Solar Modules  
**2,580 nos.**
- Expected Generation  
**~11 lakh Unit**
- Co<sub>2</sub> Emission Avoided  
**935 ton**

## Monitoring Energy Efficiency of Major Suppliers

Our suppliers are like our partners in business. We have been working to enhance the degree of sustainability associated with our sourcing practices and our suppliers play a key role in that. Investing in their sustainability makes us more sustainable and helps us deliver seamless and sustainable value creation.

GJ

Name of Suppliers	Energy Consumption
Happy Steels Pvt. Ltd	19,178
Mitter Fasteners	15,556
Autocomp Corporation Panse Pvt. Ltd	11,073
Ved Industries	31,195
Menon & Menon Ltd.	266,164
Super Craft Foundry	110,223
Prince Metal Works	6,266
Innova Rubber Pvt. Ltd	12,177
Shilp Enterprises	13,247
Reliable Autotech Pvt. Ltd	11,020



## WATER

Being the most vital natural resource to human life, as well as business operations, we consider water as a risk as well as an opportunity. While the demand of water keeps growing due to increased scale and scope of businesses, we became water positive as early as 2013-14 through our comprehensive 360° water management programme - H2Infinity. Some of our ongoing efforts include rainwater harvesting, drip & micro irrigation, three R's, etc.

We have a dedicated cross-functional team in place to take up initiatives. Their performance is closely monitored and linked to their KPIs to foster a culture of ownership. Although our total water consumption has gone up this year to 1,512,242 m<sup>3</sup> compared to 1,424,729 m<sup>3</sup> in FY 2017-18, we recycled and reused 473,003 m<sup>3</sup> of water across businesses. No water source is significantly affected by M&M operations.



### Total Water Consumption

m<sup>3</sup>

Sector	2015-16	2016-17	2017-18	2018-19
AD	789,572	654,303	677,425	750,632
FD+SD	504,612	467,752	474,504	473,938
SBU	11,392	27,280	31,304	37,176
SFD	47,348	49,439	51,104	53,557
NPD	9,198	8,166	8,737	7,769
MRV	138,271	109,309	126,271	131,214
CC	40,668	40,329	36,984	41,069
MTWD	45,011	24,713	18,400	16,886
<b>Total</b>	<b>1,586,072</b>	<b>1,381,291</b>	<b>1,424,729</b>	<b>1,512,242</b>

Note: The increase in the water consumption is due to the increase in production in all our businesses.



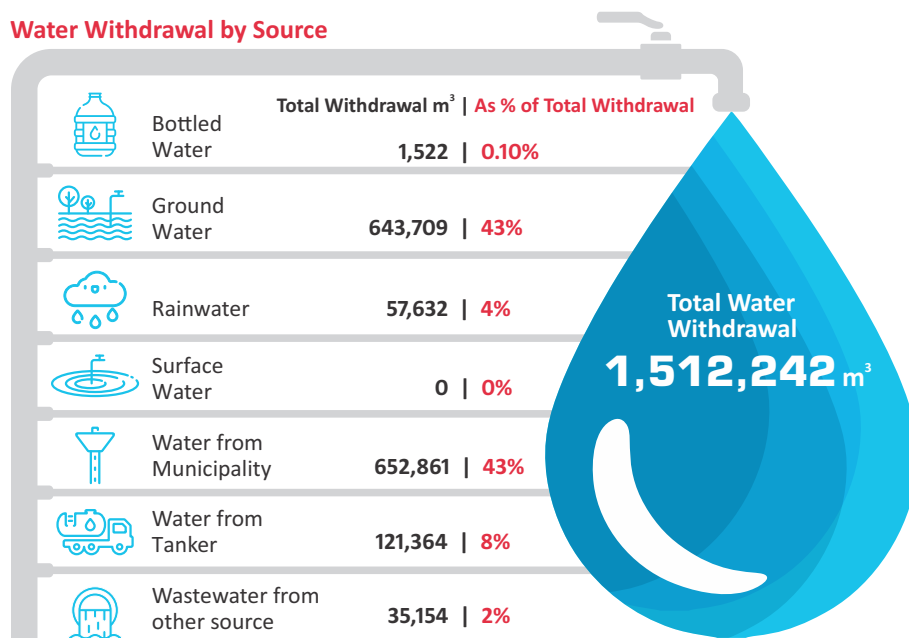
### Specific Water Consumption

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

Sector	2015-16	2016-17	2017-18	2018-19	% reduction over previous year
AD	1.350	1.169	1.113	1.165	-5%
FD+SD	1.517	1.104	0.971	0.924	5%
SBU	1.702	3.709	4.519	5.234	-16%
SFD	2.168	1.691	1.591	1.576	1%
NPD	28.145	14.608	16.642	14.308	14%
MRV	54.652	38.381	44.857	45.497	-1%
CC	2.770	2.747	2.519	2.798	-11%
MTWD	0.268	DNA	DNA	0.767	-

**Reduction in specific water consumption reported for FD+SD, SFD and NPD in FY 2018-19 compared to the previous year due to water saving initiatives and process improvement.**

### Water Withdrawal by Source



Note: Reduced bottled water consumption from 1591 m<sup>3</sup> to 1522 m<sup>3</sup> (4% reduction as compared to last year)

**Igatpuri and Chakan plants running without dependency on external water source, including no water from municipal sources.**

### Absolute Water Consumption

*million cubic metres*

Source	2015-16	2016-17	2017-18	2018-19	Target 2018-19
A - Municipal Water Supplies	0.819433	0.703096	0.735025	0.811	
B - Fresh Surface Water	0.031578	0.027115	0.052405	0.058	
C - Fresh Ground Water	0.69005	0.626367	0.618935	0.644	
D - Water returned to the source of extraction at similar or higher quality as raw water extracted	0	0	0.03322	0.100	
<b>Total Net Fresh Water Consumption (A+B+C-D)</b>	<b>1.541061</b>	<b>1.356578</b>	<b>1.373145</b>	<b>1.412</b>	<b>1.457</b>

### Volume of Water Recycled & Reused

Sector	Volume of water recycled & reused (m <sup>3</sup> )	% of water recycled and reused out of total water consumption
AD	226,026	30%
FD+SD	188,971	40%
SBU	1,450	4%
SFD	13,886	26%
MRV	37,935	29%
CC	1,519	4%
MTWD	3,215	19%

**AD and FES recycled and reused, 30% and 40% of its water respectively. Overall, 31% of the total water consumption was recycled and reused.**

We achieved our target for absolute water consumption. Our total net freshwater consumption for FY 2018-19 stood at 1.412 million cubic metres, as against the set target of 1.457 million cubic metres.

**Water recharge increased from 0.03322 million m<sup>3</sup> to approx. 0.10 million m<sup>3</sup>**

## DISCHARGED WATER QUALITY

The availability of safe and sufficient water supplies is inextricably linked to how wastewater is managed. Increased amounts of untreated sewage, combined with agricultural runoff and industrial discharge, degrade water quality and contaminate water resources. We practice safe wastewater management to help protect our ecosystems, adhering to the limits specified by the state and national pollution control boards, and continually monitor our wastewater discharge to ensure that it is free from pollutants.

## MATERIALS

The reality of our finite resources is an incredibly important truth. At M&M, we understand the implications and minimise the usage of materials for operations and subsequent modification or transformation into a finished good. Looking at the cost, we select the most economic raw material, but with the required quality. We also reduce and recycle waste to minimise the amount of unutilised material.

Building sustainable value into our products is important to us and that is the key deciding factor in our material selection. We are always on the lookout for innovative technologies, incremental processes and better efficiencies, to reduce our material consumption.

This year, due to increase in production at AD, the material consumption of semi-manufactured material was up by 20.7% to 919,892 ton, compared to last year's 762,121 ton. The consumption of semi-manufactured material (liquid) also increased to 25,904 kl, compared to previous year's 3,886 kl. On the other hand, in FD+SD, the corresponding material consumption (solid) decreased.

### Material Consumption

Material	Unit	2015-16	2016-17	2017-18	2018-19
<b>AD</b>					
Semi-manufactured	Ton	808,808	794,717	762,121	919,892
Semi-manufactured	Kl	8,258.83	8,139	3,886	25,904
Associated	Ton	NA	NA	NA	2
<b>FD+SD+SFD</b>					
Semi-manufactured	Ton	349,925.75	494,570	590,930	606,669
Associated material		305.95	169	165	179
Raw material		31,345.82	28,625	31,258	29,058
Packaging material		1,737.54	1,264	60	64
<b>Total</b>		<b>383,315.06</b>	<b>524,628</b>	<b>622,414</b>	<b>635,970</b>
Semi-manufactured	Kl	8,037.43	1,593	1,460	12,925
Associated material		4,041.60	5,048	5,368	2,445
<b>Total</b>		<b>12,079.03</b>	<b>6,641</b>	<b>6,828</b>	<b>15,370</b>
Semi-manufactured	Nos.	585,466	968,247	1,115,451	847,215
Associated material		161,843	107,427	34,761	392,825
Raw Material		38,396	51,648	58,017	64,131
Packaging material		0	0	2,050,343	1,950,728
<b>Total</b>		<b>785,705</b>	<b>1,127,322</b>	<b>3,258,572</b>	<b>3,254,899</b>
Packaging material	Metre	0	0	41,000	0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>41,000</b>	<b>0</b>
<b>SBU</b>					
Packaging material	Ton	6,691	7,356	6,925	4,618
<b>Total</b>		<b>6,691</b>	<b>7,356</b>	<b>6,925</b>	<b>4,618</b>
<b>MTWL</b>					
Semi-manufactured	Ton	18,889	6,443	3,999	1,050
Associated material		37	22	11	10
Packaging material		366	309	361	58
<b>Total</b>		<b>19,292</b>	<b>6,774</b>	<b>4,371</b>	<b>1,174</b>
Semi-manufactured	Kl	462	205	46	23
Associated material		163	57	38	13
<b>Total</b>		<b>625</b>	<b>262</b>	<b>84</b>	<b>36</b>



## PACKAGING

When small things are done well, big impacts happen. At Mahindra, sustainability drives every operation, whether it is big or small. Although packaging is a small ticket item in comparison to water, energy, etc., in terms of the total ecological footprint, we use packaging that reduces our environmental impact.

**We work on the design, material and process of packaging to get the right fit. It not only makes our packaging eco-friendly, but cost-effective and convenient, enhancing the productivity of resources and environmental performance.**

## WASTE

Already being scarce, natural resources going to waste is a double whammy. We are committed to minimise the amount of waste that enters landfills from our operations, leading to more savings and less harm to the environment. Minimum use of materials, reduction in waste generated, usage of waste as a valuable resource fostering a circular economy and responsible disposal; waste management is a comprehensive process for us, and we conduct it in a socially responsible and environmentally sound manner.

Mahindra as a Group is committed to minimise the amount of waste that enters landfills from its operations. M&M has been introducing a Zero Waste to Landfill programme in its plants to not only improve the efficiency in manufacturing processes but also save physical and financial resources through energy conservation and reuse of raw materials.

**Eight locations across M&M are now certified as Zero Waste to Landfill (ZWL) by M/s Intertek, USA.**

### Other initiatives include

- Paperless manufacturing at FD Zaheerabad, leading to zero wastage of paper
- Celebration of World Environment Day at 17+ locations - 4000+ employees engaged in 'Say no to plastic' and plastic collection drives, from which 680 kg of plastic was collected
- Paper consumption reduction saved 7,000 trees
- Mahindra Kabira Festival 2018 was a green, disposable plastic free event. An estimated 593 kg of waste was generated, 96% of which was recycled, composted or reused
- Mahindra Blues Festival 2019 was a Yale certified green event. A total of 2.56 ton of waste was generated. Around 2.4 ton or 93.7% was recycled, composted, donated, reused or sent to cement kilns for co-processing



### Waste Generated

Waste Type	Unit	2015-16	2016-17	2017-18	2018-19
<b>AD</b>					
<b>Hazardous Waste</b>					
Solid	Ton	2,283	2,444	2,501	2,886
Solid	Nos.	106,005	116,574	60,882	91,862
Liquid	KL	18,645	214	240	0
Liquid	Ton	0	0	0	319
<b>Non-Hazardous Waste</b>					
Solid	Ton	40,895	39,984	42,294	50,495
Solid, Tyres, Drums, etc.	Nos.	36,692	37,822	16,013	29,096
<b>FD+SD</b>					
<b>Hazardous Waste</b>					
Solid	Ton	858	980	1,340	1,344
Solid	Nos.	29,129	26,181	91,734	95,694
Liquid	KL	160	103	83	0
Liquid	Ton	0	0	0	134
<b>Non-Hazardous Waste</b>					
Solid	Ton	8,120	46,659	49,305	20,551
Solid, Tyres, Drums, etc.	Nos.	2,068	20,536	26,649	7,427
<b>SBU</b>					
<b>Non-Hazardous Waste</b>					
Solid	Ton	2,157	1,632	1,934	1,717
<b>MRV</b>					
<b>Hazardous Waste</b>					
Solid	Ton	15	25	29	21
Liquid	KL	116	48	0	0
Liquid	Ton	0	0	40	39
<b>Non-Hazardous Waste</b>					
Solid	Ton	695	744	994	801
Solid	Nos.	0	79	59	73
<b>CORPORATE CENTRE</b>					
<b>Non-Hazardous Waste</b>					
Solid	Ton	DNA	DNA	74	42



**NPD**

Waste Type	Unit	2018-19
<b>Hazardous Waste</b>		
Solid	Ton	8
Solid	Nos.	12
Liquid	Ton	7
<b>Non-Hazardous Waste</b>		
Solid	Ton	445

Note: The waste generated for NPD was accounted for in AD for previous years.

**SFD**

Waste Type	Unit	2018-19
<b>Hazardous Waste</b>		
Solid	Ton	22
Solid	Nos.	43
<b>Non-Hazardous Waste</b>		
Solid	Nos	1
Solid	Ton	28,882

Note: The waste generated for SFD was accounted for in FD for previous years.

**SPILLS**

Spills result in wastage of material as well as accidents. We have SOPs for all processes, and if the SOPs are followed, spills will not happen in the first place. In case it happens, requisite preventive steps are taken to mitigate the risk of spillage, to ensure the safety of employees and environment.

**No incidents of spills were recorded during the reporting period**

**MTWD**

Waste Type	Unit	2015-16	2016-17	2017-18	2018-19
<b>Hazardous Waste</b>					
Solid	Ton	150	12,141	32.4	18
Solid	Nos.	3,277	1,160	677	361
Liquid	Ton	4.17	0	0.8	0
<b>Non-Hazardous Waste</b>					
Solid	Ton	1,426	564	105	162
Solid	Nos.	36,935	12,320	14,044	4,205

**Hazardous Waste Disposed to Landfill**

Waste disposed	Unit	2015-16	2016-17	2017-18	2018-19	Target 2018-19
Total waste generated	Ton	3,179	3,458	3,695	4,800	
Total waste used/recycled/sold	Ton	0	0	1,922	3,225	
Total waste disposed	Ton	3,179	3,458	1,773	1,575	1,729

We surpassed the hazardous waste disposal to landfill target for FY 2018-19. Against the target of 1,729 MT for FY 2018-19, the waste disposal stood at 1,575 MT. The amount of waste disposed was down, close to 1,575 compared to previous year's 1,773 MT.

Some locations are now sending their hazardous waste to authorised recyclers and some are sending for co-processing to cement industries. The total hazardous waste generated in the current year was 4,800 MT, out of which 3,225 MT was recycled.

**67% of hazardous waste generated is now being recycled through authorised recyclers and cement co-processing plants.**

**Location-wise Diversion from Landfill**

<b>M&amp;M AD Haridwar</b> <b>99.80%</b>	<b>M&amp;M FD Rudrapur</b> <b>99.97%</b>
<b>M&amp;M SD Swaraj (Plant1)</b> <b>99.27%</b>	<b>M&amp;M FD Nagpur</b> <b>99.54%</b>
<b>M&amp;M AD Zaheerabad</b> <b>99.27%</b>	<b>M&amp;M FD Jaipur</b> <b>99.26%</b>
<b>M&amp;M FD Zaheerabad</b> <b>99.98%</b>	<b>M&amp;M FD Kandivali</b> <b>99.18%</b>

**COMPLIANCE**

Compliance is non-negotiable at Mahindra. It is the bare minimum from where we raise the bar to go beyond the norms and what is required. We not only adhere to laws, regulations, guidelines and specifications relevant to our business, but partner with national and international organisations to set higher benchmarks and industry standards, in terms of environment, health and safety.



**We have not paid any fines related to environmental or ecological issues in the past four years.**

# SOCIAL PERFORMANCE



## MANAGEMENT APPROACH

Creating a world that's worth living in, requires us to transcend the limitations we believe in. For an organisation to truly progress, its community must progress as well. Such progress often results in alleviating conditions or affecting change. While the former fixes the problem in the present, the latter creates long-term solutions. We believe, holistic community development is a balance of both these approaches and results in strengthening the base of the pyramid.

**At Mahindra, inclusive development has never been an add-on to philanthropy, but an integral part of our business strategy. We use Alternativism in our thinking, to alter the status quo through our actions. This approach enabled us to rise and design community development initiatives that deliver high-impact results.**

Executed with military precision, the initiatives lead to self-sufficiency, equal opportunities and self-sustaining transformations, across the most marginalised sections of society.

Since 2005, we have been voluntarily contributing **1% PAT towards CSR** through thoughtful investments. This structured approach helped us steer a smooth transition to contribute 2% of 3-year average net profit, as prescribed in the New Companies Act 2013.

## OUR FOCUS AREAS



### EDUCATION



### HEALTH



### ENVIRONMENT

We also support Sports and Performing Arts and provide a platform for young talent to rise.

## OUR CHANGE AGENTS

CSR COUNCIL | CSR DEPARTMENT

ESOPS - EMPLOYEE VOLUNTEERING PROGRAMME

COLLABORATIONS WITH GOVERNMENTS, NGOs AND OTHER BUSINESS ASSOCIATES

## OUR OPERATING PHILOSOPHY

*Demonstrate the same commitment, passion and professionalism for strengthening community bottom-line, as we do for business bottom-line.*

*Leverage the power of 'Alternative Thinking', draw from the insights on needs and priorities of communities, and implement unique social interventions that pave the way for long-term, self-sustainable and positive change.*

## KEY HIGHLIGHTS

### EDUCATION

This year,

**165,291**

girl children were provided educational support through Nanhi Kali in FY19 raising the count to

**350,000**

Mahindra Group supported **66,348** Nanhi Kalis, M&M supported **18,974** Nanhi Kalis, and the rest were backed by corporate and individual donors



**1,650 students**

were awarded the Mahindra All India Talent Scholarship this year to pursue a Diploma in a Government Polytechnic for 3 years

**72 scholars**

were awarded the K. C. Mahindra Scholarship for Post Graduate Studies this year

**Cumulative Tally: 1,680**

## OUR CHANGE AGENTS

CSR COUNCIL | CSR DEPARTMENT

ESOPS - EMPLOYEE VOLUNTEERING PROGRAMME

COLLABORATIONS WITH GOVERNMENTS, NGOs AND OTHER BUSINESS ASSOCIATES

## OUR OPERATING PHILOSOPHY

*Demonstrate the same commitment, passion and professionalism for strengthening community bottom-line, as we do for business bottom-line.*

*Leverage the power of 'Alternative Thinking', draw from the insights on needs and priorities of communities, and implement unique social interventions that pave the way for long-term, self-sustainable and positive change.*

**+119,349 youth across 14 states**

received training in English, Lifeskills, Group Discussion and Interview preparation through Mahindra Pride Classes

**Cumulative Tally: 186,021**

### HEALTHCARE

This year,

**11,119 people**

people received medical and diagnostic services through the Lifeline Express programme

**Total Tally: 110,175**



### ENVIRONMENT

In F19 under the Hariyali project,

**1.45 million trees**

were planted by Mahindra Group

### VOLUNTEERING

**91,351 volunteers**

from Mahindra Group contributed

**595,311 man-hours**

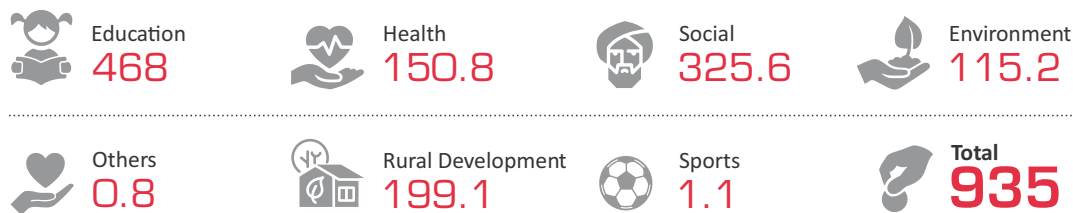
this year under Esops

**Of these 26,126 M&M employees contributed 188,833 man-hours**





## CSR INVESTMENTS | (M&M) *In million*



## AWARDS & RECOGNITION



Name of the Award	Awarding Organisation	Theme
National CSR Award in the Category 'Excellence in CSR'	Ministry of Corporate Affairs	Excellence in CSR
National CSR Award in the Category 'National Priority Area Agriculture & Rural Development'	Ministry of Corporate Affairs	CSR in National Priority Area - Agriculture & Rural Development
National CSR Award in the Category 'National Priority Area Education'	Ministry of Corporate Affairs	National CSR Award in the Category National Priority Area - Education
FICCI CSR Awards 2018	FICCI	Excellence in CSR for Integrated Watershed Management Project - Bhopal
'4Good' Rating (highest rating) from ET 2Good 4Good	Economic Times	'4Good' Rating for overall excellence in CSR
'Socially Aware Corporate of the Year' at Business Standard Awards 2018	Business Standard	Corporate Social Responsibility - For 'Rise for Road Safety' on Mumbai-Pune Expressway by converting it into a 'Zero Fatality Corridor' by the year 2020

## CSR POLICY

The M&M CSR Policy is in consonance with the amendments in Section 135 of the New Companies Act 2013. It focusses on the following key action areas:

**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 Personnel's Families | Encouragement for Sport | Technology Incubation | Rural Development | Disaster Relief & Rehabilitation**

Our CSR committee has been entrusted with the responsibility of implementing this policy.

## CSR GOVERNANCE

At M&M, sustainability is an intrinsic attribute that is reflected in all our actions. With the top management steering the CSR governance, this attribute has now successfully steeped deep within each employee, across the organisation.

When it comes to the Mahindra Group, our CSR council oversees the social responsibility vision with diligence, transparency and ownership.

*For more information, please refer to the corporate governance section of this report.*

## FOUNDATIONS AND TRUSTS

We connect with the disadvantaged sections of society through our Foundations and Trusts with the aim of empowering them. We work to amplify the impact of initiatives that address vital issues at local and national levels and help transform their lives.

As professionally-managed institutions, the Foundation and the Trust enable us to bring about a meaningful change that balances competence and compassion. We constantly improve our efforts by analysing our programme outcomes, scaling up successful models and sharing our progress with the stakeholders.

Each foundation has its own individual focus areas which can broadly be summarised as below:

- Education • Livelihoods
- Skill Enhancement and Vocational Training
- Women Empowerment
- Empowering Differently-abled Individuals
- Relief and Rehabilitation
- Public Health

### ■ K. C. Mahindra Education Trust (KCMET)

The K.C. Mahindra Education Trust (KCMET) was established in 1953 with the aim of transforming lives through education. By making education accessible to children from financially-challenged families, KCMET changed the lives of thousands across multiple age groups and income levels. To start with, the main programmes supported by KCMET are Nanhi Kali, Mahindra Pride School, Scholarship and Grants.

The Trust has provided more than INR 4,531 million in the form of grants, scholarships and loans. In July 2018, K.C. Mahindra Scholarships for Post Graduate Studies Abroad, awarded scholarships to 82 students and thus, scholarship fund value increased to ₹3 lakh this year.

So far, KCMET has transformed over **600,000 lives**



### ■ Mahindra Foundation

Mahindra Foundation is dedicated to reaching out to citizens through interventions in three core areas:

- Mobilising timely, comprehensive and effective disaster relief and rehabilitation
- Providing relief, educational & medical to the poor
- Supporting talented individuals for pursuing advance studies or sports

During the reporting year, i.e. FY18-19, the Mahindra Foundation disbursed ₹1,093 crore on projects to provide medical relief to economically disadvantaged individuals, including, and not limited to, patients suffering from critical and life threatening

illnesses such as cancer, Alzheimer's, kidney failure, lung conditions and stroke.

#### ● Promoting Preventive Healthcare Through Karo Trust

Mahindra Foundation provided a grant of ₹2 crore for financial and psychological support to patients suffering from critical and life-threatening illnesses.

#### ● Promoting Palliative Care Through PALCARE

Grants of ₹25 lakh were made to PALCARE, a palliative care programme of the Jimmy S Bilimoria Foundation, to support people with chronic illnesses, such as cancer, Alzheimer's, kidney failure, lung conditions and stroke.

#### ● Supporting the Head and Neck Cancer Institute

Providing a grant of ₹4 crore to CanCare Trust for setting up The Head and Neck Cancer Institute of India, which is a Public Private Partnership with BMC and CanCare Trust.

#### ● Medical Relief to Individuals

Mahindra Foundation granted a total of ₹3.69 lakh to different individuals in the need of financial assistance to meet their surgical treatments.

#### ● Chindawara Medical Relief

Mahindra Foundation granted a total of ₹20 lakh to different individuals in the need of financial assistance to meet their surgical treatments in Chindawara district.

#### ● Medical Equipment For Shirdi

Mahindra Foundation granted a total of ₹2.8 crore to Shri Sai Baba Santhan Trust, Shirdi.

## Mahindra Foundation USA and UK

Educating underprivileged girls gets a global impetus through the Mahindra Foundation USA. Volunteer Nanhi Kali chapter works to generate awareness, conduct fundraisers, mobilise employee payroll donation programmes and strengthen Nanhi Kali's presence on social networks to enable education of the girl child. 10 such chapters exist across the US in Atlanta, Boston, California Bay Area, Chicago, Dallas, New York, Seattle, Syracuse, Omaha and Washington DC.

**Till date, the Mahindra Foundation USA has succeeded in raising USD 2 million for Nanhi Kali.**

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



## ESOPS - EMPLOYEE SOCIAL OPTIONS

Initiating change, big or small, isn't a linear, one-step act, but a relentless pursuit of little steps that lead to massive impact. Esops is an impassioned call for action; a burning desire to rise for good; a never-ending journey to contribute to a better future.

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

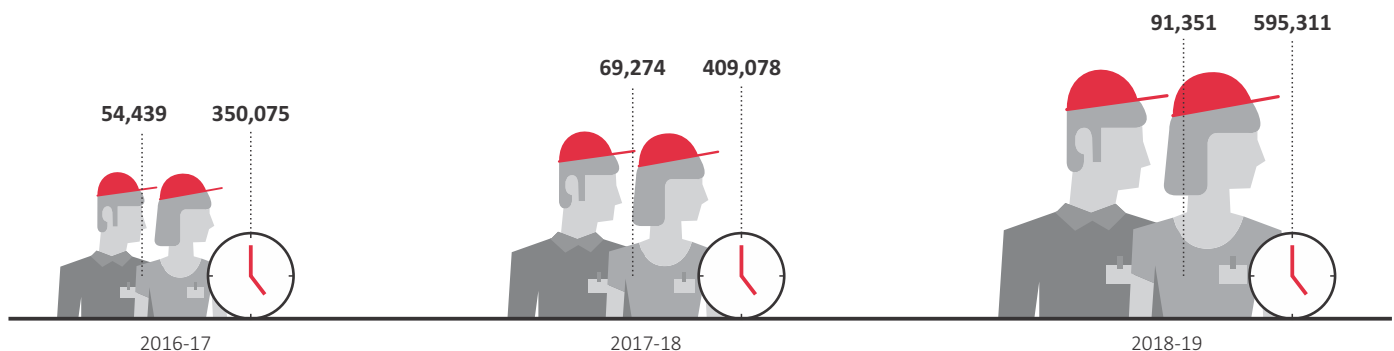
Going beyond random acts of philanthropy and public service, Esops volunteers construct annual activity plans, ideate projects, implement initiatives and monitor results on a regular basis. Additionally, Esops volunteers are also encouraged to involve their family members.

**This year, we saw an army of 91,351 employees (M&M Group), rolling up their sleeves and investing their time and talent in initiatives addressing areas of local and national priorities.**



## ESOPS GROWTH REPORT

In all, 91,351 Esops volunteers of the Group contributed 595,311 person-hours towards social programmes.



**Total No. of Esops volunteers 395,652**

**Total Esops Person Hours 2,649,230**

**M&M Group**



## FOCUS AREAS

At M&M, our Esops teams ardently shoulder social responsibilities with passion and dedication.

With a view to channelise our efforts in the right direction and strengthen the outcome of our actions, the Esops' sphere of contribution was re-analysed and realigned with the priorities of the communities as well as national goals. We have arrived at the focus areas mentioned below, which also seamlessly align with our flagship endeavours.

In FY 2018-19, a number of small and big initiatives were carried out in these areas, over and above our flagship endeavours. A glimpse of such initiatives has been provided in respective areas.

### ■ Social Ambassadors Programme

Carried out by Mahindra Employees, the Social Ambassadors Programme is a Career Discovery programme for students studying in high school. It aims to empower the students with awareness of the World of Work and develop self-awareness via psychometric assessments, aptitude and interest tests that help them make informed career choices.

The vision of the Social Ambassadors Programme is to 'Give Wings to Dreams' for adolescent youth from lower socio-economic backgrounds. All Mahindra volunteers attend a 2-day training session and conduct the

programme over 3 days (3 hours per session) in municipal and low-income private schools.

**8,400 students**  
have benefitted from the programme across 5 locations with Mahindra presence namely, Mumbai, Nasik, Zaheerabad, Khopoli and Pune till date.

**350 employee volunteers** have invested over (M&M Group)

**6,500 Esops person hours** towards this initiative



**Objective** Organise Blood Donation drives including those for thalassaemic patients

**Flagship Endeavour** This ESOPs initiative held regularly across plants includes a robust Thalassaemia Adoption Program which provided an uninterrupted blood supply for Thalassaemia patients

**Impact**

**18,640** Beneficiaries in FY19



**Objective** Conduct Eye Check-up, Spectacles Distribution, Glaucoma & Cataract Operations

**Flagship Endeavour** Eye Care and Vision Corrections

Awareness drives, eye testing, distribution of spectacles and cataract surgeries for deprived sections of society

**Impact**

**4,347** Beneficiaries in FY19

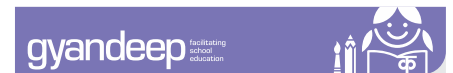


**Objective** Conduct generic and specialty medical camps, polio immunisation camps, health awareness rallies, campaigns, and distribution of information, education and communication (IEC) material

**Flagship Endeavour** The programme provides ambulance services, regular mobile dispensaries, medical camps, cancer care programmes, holistic HIV-AIDS programme, mother & child care, immunisation outreach, nutritional support, providing safe drinking water, awareness camps, pest control services, dialysis and Infrastructure development

**Impact**

**330,887** Beneficiaries in FY19



**Objective** Support to schools such as infrastructure development, material distribution and conducting extra-curricular activities



**Flagship Endeavour** Nanhi Kali - supports the education of underprivileged girl children from marginalised communities

The program provides scholarships, digital education, career guidance, mentoring, books & stationary, abacus learning module and infrastructure improvement support

**Impact**

**28,973** children benefitted  
**1,174** Scholarships were provided in FY 19

**street smart** road safety

**Objective** Promotion of road safety initiatives through awareness drives and distribution of aids to drivers like helmets, masks and reflectors

**Flagship Endeavour** Road Safety - promoting road safety education amongst school-going children and drivers and creating Zero Fatality Corridor

Awareness camps, defensive driver training & infrastructure support

**Impact**

**153,902** Beneficiaries in FY19



**green guardians** environmental sustainability

**Objective** Protect the environment and create environmental awareness

**Flagship Endeavour** Green energy promotion

Promoting green energy through collaboration with IIT(M)'s COE- Center for Battery Operation. Promoting use of biogas produced through canteen waste for hospital, LED lighting

**Impact**

**30,655** Beneficiaries in FY19

**suryodaya** alternative energy

**Objective** Propagating use of solar energy

**Flagship Endeavour** Village electrification through solar & wind energy

**Impact**

**2,595** Beneficiaries in FY19



**hunnar** vocational training

**Objective** Facilitate skill development

**Flagship Endeavour** Skill development for youth through vocational courses in auto sales & service, diesel generators training, driver training and ITI Upgradation - Infrastructure Development



**Impact**  
**3,188**  
Beneficiaries in FY19

**krishi mitr** agri-based activities

**Objective** Upliftment of farmer community and promoting agriculture.

Rural development aimed at improving income generation for farming communities

**Flagship Endeavour** The programme includes micro nutrient soil testing, advisory services, drip irrigation, agri extension services, dairy farming, permaculture farming, infrastructure development and capacity building, resulting in improvement in agricultural productivity



**Impact**  
**68,638**  
Beneficiaries in FY19

**gram vikas** rural development

**Objective** Village Development

**Flagship Endeavour** Integrated rural development programme - boosting livelihood opportunities and capacity building of the farmers and rural youth

Integrated village development including water management through revival / reconstruction of water structures. Accessing government schemes like Pradhan Mantri Ujjwala Yojana

**Impact**

**52,861** Beneficiaries in FY19

**samantar** including inequalities & discrimination faced by disadvantaged groups

**Objective** Clothes donation drive and advocacy programs for street children, women, senior citizens and specially-abled children

**Flagship Endeavour** Swachh Bharat Swachh Vidyalaya -construction of toilets primarily for girls in government schools

**Impact**

**1,310** Beneficiaries in FY19



## CASE STUDY

## SWACHH BHARAT ABHIYAAN

### Dadar Beach Clean-Up Drive and Kirti College Wall Painting

Swachh Bharat Abhiyaan included organizing several cleanliness drives, construction of toilets and infrastructure development.

In September 2018, a joint initiative of Mumbai-based Mahindra Group companies, resulted in the collection of over 7,500 kgs of waste at the Dadar Beach near Kirti College, by close to 600 volunteers. This is part of the efforts invested by the Mahindra Group towards the Swachhata Hi Sewa campaign under the Swachh Bharat project, initiated by our Hon. PM Shri Narendra Modi.

Impact

**218**

Toilets constructed

**1,43,530**

Overall beneficiaries  
in FY19



The Mahindra Group has made Swachh Bharat an integral part of its Esops efforts since its launch in 2014. The coastal clean-up was organised in view of the large amount of debris and garbage found on the Mumbai beaches post the festive celebrations of Ganesh Chaturti.

The drive saw the participation of employees from Mahindra & Mahindra Ltd., Tech Mahindra Ltd., Mahindra Susten Ltd., Mahindra Logistics Ltd., Mahindra Accelo Ltd., Mahindra First Choice Services Ltd., Mahindra & Mahindra Financial Services Ltd., Mahindra Rural Housing Finance Ltd. and Group Corporate Office.

Till date, Mahindra Group has collectively invested **266,426** Esops person-hours towards the Swachh Bharat Campaign.

This includes undertaking cleanliness drives across our offices, plant locations and neighbouring communities.

Continuing our efforts on the same stretch of land, on 21st December 2018, a wall painting event was organised under the Esops platform. The event was aimed at Behavioral Change Communication (BCC) by developing outdoor spaces and environment under the Swachh Bharat Campaign.

Approximately 60 volunteers, including employees from the Mahindra Group and National Social Service (NSS) students of Kirti M. Doongursee College of Arts, Science and Commerce, participated in the event. The participants painted caricatures and educative messages on the sea facing wall of the college.



CASE STUDY

# SWACHH BHARAT SWACHH VIDYALAYA

Mr. Anand Mahindra Paints a Low-Income School in Dharavi

On 21st April 2018, Mr. Anand Mahindra volunteered in a school painting Esops activity. The painting activity took place at the Gandhi Memorial School - a low-income school located in Dharavi. The school's dilapidated walls were rebuilt and later painted with meaningful and colourful messages focussing on 'Swachhta'. The collective efforts by all the volunteers made the day special for the children of the school.



Mr. Anand Mahindra, Executive Chairman, Mahindra Group had made an appeal to support the Prime Minister's clarion call to launch the 'Clean India Campaign'. In 2019, the Swachh Bharat Abhiyaan will complete 5 years of implementation across the Mahindra Group companies.

In his appeal, he mentioned that long-term and sustainable initiatives must be undertaken in local community areas to implement cleanliness drives. He also appealed that Shramdaan and awareness creation should be implemented through the Esops route.

Till date, Mahindra Group has collectively invested

**266,426**

Esops person-hours towards the Swachh Bharat Campaign

## Hariyali By Mahindra

**Objective** Expanding green cover

**Flagship Endeavour** Mahindra Hariyali - A programme with an aim to plant a million+ trees every year

### ■ Mahindra Hariyali - A Million Trees Every Year

Mahindra Hariyali was launched on October 2, 2007, the Group's 62nd Founders' Day, with the aim to add 1 million trees to India's green cover every year. Since then, Mahindra Hariyali has transformed into a movement with employees and other stakeholders like customers, vendors and dealers undertaking tree plantation drives across the country to ensure that the annual goal of 1 million trees is met.

In 2017-18, Mahindra Group reached a landmark figure of planting the 13 millionth sapling, under the Hariyali programme. The Chief Minister of Maharashtra, Shri Devendra Fadnavis, Forest Minister Shri Sudhir Mungantiwar and Anand Mahindra, Chairman, Mahindra Group came together to plant a Rudraksha sapling at the Adya Shankaracharya Garden in Worli, Mumbai.

By 2018-19, over

**16.41** million trees have been planted under this initiative



Apart from plantations done by the Mahindra Employees', Mahindra Group in collaboration with Naandi Foundation, has been planting trees at Araku, Andhra Pradesh since 2010. At Araku, the focus is on natural resource management and global biodynamic/organic farming protocols to increase the community's income and improve its agro/forestry eco-system for an overall well-being of the community.



As on date over **9.65** million trees have been planted in Araku

Mahindra Group continues to stand by its commitment towards afforestation. To galvanise its employees' towards protecting the environment and to include them, all the Group CSR Teams distributed neem and moringa seed packets across Mahindra Offices in FY 2018-19.

## ESOPs AWARDS

We harness the spirit of competition to celebrate the joy of giving as well as encourage more employees towards volunteering. Two awards have been instituted towards this end; unit-wide honour and individual recognition.



### ESOPs AWARDS

Constituted in 2008, this award recognises business units for demonstrating an incredible impact in the society through their Esops activities.

The best performers across factory, as well as non-factory locations are honored with the Esops Awards.

Winners are selected on parameters like impact on beneficiaries, Esops volunteer participation and vision for the activity.

### ESOPs STAR PERFORMER AWARD

Instituted in 2010, this award rewards exceptional performances in CSR across varied locations and team members of Mahindra.

Parameters like number of volunteers, total man-hours contributed and the number of initiatives, are used to select the winners.

The award is presented in two categories: Best Performing Location and Best Performing Individual.



## EDUCATIONAL SUPPORT

Education empowers a nation and expedites its development. By addressing the roadblocks that hamper quality education, we resolve multiple issues that pave way for societal upliftment in myriad forms.

For us at Mahindra, education is a crucial facet of our social responsibility. With well-designed and ably-implemented interventions, we focus on three key objectives:

Empowering the girl child by making education accessible



Creating employment opportunities with vocational and livelihood training



Monetary aid and scholarships for deserving underprivileged students



## PROJECT NANHI KALI

Nanhi Kali is the flagship programme of KCMET and supports the education of under privileged girl children in India, since 1996.

Since 2005, Project Nanhi Kali is jointly managed by KCMET & Naandi Foundation and it provides 360-degree support to girls from Class 1 to 10.

This includes:

- 1.5-2 hours daily free remedial classes where concepts of math, and language are taught to girls after school hours.
- A school supplies kit consisting of uniforms, personal clothing, a pair of shoes, note books, stationery, a school bag and feminine hygiene material.
- Provision of digital tablets with pre-loaded educational content (both audio and video) for girls studying in secondary school. The audio-visual content enables better comprehension and recall.
- Nanhi Kali team works extensively with parents and communities to sensitise them to become collective guardians of the girls.
- This comprehensive nature of the project helps keep the dropout rates in check.



## PROJECT OUTREACH

Year	No. of Donors	No. of Nanhi Kalis	No. of States
F-18	8,962	143,992	12
F-19	8,950	165,291	11

While selecting Nanhi Kalis, we consider multiple factors such as family income, parents' educational portfolio, social background and the child's aptitude. Project Nanhi Kali is designed as a sponsorship project to encourage individuals & corporates to give back to the cause of girl's education.

In FY 19 the project provided educational support to 165,291 underprivileged girls across 3,860 schools, 6,203 academic support centres through a cadre of 5,067 Nanhi Kali tutors. Today, it works to change the lives of little girls in 30 districts across 10 Indian states - Andhra Pradesh, Delhi, Gujarat, Haryana, Madhya Pradesh, Maharashtra, Punjab, Tamil Nadu, Uttar Pradesh and West Bengal.

## KEY PROJECT OUTCOMES

### Largest Donor

**Mahindra Group**  
**66,348 girls**

M&M Ltd. supported the education of **18,974 Nanhi Kalis**

### Currently Supporting the Education of

**165,291**  
**Nanhi Kalis**

across 3,860 schools,  
6,203 Academic Support Centres  
5,067 trained Nanhi Kali tutors

### Project Locations

**10 states**

Andhra Pradesh, Delhi, Gujarat, Haryana,  
Madhya Pradesh, Maharashtra, Punjab,  
Tamil Nadu, Uttar Pradesh and West Bengal

### Digital Tablets Provided

**71,394 girls**

at secondary school level  
(3 girls share 1 tablet)

### Reduction in Dropout

**less than 10%**

in our project areas,  
improved learning  
outcomes YoY and  
increased attendance

### Other Donors

**8,950 donors**

have donated to support the education  
of Nanhi Kalis (of which 745 were corporate  
donors and the balance were individuals)



As of date,

**15,786**  
**Nanhi Kalis**

have successfully completed  
their education till class 10



## MAHINDRA PRIDE SCHOOL AND CLASS ROOMS

The Mahindra Pride Schools, through their one-of-a-kind livelihood training programmes, continue to take forward their vision to completely transform youth from socially disadvantaged communities by training and placing them in high growth service sector careers.

Mahindra Pride School offers 90 days intensive training programmes such as IT. These programmes are three-month-long, intensive training schedules in sectors such as IT Enabled Services (ITES), Customer Relationship Management, Hospitality Sector & the Automotive (Service Advisor and Service Technician). Apart from sector-specific skills, the students are trained in spoken English, life skills and computer applications to enhance their employability. MPS ensures 100% placement of all students with reputed companies post completion of the 90 days training.



### 9 MAHINDRA PRIDE SCHOOLS INSTITUTIONALISED

2007 - Pune | 2011 - Chennai & Patna

2012 - Chandigarh & Srinagar

2016 - Hyderabad, Chennai 2<sup>nd</sup> & Chennai 3<sup>rd</sup> Centres

2018 - Varanasi

Students trained  
till date across all schools

**33,235**

Students trained  
in FY 2018-19

**6,561**

### PLACEMENT HIGHLIGHTS

**100% placement**  
in every batch with reputed organisations

Average monthly starting salary per batch of MPS has increased to  
**₹ 11,500**



Employer	Total No. of Students Placed In FY19	Average Salary
TCS	430	17,300
Zealous	197	9,500
BancTec	147	13,043
Accenture	107	11,000
McDonald's	107	8,905
Ford	92	9,750
HDB	80	11,000
TBSS	74	13,347
CCD	73	11,141
Big Bazaar	64	8,000

Sector wise placements	No. of Students Placed
ITES	16,353
Hospitality	8,533
Retail & Sales	3,451
Other Jobs (like accountancy, clerical and front desk jobs)	2,464
<b>Total</b> as on 31st March, 2019	<b>33,235</b>

The candidates we have recruited through Mahindra Pride School stand out in all aspects like technical knowledge, automotive skills, discipline, and punctuality. We would like to applaud their training module and methodology, as the unique blend of Automotive Training with English and life skills act like petrol and diesel for the engine to run. Kudos to the entire team for the efforts taken towards building the confidence of youth and jump-starting their careers. **Mr. Ganapathy | HR Manager, American Axle & Manufacturing Ltd.**

SUCCESS STORY

GEARED TOWARDS SUCCESS WITH MAHINDRA PRIDE SCHOOL, CHENNAI

Giridharan, or Giri as his friends call him, was born to a middle-class family in Kancheepuram, where he lived a relatively comfortable life till his father, a rice mill owner, was implicated in a false smuggling case and ended up committing suicide post the emotional trauma.

Adding to this tragic loss, was a long, draining battle with extended family, in which Giri's mother lost her home and was compelled to move to Chennai where she struggled to make ends meet by doing small, odd jobs.

After completing his 10th class, Giri joined a polytechnic institute in Chennai with the hope of getting a job on completing his diploma. Unfortunately, after completing his Diploma in Automobile Engineering, Giri lost out in his last round of interviews with American Axle & Manufacturing Ltd. due to his lack of confidence and poor communication skills.

He was soon referred to the Mahindra Pride School in Chennai by a well-wisher, where he enrolled for the 90-day course. Over and above the auto technician skills imparted here,

Giri greatly benefitted from the soft skills and life skills courses.

**On completing his training, he was once again interviewed by American Axle & Manufacturing Ltd. and this time he was delighted to be selected in the first round with a monthly salary of ₹11,000.** Now, he not only financially supports his mother, but also encourages his sister to pursue her educational goals.

Like Giri, there are 10 other Mahindra Pride School students who have been placed with American Axle & Manufacturing Ltd.

MAHINDRA PRIDE CLASSROOMS

In addition to the nine Mahindra Pride Schools, we set up Mahindra Pride Classrooms to reach out to a much larger number of students in the most cost-efficient manner. These classrooms have been rolled out through partnerships with State Governments in Polytechnics, ITIs and Arts & Science Colleges.

The Mahindra Pride Classrooms provide 40-120 hours of training to final year students covering spoken English, life skills, aptitude tests, giving interviews, group discussions and digital literacy.



Till date, 186,026 students from select Universities, Polytechnics and ITIs in 14 states of Maharashtra, Tamil Nadu, Bihar, Kerala, Andhra Pradesh, Telangana, Uttar Pradesh, Jammu and Kashmir, Gujarat, Delhi, Haryana, West Bengal, Rajasthan and Assam have received training through 4,145 batches of Mahindra Pride Classrooms.

FY 2018-19 IN NUMBERS

States	Classroom	Students
14	2,597	119,349



HIGHLIGHTS

In the reporting year, **6,561 students** were trained at the nine Mahindra Pride Schools and received attractive placements in reputed companies. 100% placed in lucrative jobs

FY 2018-19 was a milestone year for the Mahindra Pride Programme, with the Mahindra Pride Classrooms crossing the **100,000 outreach mark**

**Network of 200 employees** were supported by M&M Ltd.

## SUCCESS STORY

### MAHINDRA PRIDE CLASSROOM AT M.A.M COLLEGE OF ENGINEERING, TRICHY, TAMIL NADU

**21 year old, Alagu Sundari**, who attended the Mahindra Pride Classroom at M.A.M College of Engineering, Trichy, Tamil Nadu, lost both her parents when she was only in class 9.

Despite the tragedy, Sundari focussed on her studies and scored an exemplary 87% in her 10th Board Exam, followed by 85% in her 12th Board Exam. All this, while her grandmother and maternal uncle struggled to support her financially to help complete her education.

This resulted in Sundari being awarded a full scholarship from 'Agaram Foundation' to pursue an Engineering Degree.

In her final year of college, she was referred to the Mahindra Pride Classrooms where she attended the 120 hour training sessions over two weeks, which helped her immensely to develop interpersonal and communication skills.

**She participated in the Mahindra Pride Classroom placement process, and aced her interview with IDBI Bank which offered her a job as a Manager on a starting salary of ₹17,000 per month. This will further be revised to ₹30,000 per month after the completion of her on-job training period.**

Sundari is grateful to the Mahindra Pride programme for giving her the right kind of training which helped her kick-start her career.

## SCHOLARSHIPS AND GRANTS

### ■ Mahindra All India Talent Scholarship (MAITS)

- Instituted in 1995, Mahindra All India Talent Scholarships are awarded to students from lower socio economic strata to enable them to pursue a job oriented diploma course at a recognised Government Polytechnic Institute in India
- Approximately 550 scholarships are given every year to students who undergo a three year course
- **In the Financial Year 2019, 1,650 scholarships were awarded**
- **Mahindra All India Talent Scholarships has been awarded to 9,640 students till date**

### ■ K. C. Mahindra Scholarships for Postgraduate Studies Abroad

- The K. C. Mahindra Scholarship for Post-Graduate studies abroad (instituted in the year 1956), is an interest free loan scholarship awarded to deserving graduates interested in pursuing their postgraduate studies overseas.
- **In the Financial Year 2019, 69 students were awarded a scholarship of ₹4 lakh each.** Recipients will be doing their post-graduation in a wide range of subjects like MBA, Computer Science and Engineering, Mechanical Engineering, Electrical Engineering, Public Policy, Economics and Law and had received admission in renowned universities like Harvard Business School, University of California, Berkeley, Stanford, Massachusetts Institute of Technology, Carnegie Mellon, Oxford, London School of Economics, among others. In addition to this, the top 3 candidates (the K. C. Mahindra Fellows) **were awarded scholarships of ₹8 lakh each.**
- **The total number of scholarships given till date is 72.**

### ■ K. C. Mahindra UWC Scholarship

- This scholarship enables deserving students to study at the United World Colleges, and in particular, the Mahindra United World College, Pune.
- **KCMET has disbursed a total of ₹1,145 lakh in the form of these scholarships, benefitting 99 students till date.**
- **During the last Financial Year 2019, 3 students were awarded this scholarship amounting to a disbursement of ₹54 lakh.**



### ■ Mahindra Search for Talent Scholarship

- This scholarship which rewards excellence in academics, has been set up in 37 institutions in 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 ₹5,000 and a citation from the Trust.



## HEALTH SUPPORT

Access to healthcare is often a distant dream for a large section of our population that grapples with poverty. With necessities such as food, water and shelter being hard to come by, the underprivileged have no expectation of receiving quality medical support.

This is why health support is an integral part of our social interventions at Mahindra. Our core objective is to bridge the gap between basic healthcare and the poor who reside in remote areas of our country.

## LIFELINE EXPRESS

The world's first hospital on rails, Lifeline Express is a comprehensive healthcare project that is aimed at providing free medical services to those belonging to financially-weaker sections of society and geographically-remote pockets of the country. Apart from supporting this venture financially, M&M also oversees the execution of the programme on ground through our Esops volunteers.

Launched and managed by the Impact India Foundation with support from Ministry of Indian Railways and the Ministry of Health, Government of India and other sponsors, the Lifeline Express consists of seven fully equipped, air-conditioned coaches, and air-conditioned hospital for pre and post-operative care. It is equipped with the latest medical equipment with a view to provide the best possible healthcare services that includes on-the-spot diagnostic, medical and surgical treatment for preventive and curative interventions.

Hospital on wheels catering to medical needs of rural people who don't have access to quality medical facilities. Diagnostic, medical and surgical treatment for preventive and curative interventions e.g. cataract, cleft lip palate, breast, cervical & oral cancer screening and surgery, epilepsy counseling & medication and dental & deafness correction.

Snapshot of how the Lifeline Express has helped people across India over the years:

TOTAL PROJECTS (M&M GROUP)

20 in 11 years

TOTAL BENEFICIARIES

110,175

PERSON HOURS

79,804



### IMPACT

Total patients visited the OPD in 2019

11,119

Patients who received consultation

6,252

Patients who received other services

3,699

Patients operated on during camp held at Arrah, Bihar - Sept 2018

1,168

### OVERALL PATIENT TURNOUT (DATA OF ARRACH, BIHAR, 20TH LLE CAMP, SEPT 2019)

Disability	No. of patient visited OPD	Received only Consultation	Received Other Services	Patients Operated
Cleft Lip	46	39	NA	7
Ear	2,531	2,141**	312*	78
Eye	5,973	3,226	2,199****	548
Epilepsy	213	NA	213**	NA
Dental	1,439	NA	927**	512***
Gynaecology Treatment Screening & control of Cancer - Breast and Cervical	405	398**	7*****	NA
Oral Cancer	341	337**	4*****	NA
Orthopaedic Corrective Surgeries	171	11	37*	23
<b>Total</b>	<b>11,119</b>	<b>6,252</b>	<b>3,699</b>	<b>1,168</b>

\*Patients who received Hearing Aid / Calipers | \*\* Patients who received medicines and counselling | \*\*\* Patients who were treated with Procedures like Filing, Scaling and Extraction  
\*\*\*\* Patients who received Spectacles | \*\*\*\*\* Patients who were referred to Cancer Grid Hospital

## OTHER INITIATIVES

### Environment Health & Safety Center (EHS+)

Established an EHS+ centre for training small and medium enterprises in the industrial sector, with an aim of promoting health, safety and environmental sustainability.

#### Impact

**1,095**

Trained in FY19

**3,498**

Total trained since 2015



### A World In Motion (AWIM) – Project Based Learning Of Mechanical Concepts

Class V & VI students are provided with a platform that allows hands on experience of mechanical concepts for building vehicles for road and water.

#### Impact

**134,917**

students participated in FY19



### Rise For Safe Roads

Creating India's first Zero Fatality Corridor on the Mumbai-Pune Expressway through interventions in 4Es i.e. Engineering, Enforcement, Education and Emergency Response and implementing the ADAPT™ Programme through which safe driving training is given to long haul truck drivers.

#### Impact

**1,419**

Drivers trained in F18

**4,666**

Drivers trained since 2015

#### Reduction in fatalities over last 2 years



### Integrated Watershed Management Programme (IWMP)

Private Public Partnership (PPP) with Government of Madhya Pradesh and at Hatta with National Bank for Agriculture and Rural Development (NABARD) to increase the ground water table resulting in increased agricultural productivity and improved living standards.

#### Impact

**48** villages **41,112** people benefitted since inception



### Wardha Farmer Family Project (WFFP)

Enriching farmers lives through comprehensive agrarian solution with a focus on pomegranate cultivation in 79 villages in Wardha, benefitting 751 farmer families since 2014.

The first pilot harvest enhanced farmer income by ₹60,000 per household per acre in FY19.



## ■ BAJA - Project Based Learning of Auto Engineering Concepts

Undergraduate engineering students are provided with a platform in the form of a project that allows hands-on experience in all aspects of automobile engineering and interaction with auto stakeholders.

Impact

**10,000** College students participated in FY19



## ■ Village Social Transformation Foundation (VSTF), Wardha

The Government of Maharashtra had launched the Village Social Transformation Foundation (VSTF) with an aim to transform the least developed villages in rural Maharashtra by enhancing development indicators of drinking water access, infant mortality, education index, agricultural income among others to highest level across the country.

Mahindra Group has partnered with the Government of Maharashtra in this initiative, modeled as a Public Private Partnership, in 23 Gram Panchayats covering 39 revenue villages in Wardha district. In addition to convergence of government schemes, the Mahindra group has also initiated multiple projects in the district such as construction of toilets under Swachh Bharat Abhiyaan, soil testing for farmers under the aegis of Mahindra Samridhi, enabling women farmers to improve agricultural productivity through Mahindra Perna, among others.



## ■ Sports

Scholarships and Infrastructure Support

Impact

**790** Beneficiaries in FY19

## ■ Relief and Rehab (R & R)

The 'Relief and Rehab (R & R)' initiative was launched on 30th September 2016, with the aim to synergise the Mahindra Group's efforts during a man-made or natural calamity, leveraging each other's strengths during any crisis, and bringing a holistic and systemic approach to relief and rehabilitation efforts. Accordingly, the entire country was divided into 5 zones and 39 cities, based on Mahindra Group's presence and risk-mapping.

The initiative is driven by an R & R Committee, which ensures improved coordination and provides strategic support, in case of any crisis, to the teams at the Zonal level.

Impact

Mahindra Group has reached out to over **21,000** beneficiaries in the Maharashtra drought, Hud Hud cyclone in Andhra, the floods in Kosi, Uttarakhand, Jammu & Kashmir, West Bengal, Assam, Bihar, Chennai and Kerala.





## CULTURAL CONTRIBUTION

### MAHINDRA EXCELLENCE IN THEATRE (META)

The impact of theatre on society is manifold, it makes people laugh or cry, and provokes them to reflect on burning issues through new insights. At Mahindra, we designed Mahindra Excellence in Theatre (META), to not only preserve the craft of theatre, but also increase awareness and appreciation for the medium, and bring it into the national spotlight. META rewards and recognises the best productions and performances, along with their makers and facilitators, providing encouragement to our indigenous theatre industry, with an aim to increase not just awareness, but also the appreciation of fine theatre in India.

META 2018 Lifetime Achievement Award was conferred on veteran Indian film and theatre director, Vijaya Mehta, Founder Member of the theatre group, Rangayan, and a leading figure in experimental theatre of the 1960s. In previous years, the META Lifetime Achievement Award has been conferred on several stalwarts of Indian theatre, including the Late Zohra Sehgal, the Late Badal Sarkar, the Late Khaled Chowdhury, Ebrahim Alkazi, the Late Girish Karnad, the Late Heisnam Kanhailal, Ratan Thiyam and Arun Kakade.



Over 330 entries were received this year at META, which were viewed by an eminent selection committee, comprising of well-known theatre practitioners. This year's final 10 nominations feature plays in Assamese, Bengali, English, Hindi, Kannada, Malayalam and Manipuri, as well as a non-verbal movement theatre production.

In a first, META also announced a series of Masterclasses during the non-performing hours of the festival. The Masterclasses, curated in partnership with the Drama School Mumbai (DSM), will feature META nominated stalwarts in conversation with theatre students, practitioners and enthusiasts. The workshops are an extension of META's endeavour to nurture the world of Indian theatre and build a community of theatre practitioners dedicated to the craft. It is also aimed at enhancing public engagement with theatre and developing an appreciation for the multitude of skills and techniques that are involved in putting together quality theatre productions.

### MAHINDRA BLUES

Considered Asia's largest and finest blues music showcase, the Mahindra Blues Festival (MBF) is a medley of the best blues icons and bands from across the world. The Mahindra Blues Festival is one of the most eagerly-awaited events for blues fans. This year, the line-up included Joss Stone, Keb' Mo', Malina Moye, Heritage Blues Orchestra, King King and Soulmate, who enthralled the crowd with their mesmerising performances.

MBF brings together the best blues musicians from across the world for 2 days of enthralling musical celebration. Held on 9th & 10th February 2019 at the iconic Mehboob Studio in Mumbai, the ninth edition of the festival featured Beth Hart, Charlie Musselwhite, Sugaray Rayford, Brandon Santini, and Arinjoy Trio.

The festival was once again conferred a Yale platinum rated green event, highlighting our ongoing endeavours to be sustainable in all our initiatives.



### MAHINDRA SANATKADA LUCKNOW FESTIVAL

Our annual Mahindra Sanatkada Lucknow Festival celebrates the grandeur and tradition of the Nawabi lifestyle. The five-day long festival brings together connoisseurs of cuisines, poetry, music, dance, arts, literature and traditional crafts. It is organised in partnership with Sanatkada, a not-for-profit crafts collective.

This year, the festival of dance, drama, cinema, history, literature, music and cuisine, with a Weaves & Crafts Bazaar was conducted in February 2019 at Safed Baradari and Saleempur House, Qaiser Bagh, Lucknow. The theme for the festival was Husn-e-karigari-e-Awadh. At the festival, this theme came to life through cultural performances, heritage walks, panel discussions, exhibitions, films and merchandise created for the festival.

This festival is dedicated to the Late Indira Mahindra, whose contribution to the arts and culture of Lucknow has left an everlasting stamp on the city.





# SUSTAINABILITY PERFORMANCE

## SUBSIDIARIES AND ASSOCIATES

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# REPORTING PROCESS

## REPORT BOUNDARY

The reporting period for Subsidiaries & Associates of M&M Ltd. for its eleventh sustainability Report is 1st April 2018 to 31st March 2019.

**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 Standards. The most widely adopted non-financial reporting framework in the world, the Sustainability Reporting Standards are used to help communicate sustainability performance and encourage transparency and accountability. This year too, the report is aligned with the nine principles of the Ministry of Corporate Affairs' National Voluntary Guidelines (NVG) on social, environmental and economic responsibilities of business.

The Report includes the following subsidiaries & associates:

GRI 102-45, 102-46

### Automotive & Farm Sector



- Mahindra Vehicle Manufacturers Ltd. (MVML)
- Mahindra Reva Electric Vehicles Ltd. (MReva)
- EPC Industrie Ltd. (EPC)

### 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)

### 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 Accelo (MIL)
- Mahindra Logistics Ltd. (MLL)
- Mahindra Susten Pvt. Ltd.

## REPORT SCOPE LIMITATIONS

This Report is India-centric and excludes international operations. It also excludes all the other subsidiaries and associates reported in the M&M Annual Report 2018-19

This report has been externally assured by KPMG, India.

Call our toll-free number:

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



# BUSINESS PROFILE

## AUTOMOTIVE & FARM SECTORS

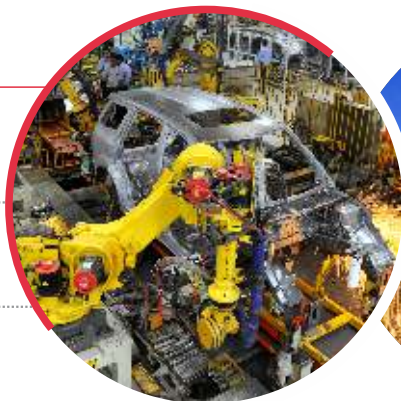
### Businesses in the division

#### Automotive Division

**Mahindra Vehicle  
Manufacturers Limited**  
[www.mahindra.com](http://www.mahindra.com)

**Mahindra Electric Vehicles  
Pvt. Ltd.**  
[www.mahindraelectric.com](http://www.mahindraelectric.com)

**Spares Business Unit (SBU)**  
[www.mahindra.com](http://www.mahindra.com)



#### Farm Sector

**Mahindra Samriddhi**  
[www.mahindra.com](http://www.mahindra.com)

**Micro-irrigation Business  
EPC Industrie Ltd.**  
[www.epcmahindra.com](http://www.epcmahindra.com)

**Mahindra Powerol**  
[www.mahindrapowerol.com](http://www.mahindrapowerol.com)



## MAHINDRA PARTNERS

Mahindra Partners is the USD 1 billion Incubation, Private Equity & Venture Capital division of the Mahindra Group. Its mission is to accelerate value creation through a diversified global portfolio of emergent businesses. The portfolio spans across multiple industries like logistics, steel processing, renewable energy, conveyor systems, retail, infrastructure consulting and skill building, luxury boat manufacturing and media. It has recently expanded operations in U.S. by investing in the IoT and shared mobility space. Mahindra Partners is a diversified division that oversees new businesses in the Mahindra Group such as metal products, steel trading, logistics and solar energy. It is a USD 900 million, Private Equity & Venture Capital division of Mahindra Group.

### Highlights



**Mahindra Logistics opens its largest  
multi-user facility in Chakan, Pune**



**Mahindra Marine launched its first  
Solar-Electric boat**



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

- Ace Turtle, Asia's leading omni-channel platform company has partnered with Mahindra Logistics Limited, one of India's largest third-party logistics (3PL) solution provider, to enable India's most scalable omni-channel fulfilment solution
- Mahindra Partners launched TEQO, a technology-driven, asset care company that offers optimisation solutions for renewable energy customers in India and globally
- Mahindra Accelo sets up India's first auto recycling venture, as a Joint Venture
- Mahindra Susten has 50Lac+ Sq.Ft. design & construction area under various stages of execution

**Mahindra Accelo**  
[www.mahindraaccelo.com](http://www.mahindraaccelo.com)

**Mahindra Logistics Limited (MLL)**  
[www.mahindralogistics.com](http://www.mahindralogistics.com)

**Mahindra Susten**  
[www.mahindrasusten.com](http://www.mahindrasusten.com)

## INFORMATION TECHNOLOGY SECTOR

Mahindra has a leading presence in the fast-paced information technology (IT) industry. With global expertise and seamless cross-platform functionality, we create IT solutions that empower companies to focus on and enhance their core businesses. Leveraging nearly three decades of experience, we offer innovative solutions that integrate technology with business for several Fortune 100 and 500 companies. Our services are delivered by a triage of companies: Tech Mahindra, Bristlecone and Mahindra Comviva, with each of these companies being a leader in their respective areas.

### Highlights



**Tech Mahindra and Rakuten Aquafadas, a France-based leader in digital content publishing and experience, signed an MoU (Memorandum of Understanding) to collaborate on building Enhanced Customer Experience Offerings, leveraging latest innovations to power Enterprises of the Future**

- Tech Mahindra recognised as Winner for 2019 Microsoft Partner of the Year Award
- Tech Mahindra Ltd., a leading provider of digital transformation, consulting and business reengineering services and solutions and U.S.-based Orbic will partner to develop a series of 5G devices for global markets
- Tech Mahindra Ltd. committed to reduce its absolute Scopes 1 and 2 GHG (Greenhouse Gas) emissions by 22% by 2030 and 50% by 2050, from a 2016 base-year. The same has been approved by the Science Based Targets initiative (SBTi)
- Tech Mahindra and the Global Climate Action Summit (GCAS) launch the world's first Artificial Intelligence Challenge to combat climate change



**Tech Mahindra Ltd. launched GAiA – the first enterprise edition of open source Artificial Intelligence (AI) platform Acumos. GAiA will enable enterprises across industry verticals to build, share and rapidly deploy AI-driven services and applications to solve critical business problems**

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

## LEISURE & HOSPITALITY SECTOR

Through MHRIL, Mahindra pioneered the vacation ownership concept in India to bring affordable and memorable vacations for Indian families. Members enjoy one week of vacation each year at any of our 46 stunning holiday destinations across India and South-east Asia or thousands of Resorts Condominium International (RCI) affiliated partner resorts across the world. Moving into exciting new spaces, MHRIL also offers leisure boats, camping vacations, corporate retreats, and homestays.

### Highlights



**Mahindra Holidays Virajpet Resort is the first resort in India to be certified as Zero Waste to Landfill (ZWL)**

- Mahindra Holidays becomes India's first Hospitality Company to sign on RE 100 and EP 100
- Mahindra Holidays joins Eco eMarket- an online auction portal for getting higher value from waste materials. Portal affiliated to National Commodity & Derivatives Exchange Limited (NCDEX)
- Biodiversity Case study on Madikeri and Virajpeth locations of MHRIL presented by IBBI at CBD COP 14 Business and Biodiversity Forum in Egypt



**Mahindra Holidays & Resorts India Limited (MHRIL) launched special membership product, Bliss, which is customised to cater to the specific needs of senior citizens and provide them with a safe and trusted holiday partner**



## Businesses in the sector

**Mahindra Holidays & Resorts India Ltd. (MHRIL)**  
www.clubmahindra.com

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

## REAL ESTATE SECTOR

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

The Company is committed to transforming India's urban landscape through its residential developments under the 'Mahindra Lifespaces' and 'Happinest' brands; and through its integrated cities and industrial clusters under the 'Mahindra World City' and 'Origins by Mahindra World City' brand.

### Highlights



**Mahindra Lifespace Developers Ltd. (MLDL) and The Energy and Resources Institute (TERI) launched the first-ever Centre of Excellence (CoE) to boost energy efficient real estate in India**

- MLDL was represented by Anita Arjundas, Managing Director at Global Climate Action Summit, California, USA
- Mahindra Lifespaces strengthens its presence in Pune with successful launch of 'Centralis'



**ORIGINS by Mahindra World City was inaugurated in Chennai**



**Mahindra World City, Chennai becomes India's first integrated city to introduce eco-friendly, intra-city cycle sharing**

For further information, please visit <https://www.mahindralifespaces.com>

## Businesses in the sector

**Mahindra Lifespace Developers Ltd. (MLDL)**  
www.mahindralifespaces.com

**Mahindra World City Developers Ltd. (MWCDL)**  
www.mahindraworldcity.com

**Mahindra World City Jaipur Limited (MWCJL)**  
www.mahindraworldcity.com

## FINANCIAL SERVICES SECTOR

Mahindra & Mahindra Financial Services Limited (Mahindra Finance), part of the Mahindra Group, is one of India's leading non-banking finance companies. Focussed on the rural and semi-urban sector, the Company has over 6.1 million customers and has an AUM of over USD 9.7 Billion. The Company is a leading vehicle and tractor financier and also offers fixed deposits and loans to SMEs. The Company has over 1,300 MMFSL offices and reaches out to customers spread over 3,60,000 villages and 7,000 towns, across the country.

The Company's Insurance Broking subsidiary, Mahindra Insurance Brokers Limited (MIBL), is a licensed Composite Broker providing Direct and Reinsurance broking services. Mahindra Rural Housing Finance Limited (MRHFL) a subsidiary of Mahindra Finance provides loans for purchase, renovation, construction of houses to individuals in the rural and semi-urban areas of the country. Mahindra Asset Management Company Private Limited (MAMCPL), a wholly-owned subsidiary of Mahindra Finance, acts as the Investment Manager of Mahindra Mutual Fund. The Company has a JV in US, Mahindra Finance USA LLC, in partnership with De Lage Landen, a subsidiary of Rabo Bank, for financing Mahindra tractors in US.





## Highlights

- Mahindra & Mahindra Financial Services Ltd. (MMFSL) has been appraised and rated at Maturity Level 5 of the CMMI Institute's People-Capability Maturity Model (P-CMM®)



## Dow Jones Sustainability Indexes

Mahindra Finance is the only Non-Banking Finance Company from India to be listed on the Dow Jones Sustainability Index in the Emerging Market Category



IFC, a member of the World Bank Group, has invested INR 6.4 billion (USD 100 million) in Mahindra & Mahindra Financial Services Ltd (Mahindra Finance)

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

## Businesses in the sector

**Mahindra & Mahindra Financial Services Limited (MMFSL)\***  
[www.mahindrafinance.com](http://www.mahindrafinance.com)

**Mahindra Insurance Brokers Ltd. (MIBL)**  
[www.mahindrainsurance.com](http://www.mahindrainsurance.com)

**Mahindra Rural Housing Finance Ltd. (MRHFL)**  
[www.mahindrashomefinance.com](http://www.mahindrashomefinance.com)

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

## AFTERMARKET SECTOR

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

## Highlights



Carworkz, a fully owned subsidiary of Mahindra First Choice Services (MFCSL), has partnered with Indian Oil Corporation Limited (IOCL) to launch ServoXpert, a programme that will help Independent Garages (IGs) to digitise their business



Mahindra First Choice Services (MFCSL) has joined hands with Hindustan Petroleum to launch its 'MFC Xpress' that offers a quick on-the-go car service that will complete 50% of the mechanical services within 3 hours

## 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)

## AWARDS

The awards and recognitions we receive are a testament to our commitment and reinforce our faith in the path we have chosen to achieve the goals. Some of our key recognitions received during the year include:



Mahindra Powerol received "The Economic Times Iconic Brands of India Award 2018"

### Leadership

- Tech Mahindra CEO CP Gurnani won Gold in CEO World Awards® 2018 for Organization-Wide Reskilling Initiative
- On the Forbes Digital 100 List, Tech Mahindra ranked 15th and became the highest-ranked non-US company
- Dr. Pawan Goenka, Managing Director, Mahindra & Mahindra Ltd, was conferred the Prestigious Machinist Super CEO of the Year Award 2018
- Mr. Arun Nanda, Chairman, Mahindra Holidays & Resorts (I) Ltd., was felicitated with the 'Lifetime Achievement Award' for his pioneering work and invaluable contribution to the hospitality industry, by Hotelier India, India's leading magazine for the hospitality industry
- Bharat Doshi, former Group CFO & Executive Director, Mahindra Group, was honoured with the Lifetime Achievement Award at the recent Financial Express CFO Awards held in Mumbai
- Among 1,744 listed companies across the Asia-Pacific region, Tech Mahindra is one of the seven companies that made it to the Forbes Asia Fab 50 List
- For the fourth consecutive year, Tech Mahindra was recognised as a leader in the Dow Jones Sustainability Indices 2018 (DJSI)

### Environment

- Mahindra Susten won the Global Sustainability Award 2018 organised by Energy & Environment
- Tech Mahindra won Golden Peacock Global Award for Excellence in Corporate Governance 2018
- Tech Mahindra Business Process Services recognised as a Leader in Customer Experience Services by Global Analyst Firm NelsonHall
- Tech Mahindra recognised as a Leader in the Dow Jones Sustainability Indices 2018; one of only four companies from India to be included the DJSI World Index
- Mahindra Finance listed in emerging market index for 6th time in a row on the Dow Jones Sustainability Indices 2018
- Tech Mahindra gets a score of A- in Climate Change on CDP scores.



### Products

- Bloomdale won the "Best Residential Project under Affordable Segment" at the CNBC AWAAZ Real Estate Awards.
- L'Artista won the "Best Residential Project under Ultra Luxury Segment" at the CNBC AWAAZ Real Estate Awards
- Nova won the "Low Cost Housing Apartment Project of the Year" at the NDTV Property Awards
- Vivante and Happinest Boisar received "Achievement Award for Construction Health, Safety & Environment" at the 10th CIDC Vishwakarma Awards

### Brand

- "Social Media Campaign of the year" at CMO Asia 2018 for the Company's #IAMGREENARMY campaign



- Mahindra Finance has also been recognised among the Best BFSI Brands 2018 by The Economic Times and Retail NBFC of the Year 2018 by Outlook Money Awards
- Mahindra Powerol received "The Economic Times Iconic Brands of India Award 2018"
- Mahindra Holidays and Resorts India Ltd (MHRIL) was awarded the Porter Prize for second time in a row, which was given this year for 'Creating Distinctive Value' in the hospitality space
- Mahindra Finance won 3 prestigious awards for excellence in Rural Marketing & Communication at Flame Awards Asia 2018

### People

- Mahindra Finance recognised as one of the '25 Best Large Workplaces in Asia 2019', by Great Place to Work® Institute
- Mahindra Holidays also makes it to India's Best Companies to work for- 2018, by Great Place to Work® Institute
- Mahindra Susten is a certified by Great Place to Work® Institute

# SUSTAINABILITY AND US

## OVERVIEW

Being a confederation of diverse businesses, Mahindra has a presence in various industries, from manufacturing to services to retail. Hence, each business has its distinct set of stakeholders and material issues, based on its products, scale of operation and the geography it caters to. This has resulted in each business undertaking materiality exercises that are specific to its operations, to frame individual roadmaps and appraise their own performances across the triple bottom line.

This year, we have plunged into a new and revised reporting format for Mahindra's sustainability performance. The report explores the sustainability performance of M&M (Auto & Farm Sector) individually and in line the GRI Standards, while the sustainability highlights of all the other sectors have been captured in a separate section. The reason for this change in format, is to transition and align with the GRI Standards, while providing for enhanced comparability of sector performances.

**Since the Group's flagship company, Mahindra & Mahindra has the largest portion of Mahindra's operations, we felt it essential to have dedicated reportage for the same, as businesses such as Mahindra Lifespaces and Mahindra Finance already publish individual reports.**



In the following pages, we present a summarised report of M&M's subsidiaries, comprising the triple bottom line highlights of each sector.

## STAKEHOLDER ENGAGEMENT



At Mahindra, stakeholder engagement is more than just getting feedback from our stakeholders. We seek to collaborate with them and jointly work together in finding solutions, whether they are our customers, investors, dealers, suppliers, employees or the local communities.

Below is a summary of the various engagement channels we use that enable us to participate in a dialogue with our stakeholders.

Stakeholder group	Engagement channels
Government/Regulatory Authorities	Environmental Compliance, Policy Intervention
Employees	Conferences, workshops, publications, newsletters & reports, online portals, feedback surveys and one-on-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/Shareholders	Annual report, sustainability report, press releases, investor presentations, corporate website, quarterly and annual results
Local Communities	CSR activities
Educational Institutes/ Universities	Technical Collaboration, Capacity Building, research



## EMPLOYEES

With our employees, we don't just engage with them, but seek to energise them to go beyond their call of duty. To encourage our employees to perform to the best of their potential, we organised various activities during the reporting year, that include the following:

### Employee Satisfaction Strategy | Tech Mahindra

Tech Mahindra devised an employee satisfaction strategy which includes identifying a career development plan for the employee, taking input for annual and midterm appraisals, setting goals and evaluating employee performance and giving rewards and recognitions.

### Employee Trainings | Mahindra Finance

Mahindra Finance believes in continuous learning, focus on both functional and leadership competencies and provide best-in-class Learning & Development opportunities to our employees in collaboration with elite institutes like Ross School of Business (University of Michigan), Harvard University, IIM, XLRI, etc.



### Energy & Water Management Training | MIQ

Mahindra Institute of Quality (MIQ) and Group Sustainability have continued their journey with all group companies and the value chain, to conserve energy and water by conducting a training programme on energy and water management at MIQ.

### Wealth of Wellness | Tech Mahindra

Tech Mahindra flagged off 'Wealth of Wellness', a programme to improve the health and wellness of employees through interactive activities like Cookathon- promoting healthy cooking, Walkathon with COO, Pinkathon, emotional wellness session, health check-up camps, and workshops of various health enablers like meditation, yoga, heart care, balanced lifestyle etc.



## CUSTOMERS

Active customer engagement is essential in enhancing business growth. By opening up dialogue channels with our customers, we are able to receive valuable feedback while also sharing our performance and organisational achievements with them.

Some of the key engagement activities in the reporting period include:

### Family Day | Mahindra Holidays

World Family Day #BringingYouCloser was a social media contest that supports the entry submission process of a lucky draw organised by Mahindra Holidays & Resorts India Limited, where participants stood a chance of winning prizes offered by Club Mahindra.



### I am Green Army Mahindra Lifespaces

Mahindra Lifespaces rolled out the campaign, I Am Green Army, to strengthen their association with sustainable and eco-friendly communities. #IamGreenArmy was chosen as the campaign hashtag, while Facebook and Twitter were chosen as the social media platforms of choice. The I Am Green Army initiative was focussed on inculcating green and sustainable living habits to promote energy conservation and preservation of water and natural resources by recycling/reusing materials and reducing waste.



### Joyful Homecomings Mahindra Lifespaces

Mahindra Lifespaces' lunched a Social Media Campaign with the reward of a home for just INR 1. The campaign was aimed at sparking meaningful conversations and giving people the chance to own a home at just INR 1.





## LOCAL COMMUNITIES

Our neighbouring communities form an indelible part of our operating system, hence, harmony between their aspirations and our objectives is an absolute must. Towards this end, we continue to engage with the communities surrounding our operations.

### ■ Anti-littering Campaign | Mahindra Holidays

Phenk Mat Mumbai, an initiative by Club Mahindra and Confederation of Indian Industry (CII) supported by Brihanmumbai Municipal Corporation imbedded a social and sustained behavioural change in the youth of the city, by internalising the habits of cleanliness and making them the lifelong ambassadors for anti-littering behaviour.

The campaign planned to internalise anti-littering behaviour in children using Social Behaviour Change Communication techniques, is a campaign run in schools with a combination of workshops, education, engagement and competitions.

An ongoing programme managed by Centre for Social and Behaviour Change Communications (SBC3), it has covered 310 schools and nearly 3 lakh children. Children covered by the programme also had an impact on their households across the city.



### ■ Swachh Bharat | Mahindra Susten

The Susten team is a part of the Swachh Bharat Mission where they enthusiastically deploy members to work towards cleaner surroundings and engage in community level participation and awareness on sanitation and healthcare. A recent intervention in this area was the beautification of Mumbai's age-old Andheri station. This involved painting of the entrance, signage, booking office walls, foyer, staircases and pillars. The team recorded more than 341 ESOPs hours, which was spent in filling colours in sketches and designs made by the core team. 25 employees from Susten also participated in cleaning Sangivi ghat at Nirmal site which is one of the nodal sources of drinking water in the village. Besides this, we have made interventions at our site location which include inculcating community awareness through a participatory approach, installing dust bins, removal of garbage from the villages, mowing tracks and conducting community mobilisation to help create cleaner and greener surroundings.



## SUPPLIERS & DEALERS

At the heart of the organisation's operations are our suppliers and dealers who ensure a seamless value chain. Hence, investing the time, money and energy to engage with them only yields positive outcomes.

### ■ Sustainable Supply Chain Management Mahindra Lifespaces

For the output to be sustainable, the inputs have to be credible. Mahindra Lifespaces integrates good environment and labour practices among its suppliers and contractors to maintain a balanced sustainability chain in the construction ecosystem. At Mahindra Lifespaces, induction of suppliers only happens after a detailed screening process wherein, they are assessed on a variety of parameters in the areas of environment, quality, safety, sustainability practices and human right practices. This includes- Safety, Quality and Environment. Regular meetings with suppliers are held to enable this.

### ■ Driving Welfare Activities Mahindra Logistics

Business growth and success rests on the shoulders of our drivers. Mahindra Logistics continued to drive welfare activities for drivers this year, with activities such as health check-up camps, HIV and AIDS awareness, accident insurance, safety training, reward and recognition, scholarships for children, etc.



## INDUSTRY

Within the industry, our various partnerships have helped us leave positive impressions in national and international fraternities.

### ■ SBTi Challenge

One of the significant recognitions of Indian corporates' intent and action is the invitation to Mr. Anand Mahindra, Chairman, Mahindra Group as co-chair of the Global Climate Action Summit (GCAS) held in California in September 2018. The Summit aimed at bringing leaders and people together from around the world to "Take Ambition to the Next Level." Its goal was to celebrate the extraordinary achievements of states, regions, cities, companies, investors and citizens with respect to climate action.

As a precursor to the GCAS, Mr. Anand Mahindra issued a challenge at Davos to all companies to set science-based targets (SBTs) to cut their greenhouse gas emissions. Science-based targets give corporates a clear roadmap for how much they need to shrink their carbon footprint in line with the Paris Agreement goals. 20 Mahindra group companies have signed on to the challenge.



### ■ The Sustainable Housing Leadership Consortium (SHLC)

The consortium with Mahindra Lifespaces as one of the founding members was launched in 2016, convened by the International Finance Corporation (a member of the World Bank Group) under the Eco-Cities programme supported by the European Union. Led by the private sector, founding members of the consortium include leading real-estate developers Godrej Properties Limited, Shapoorji Pallonji Real Estate, Tata Housing Development Company Limited and VBHC Value Homes Private Limited, joined by the financial institutions HDFC Limited and PNB Housing Finance Corporation. SHLC also has the support and participation of the Ministry of Housing and Urban Affairs (MHUA), Government of India.



### ■ Mahindra takes lead on stepping up India's ambition on climate change

Mahindra group organised a meet to highlight efforts being taken in India inviting stakeholders across the sustainability fora. The event had a panel discussion with Dr. Ajay Mathur, Director General, The Energy Research Institute (TERI), Dr. Arunabha Ghosh, Chief Executive Officer, Council on Energy, Environment & Water (CEEW) and moderated by Mr. Anirban Ghosh, Chief Sustainability Officer, Mahindra Group.



# DRIVEN BY OUR PEOPLE

## OVERVIEW

As a company that manufactures vehicles across the spectrum of mobility- from two wheelers and passenger cars to utility vehicles, light commercial vehicles and tractors- our employees are the most valued assets and vital elements that keep such a large and diverse production line running. Our employees are not just resources deployed to serve the Company's economic ends. The strength of our people is the strength of Mahindra.

Through consistent engagement and progressive HR policies, we encourage our employees to challenge the status quo, question the norms, and think out of the box. Our talent management processes go beyond attracting and recruiting talents, extending to nurturing, motivating, rewarding and retaining them. As we build capabilities and focus on excellence of our team, we lay equal emphasis on their health, well-being and safety. The Mahindra Rise Awards and Mahindra Safety Awards are testimonies to our core ethos of synergising individual as well as organisational goals.

Mahindra Finance, India's leading rural finance company, has been recognised as one of the **'25 Best Large Workplaces in Asia 2019'**, from an exhaustive list of 1,200 nominations across the continent. The study was conducted by the global research and consulting firm, Great Place to Work®. **The Company has been ranked 11 among this year's Best Large Workplaces in Asia.**

Mahindra Accelo won first place in Next Employee Practices/Total Employee Involvement category for 4th year in a row. The Company has been ranked 6th in mid-size workplaces by Great Place to Work®.

## MANAGEMENT APPROACH

Ingrained in our core purpose of inspiring people to Rise, our Employee Value Proposition is captured by the acronym, CAPable People, REAL Experience. It sums up what we want to be known for as an employer, and embodies the promise that at Mahindra, our employees have the opportunity and the right set of tools to be the very best they can be.



## The Mahindra Employee Value Proposition

### Our expectation from our employees

C - Challenge conventions	A - bring Alternative Thinking to the workplace	P- drive Positive Change in the lives of our customers and communities
We've grown by challenging conventions at every turn, and we encourage our people to do the same by accepting no limits. Where others see problems, our people see possibilities.	Alternative thinking is the new normal at our workplace. As we relentlessly seek to break fresh ground and solve problems, the ingenious use of our resources and our ability to think differently power us on.	We expect everyone at Mahindra to work for the greater good, to advance humankind, and make the world a better place. A significant part of our job is to create lasting, positive change in the lives of the customers and communities we serve.

### Our promise to our employees

R - Recognition for Outperformance	E - Empowering Environment	AL - Abundant Learning Opportunities
We encourage healthy competition, and create a high performance culture by recognising breakthroughs, and rewarding those who achieve them.	We promote a proactive workplace, one where you're encouraged to make your own decisions, and take ownership of their ripples and ramifications. It empowers our people, and in doing so, encourages individual responsibility.	At Mahindra, we listen and learn every day. Constant learning constitutes a fundamental aspect of the Mahindra Experience, with abundant learning opportunities at every level, and an environment that encourages constant learning.

Our goal is to be one of the Top 50 most admired global brands by 2021. To achieve this objective, we keep our ears to the ground and understand the pulse of our employees. We connect with all our employees across designations and departments and create leaders across hierarchies and businesses.

The Mahindra Group has developed a two-tier HR management approach- one at the Group level and other at the Business level. While the Group HR provides thought leadership and brings in appropriate tools and methodologies, the Business level HR ensures alignment with Group HR policies and institutionalises customised employee initiatives for the respective business.

## LABOUR PRACTICES

Discrimination deepens distrust. We are an equal opportunity employer and do not tolerate discrimination in any form. We adhere to all the labour legislations and also recognise and support the right to collective bargaining. To ensure safe and healthy working conditions for our workforce, all the units have been OHSAS certified.

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



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

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

**Principle 4:** The elimination of all forms of forced and compulsory labour

**Principle 5:** The effective abolition of child labour

**Principle 6:** The elimination of discrimination in respect of employment and occupation

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

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

## HUMAN RIGHTS

When it comes to Human Rights, we advocate the highest standards of human behaviour and respect the dignity of everyone associated with us. Any act that violates human rights is unacceptable at Mahindra.

We strictly condemn acts like discrimination, forced and compulsory labour and child labour, within and beyond Mahindra boundaries. We also discourage any form of corruption, including bribery or other negative practices. We adhere to following the UNGC principles on Human Rights.

Human rights:

**Principle 1**  
BUSINESSES SHOULD SUPPORT & RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS

**Principle 2**  
ENSURE THAT BUSINESSES ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES

**Principle 10**  
BUSINESSES SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY

In FY 2015-16, we developed a training module on Human Rights. The module provides information on human rights and how human rights issues can arise or be relevant to a business across a diversity of operating environments.



## DIVERSITY & INCLUSION

Diversity instils vibrancy. In recognition of the growing relevance of Diversity and Inclusion (D&I) at the workplace, Mahindra Group has formed Group and Sector-level Diversity Councils. These Councils aim to provide strategic direction to initiate and fuel the D&I journey, and harness the power of diversity cutting across gender, physical abilities and race. At Mahindra, diversity is not mere words but is also put into practice at the Group and Sector level through various projects and initiatives that enable us to further our belief in our people and empower them to utilise their full potential.

Some of the major initiatives undertaken this year are:



### Project Surya Shakti

Inspired from the Power of Sun and harnessed with feminine ingenuity, Project Surya Shakti is giving women from various socio-economic backgrounds a brand new opportunity to venture into the male-dominated space of EPC. With advance training imparting knowledge on solar power plant PV installation, financial literacy, computer literacy, big data analysis, self-defence and development, entrepreneurship skills and effective communication, this project has been crucial for Susten in becoming a true enabler of empowering the community and creating a skilled workforce.



Project Surya Shakti has so far enabled 50 trained women technicians to set their foot into the male dominated sector. With rampant growth in the solar industry, we envision that with the right kind of training and opportunity, women will be able to play a pivotal and indispensable role in the solar industry, bringing about a change in the job culture for women in a sunrise sector.

### Empowering the Specially Aabled

Through the recent years, our community has witnessed the progress made in advancing the rights of persons with disabilities. India has also taken strides in ensuring unbiased growth opportunities for all. Through a special recruitment programme, Mahindra Holidays reaches out to various organisations that work towards the empowerment of differently abled people. Apart from hiring differently-abled people, the Company also provides continuous, on-the-job training to equip these employees with necessary skills.

One such employee is Anwar Shaikh who works as a store assistant at Club Mahindra, Tungi. Before joining Mahindra he played hockey in the Special Olympics of 2005 in Japan and won a gold medal for India. After returning with the laurel for the country, he started working in a paan shop and contemplated returning his medals as he was rendered jobless. His story was published in a newspaper article which led him to secure a job with Club Mahindra. Today, just like Anwar Shaikh, nearly 60 other differently-abled employees are working across the resorts as front-office operators, spa therapists, electricians, plumbers, gardeners, kitchen staff and housekeeping staff.





## ■ Empowering the Veterans

Sunil Jain enlisted in the Army when he was 21 and travelled the country as a result of regular change in postings. After his retirement, when he was contemplating starting a business or to work in an organisation, he was introduced to a role in Mahindra that required his skill set and experience. Mahindra Finance used to lend in Nashik, which is an area with strong political leanings and is mainly agri-dominant. Mahindra Finance lent to the tractor and small commercial vehicle owners of the area. However, they faced a challenge in collecting the dues. This opened up a position for somebody who was a tough negotiator and knew the local people. Sunil being from the same village and with an army background was well respected and accepted by the locals. He works as an assistant in the Receivables Division of Mahindra Finance.

Today, 187 such ex-service men are employed with Mahindra Finance, enabling rural development using their expertise and experience gained through serving our nation.

## ■ Pathbreakers

Girls have the capacity and the innate strength to rise above challenges and achieve their goals. Bhavana Patil's unbreakable resolve helped her overcome a language barrier and fulfil her dream of working as an engineer at Mahindra. Coming from a Marathi medium school, she faced a challenging time while pursuing her diploma. However, she was determined to see through this obstacle and carve out her unique identity. She is the only girl in her family who has moved out independently and has become an engineer. She has been working with Mahindra in the Supply Module Department for the last 4 years, looking after direct and indirect purchases. Working with Mahindra, she found an array of opportunities to tap into her potential. Today she is a shining example and pride of her family and Mahindra.



## ■ Trailblazers

Mahindra Logistics rolled out an initiative to increase participation of women in forklift operations, an area in the manufacturing industry skewed in favour of men. The selected girls were sent to Lift Academy to train on logistics operations, confidence building and how to work in a male dominated area. This initiative helped four girls gain financial independence and turn their lives around for good. With the support of their colleagues and the management, the girls have been learning and thriving in their profession. It has made them realise their potential and their ability to change stereotypes. Looking at the success of the pilot batch, Mahindra Logistics intends to continue training more women as forklift drivers.



## ■ Women Leaders Programme

Organisations enabling women to take on leadership roles is still a nascent concept in several Indian communities and families. At Mahindra, diversity means embracing the uniqueness in every individual by nurturing ideas, opinions and experiences of everyone. Mahindra's Group Diversity Council is committed to creating an ecosystem that encourages women to reach senior leadership positions within the organisation. With the Women Leaders Programme (WLP) launched in 2016, more than 50 women have been trained till date to develop a pipeline of female leaders. Aimed at reinforcing gender diversity across all management levels, the WLP has been designed for women in the age group of 30-40 years with 5-7 years' work experience and two years in any Mahindra Group company. Several women leaders from the batch are investing in building lateral skills and pitching for next-level roles. Individual coaching sessions have also proved to be an important differentiator in this aspect. 26 women from the Mahindra Group graduated from the programme. For their leadership projects, the women leaders got an opportunity to share their learnings with Chairman Anand Mahindra and the senior leadership team.



With women featuring prominently in the Mahindra growth journey, 26% of new hires in the Company are women. Not just at senior management level, Mahindra Group has been encouraging participation of women at every segment. Mahindra Susten trains women in solar panel fixing, keeping in mind the fact that women are more likely to be allowed into rural households. Similarly, more than 100 women employees on the shop floor of the automotive manufacturing facilities, are at par with their male peers. From second career internships to full-time employment programmes, several policies have been modified to help women employees balance work and family.



**New Mahindra Women of Wow (MWoW) chapters were launched in Goregaon and Chakan, where 53 and 22 women attended the sessions respectively.**

## ■ Going Beyond Boundaries

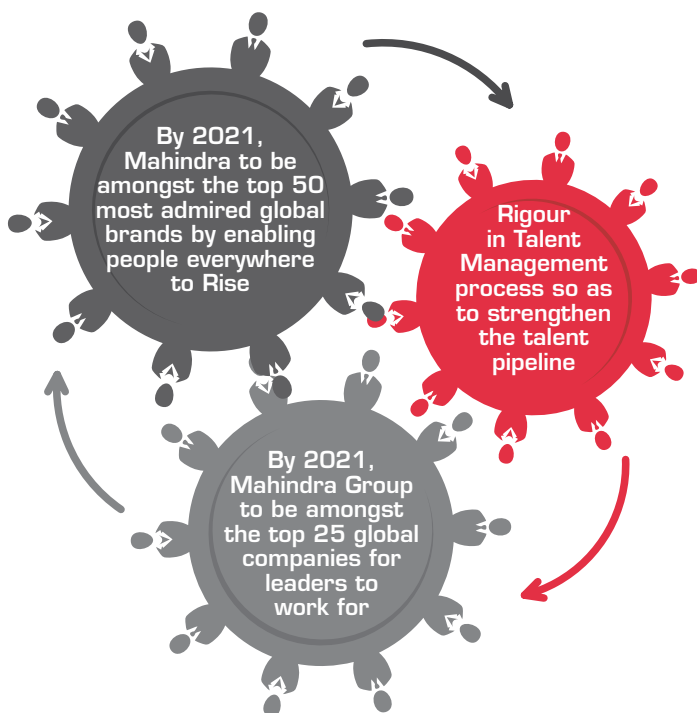
After the overwhelming success of the initiative during the first season, M&M Ltd, flagged off the second season of Xtreme U – an off-roading challenge for women, in association with Fever 104 FM, in Kolkata. Aimed at empowering women and helping prove they can go beyond traditional boundaries, the two-day long off-roading event was held at the Eco Urban Village. A one-of-its-kind off-roading event, Xtreme U celebrates women power in all its glory. With a specially fabricated off-roading turf created at Eco Urban Village, the culmination of the Xtreme U event saw a gala prize distribution ceremony where each participant was felicitated with memorabilia, beside other grand prizes. Nidhi Tiwari, the founder of Women Beyond Boundaries (WBB) and the first Indian to drive to the coldest inhabited place on Earth, Oymyakon, Russia, inaugurated the event. She also has the distinction of successfully completing the first ever all women's drive to Lomanthang with Mahindra Adventure.

## TALENT MANAGEMENT

At Mahindra, our talent management process is not just limited to attracting the best people for the job. Rather, it is a continuous process of developing, promoting and retaining the best talent sourced from the industry. Our talent management is a comprehensively planned and executed process, recognising each employee's talent and creating opportunities that channelise known potentials and encourage hitherto untapped ones.

### ■ Our Talent Management Aspiration

We aspire to be a globally admired brand and amongst the top companies to work with, by 2021. Every process we introduce or continue to leverage, is a cog in the wheel that is driving us towards this goal.



We **attract, nurture, revitalise and retain some of the finest talents** from across the industry through a robust talent management process. For an in-depth view of our strategic implementation structure and how it leverages individual and team strength, please refer to the Mahindra Group Sustainability Report 2018-19.

## ■ Integrated Development Strategy

Mahindra Group offers a cradle of opportunities to employees to hone their skills, reinforce their learning, stimulate imagination and invigorate passion. Through well-integrated growth strategies and diverse engagement tools, we motivate our team to go the extra mile in their day-to-day lives.

### ■ Key Learning & Development Programmes

Making the right investments in learning and development programmes is an important priority for all Mahindra businesses, as we focus on the growth and well-being of our employees. This has led to the implementation of several new and ongoing programmes conducted for advancing budding and experienced talent.



### ■ Collaborate to Innovate

Mahindra's Information Insights Centre (IIC) has been instrumental in bringing organisation-wide transformation in advanced analytics, AI and machine learning. This interactive community website will now enable the employees to brainstorm, share and develop ideas, which will impact the organisation's journey towards digital transformation. This website encourages employees to develop thought leadership, leverage high quality content and explore new tools from peers and industry experts. Over 300 employees of Mahindra Group have undergone the foundation programme and are applying the acquired tools in their daily business roles.

### ■ Collaborate to Create a Future-ready Workforce

Tech Mahindra Ltd., a leading provider of digital transformation, consulting and business reengineering services and solutions, signed a Memorandum of Understanding (MOU) with the University of Nebraska at Omaha (UNO) College of Information Science and Technology (IS&T) to partner in knowledge enrichment, hiring, industry-faculty collaboration and to share mutual information technology (IT) expertise. Through this partnership, Tech Mahindra will help arm UNO students and faculty with the latest digital capabilities and in-demand skills needed to join the workforce. Tech Mahindra will offer workshops and industry visits to allow students to experience the practical side of working in information technology and digital industry.

Apart from arming the future workforce with relevant skills, we also ensure our current workforce is up-to-date with new skills and technology expertise, that will enrich them and their daily output. Mahindra Logistics has rolled out various talent management initiatives for the benefit of their employees, such as:



- iCoach for creation of internal coaches
- Assessment Centres for assessment of potential as per leadership competency framework
- Competency Mapping for creation of a functional mapping framework
- Succession Readiness for review and mapping of talent for critical positions

**166 training programmes**

**11,108 training man days with an average participant rating of 4.54 on a scale of 5**

**300 improvement projects were completed by participants and total cumulative saving of INR 400 million was realised**



**EMPLOYEE ENGAGEMENT**

Employee engagement is an important variable at Mahindra. It enables us to motivate our people, garner feedback, enhance employee involvement, and increase individual productivity, which amplifies our potential to Rise.

Engaged employees learn more, make greater efforts, deliver superior performance and are more creative and solution oriented. Well thought-out engagement initiatives take our committed and motivated employees to the next level. Hence, we engage with them through a plethora of programmes. Our new and continual engagement platforms include:



- Employee engagement begins right from onboarding and induction, through the entire journey of the employee at Mahindra. Mahindra Accelo has an exclusive engagement strategy for the new recruits focussed on fostering a culture of agility, building a learning outlook and creating an engagement culture.
- Every year the Mahindra family commemorates Oct 2nd as its Founders' Day, a mark of tribute to our visionary and enterprising founders. This year, the day was celebrated at various Mahindra locations across the country through dance performances, cleanliness drives and rallies, a skit performance on gender diversity and women empowerment, and felicitation of employees with long service records.
- Dialogues with employees go a long way in identifying their concerns and open a window of opportunity for reflective and productive conversations. With initiatives such as Samvaad and Mcares, Mahindra Logistics encourages their employees to express their views and openly share their opinions.



## CASE STUDY

## MAKING SUSTAINABILITY PERSONAL

## CHALLENGE

Climate change is one of the major threats facing our world today, which is an unfortunate by-product of modern day living. As population and industries grow, problems associated with pollution and waste disposal have become increasingly difficult to manage.

JOIN THE  
#DONTBEPLASTIC  
CHALLENGE

## SOLUTION

Being an industry that employs 1.10 lakh associates, at Mahindra we are conscious of our role in climate change, and believe in taking proactive measures to curb its negative effects. The team at Tech Mahindra came up with the idea of forming a Green Marshal team to take the lead on and pursue the motto of Going Green.

The goals of the Green Marshal team are:

- To generate an awareness and understanding of environmental issues among employees and the external community
- To sensitise associates about health, well-being & environment
- To document associate volunteering hours & associate learning KRAs for green initiatives
- To record quantifiable reduction in GHG emissions of Tech Mahindra
- To enhance brand reputation & clientele as a green business company
- To help in cost savings for the Company

A host of activities were also undertaken to drive awareness about the importance of going green through practices and lifestyles that are more environment friendly and ecologically responsible.

- Quizzes based on climate change, GHG emission, plastic pollution, deforestation, biodiversity and more were conducted
- A CNG Service Camp was organised to educate employees about alternate fuel solution to reduce carbon footprint and combat fuel price hikes
- 'Say No To Plastic' initiative was organised, and employees were introduced to alternatives such as bamboo. The Green Marshal team introduced products made of bamboo to replace plastic based daily items like toothbrushes, soap-holders, clothing pegs, chopping boards, etc. Additionally, employees were also made aware of ecological options such as cloth and paper bags.
- The concept of terrace gardening was introduced, where employees were encouraged to grow food in their balconies or other accessible open spaces

## IMPACT

- 400 employees participated in the quiz
- 450 employees benefited from CNG awareness and 118 registered to implement it. CNG helps reduce carbon monoxide, hydrocarbon and CO<sub>2</sub> emissions
- 800 employees participated in the 'Say No To Plastic' initiative and 500 purchased alternate products
- 300 employees learned about terrace gardening and 150 purchased eco-friendly products. It helps in producing higher levels of oxygen and controlling the temperature
- The Green Marshal initiative helped plant ~10,000 trees. If one native tree fixes around 0.16 tonnes of CO<sub>2</sub>, then 1,600 tonnes of CO<sub>2</sub> has been reduced due to this initiative

## Employee Capability Building

Enhancing capabilities is part of our Employee Value Proposition. Identifying and developing the requisite capabilities is what makes successful and sustained transformation possible. Capability being a deeply ingrained ability, capability building calls for fundamental changes in behaviours that involve actions, interactions and decisions made by the employees. At Mahindra we address all aspects of capability building through a systematic development approach and conduct or participate in conferences and training programmes that hone the capabilities of our employees. Here are a select few:

**Sustainability Summit Group Level | Auto & Farm Sectors Sustainability Conference | GRI G4 Training across all plants | Human Rights Training across all plants | Launch of Sustainability E-Learning Module | Launch of Human Rights Module for contractors**

### INITIATIVES

The various Mahindra Group businesses also ensure that their management and employees are engaged and committed to building capabilities that result in effective and lasting gains. Mahindra Logistics conducted multiple training and engagement programmes covering a wide range of topics, such as coaching skills, leadership skills, customer focus, team effectiveness, safety and environment, and also initiated skill building programmes for contractual workers. Some of the platforms for capability building initiated by MLL are:

**Sandhaan** - Building capabilities in Leadership Skills and Customer Service Excellence

**Disha** - First-time supervisor programme to build basic managerial skills through exposure to various platforms

**LEAP** - Leadership acceleration programme where strategic business projects drive learning

**Axlerate** - Functional capability building through certified internal facilitators

**Unnati** - Building skills in performance review and feedback

**Propel** - Platform to drive passion and inspiration through simulation based learning where business impact is calibrated.

Mahindra Accelo has specifically designed a learning and development initiative for GenNext to build and develop capabilities for the future. The initiative called, Udaan, enables a goal driven culture, based on agility, enhancing their skills, knowledge and ability. The business has rolled out other initiatives such as Learning Café, Shadow the Senior Leader, Leaders Teach series, while also giving employees opportunities to present their learning to the senior leadership team, visit an overseas location and organising industrial visits.

## POLICIES

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

### Policies govern practices & practices help in evolving policies.

As a part of Mahindra Group, our subsidiaries ensure effective implementation of the Human Resource Policy & Employee Relations Policy.

### Human Resource Policy

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



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

**Setting high standards of employee behaviour and ensuring dignity of each employee, irrelevant of seniority or hierarchy**

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

### Employee Relations Policy

Proactive and employee centric practices, a focus on transparent communication, an effective concern resolution mechanism and a firm belief that engaged employees are the most valuable assets of an organisation, are the cornerstones of Mahindra's employee relations approach. A proactive and continuous dialogue with employees has helped the Company build trust and harmony. Our employee relations policy is aimed at fulfilling the following objectives:

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

As part of its efforts to propagate proactive employee centric practices, Mahindra Logistics crafted an Employee Relations framework, 'Sanjeevani'. This framework is based on four key pillars, i.e. Employee Communication, Welfare, Inclusive Participation and Development, and aims to improve productivity and engagement of all our employees. Some of the initiatives introduced under Sanjeevani include:

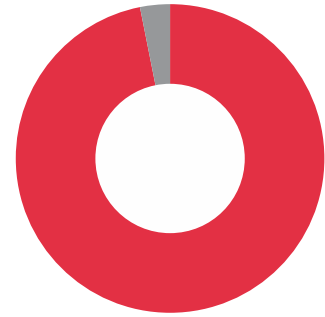
- 'Samvaad', an employee connect programme
- Talent Development framework for ensuring development of employees at all levels
- Work committees at locations to ensure inclusive participation of employees
- Welfare initiatives ensuring coverage of contractual workforce under the Pradhan Mantri Bima Yojana
- Awareness workshops on ESI and PF benefits
- Health camps



### Permanent employees who are covered under the collective Bargaining agreements for FY 2018-19

Breakup of Unionised Permanent Employees	Number (Unionised)	Total strength
Bhartiya Kamgar Sena	77	80
Swabhiman Shramik Kamgar Sanghatana	453	465
Centre of Indian Trade Unions (CITU)	233	287
All India Trade Union Congress (AITUC)	49	84
MVML Associates Union	2,348	2,348
<b>Total</b>	<b>3,160</b>	<b>3,264</b>

**UNIONISED - 97%**  
**NON-UNIONISED - 3%**



### Contract employees who are covered under the collective Bargaining agreements for FY 2018-19

Breakup of Unionised Contract Employees	Number (Unionised)	Total strength
Bhartiya Kamgar Sena	490	829
Ashok Leyland Audhyogik Kamgar Sanghatana	146	146
Centre of Indian Trade Unions (CITU)	45	54
All India Trade Union Congress (AITUC)	9	11
<b>Total</b>	<b>690</b>	<b>1,040</b>

**UNIONISED - 66%**  
**NON-UNIONISED - 34%**



GRI 102-21, 102-41

## WORKFORCE SNAPSHOT

### Employment Distribution

Sector	Male	Female
FSS	33,127	1,344
MWC	71	15
MHRIL	1,386	295
MLL	4,872	291
TechM	53,917	25,115
MIL	749	18
MFCSL	398	11
MLDL	274	51
Susten	1,184	95
<b>Total</b>	<b>95,978</b>	<b>27,235</b>





### Employment Grade & Type: Permanent Employees

Sector	Junior Management			Middle Management			Senior Management			Workman			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
FSS	31,668	1,227	32,895	1,398	111	1,509	61	6	67	0	0	0	33,127	1,344	34,471
MWC	24	5	29	42	10	52	5	0	5	0	0	0	71	15	86
MHRIL	326	55	381	129	22	151	154	10	164	313	59	372	922	146	1,068
MLL	2,965	205	3,170	350	56	406	29	2	31	0	0	0	3,344	263	3,607
TechM	45,200	23,694	68,894	7,247	1,089	8,336	479	46	525	0	0	0	52,926	24,829	77,755
MIL	139	10	149	52	5	57	24	3	27	35	0	35	250	18	268
MFCSL	236	9	245	54	2	56	6	0	6	46	0	46	342	11	353
MLDL	94	23	117	161	27	188	19	1	20	0	0	0	274	51	325
Susten	390	61	451	125	8	133	33	2	35	0	0	0	548	71	619
<b>Overall Result</b>	<b>81,042</b>	<b>25,289</b>	<b>106,331</b>	<b>9,558</b>	<b>1,330</b>	<b>10,888</b>	<b>810</b>	<b>70</b>	<b>880</b>	<b>394</b>	<b>59</b>	<b>453</b>	<b>91,804</b>	<b>26,748</b>	<b>118,552</b>

### Employment Grade & Type: Non-Permanent Employees

Sector	Fixed term contract			Third party Contract			Others			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
FSS	0	0	0	0	0	0	0	0	0	0	0	0
MWC	0	0	0	0	0	0	0	0	0	0	0	0
MHRIL	267	111	378	175	33	208	22	5	27	464	149	613
MLL	1,524	25	1,549	0	0	0	4	3	7	1,528	28	1,556
TechM	188	185	373	803	101	904	0	0	0	991	286	1,277
MIL	0	0	0	435	0	435	64	0	64	499	0	499
MFCSL	6	0	6	0	0	0	50	0	50	56	0	56
MLDL	0	0	0	0	0	0	0	0	0	0	0	0
Susten	100	16	116	536	8	544	0	0	0	636	24	660
<b>Overall Result</b>	<b>2,085</b>	<b>337</b>	<b>2,422</b>	<b>1,949</b>	<b>142</b>	<b>2,091</b>	<b>140</b>	<b>8</b>	<b>148</b>	<b>4,174</b>	<b>487</b>	<b>4,661</b>

### Gender Composition & Turnover and Rate of New Hires Entering & Leaving

Sector	Employee turnover		Rate New employees joining		Rate New employees leaving	
	Male	Female	Male	Female	Male	Female
FSS	27%	18%	46%	32%	8%	4%
MHRIL	25%	28%	44%	35%	20%	22%
MLL	16%	25%	19%	32%	2%	2%
TechM	58%	61%	43%	48%	25%	24%
MIL	4%	5%	12%	5%	1%	0%
MFCSL	0%	0%	43%	44%	0%	0%
MLDL	0%	0%	43%	44%	0%	0%
Susten	21%	29%	58%	30%	5%	1%

## Age and Turnover

Sector	% Turnover <30 yrs	% Turnover between 30 - 50 yrs	% Turnover >50 yrs	Rate of new joinee <30	Rate of new joinee 30 - 50 yrs	Rate of new joinee >50yrs	Rate of new Join leaving <30yrs	Rate of new joinee leaving 30 - 50 yrs	Rate of new joinee leaving <50yrs
FSS	33%	21%	2%	62%	28%	4%	33%	21%	2%
MHRIL	35%	17%	4%	58%	26%	6%	28%	8%	14%
MLL	19%	15%	19%	27%	14%	5%	3%	2%	1%
TechM	79%	29%	22%	60%	22%	10%	37%	6%	3%
MIL	5%	4%	3%	17%	8%	0%	1%	1%	0%
MFCSL	37%	31%	0%	28%	18%	0%	3%	3%	0%
Susten	21%	25%	26%	57%	53%	26%	4%	5%	0%
MRV	42%	24%	21%	44%	15%	11%	11%	7%	6%

## Training (Average Man-Hours/Employees)

Sector	JUNIOR MANAGEMENT			MIDDLE MANAGEMENT			SENIOR MANAGEMENT		
	Avg Training Hours			Avg Training Hours			Avg Training Hours		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
FSS	5.93	6.80	5.97	6.41	8.69	6.57	10.93	15.67	11.36
MHRIL	33.28	36.44	33.73	47.41	39.05	46.19	10.02	34.00	11.48
MLL	14.76	28.38	15.64	39.07	37.70	38.88	40.10	59.50	41.35
TechM	40.18	43.34	41.27	41.94	41.44	41.87	16.84	16.12	16.78
MIL	27.28	35.25	62.53	29.85	16.30	46.15	32.52	26.33	58.85
Susten	0.08	0.48	0.07	0.23	5.28	0.23	0.64	14.58	0.62

Sector	WORKMEN			FIXED TERM CONTRACT			THIRD PARTY CONTRACT			OTHERS		
	Avg Training Hours			Avg Training Hours			Avg Training Hours			Avg Training Hours		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
FSS												
MHRIL	38.14	40.07	38.45	42.72	26.84	38.06	20.95	27.58	22.00	30.68	63.80	36.81
MLL				22.81	24.46	22.84				41.61	31.43	37.25
TechM				34.90	29.50	32.22	23.37	27.07	23.78			
MIL	3.01	0.00	3.01				1.99	0.00	1.99	18.02	0.00	18.02
Susten				0.25	1.55	0.22	0.03	2.20	0.03			



## HEALTH & SAFETY

At Mahindra, we believe in creating a work culture conducive to the all-round development of our employees. A workplace can never be complete without highest safety standards. At Mahindra, we lay utmost emphasis on safe working conditions for our employees. Our rigorous safety procedures are constantly upgraded every year, in tandem with our technological advancement. Right from safe working practices, through behaviour based safety, office ergonomics or safety training, to health and fitness activities, we create a workspace that motivates our team members to put their best foot forward. Zero-injury or zero-accident, though a difficult goal to achieve, can only be possible if best practices are widely shared and ingrained in each team member.



### INITIATIVES

We have a number of initiatives in place to ensure that safety is prioritised, practiced and reinforced on a regular basis.

With a focus on sensitising, training and empowering drivers about safety and security, Mahindra Logistics has trained over 10,000 drivers across 229 locations, helping enhance road safety in India. Mahindra Logistics, in partnership with Nidan Technologies, the empaneled agency by the Government, taught defensive driving to improve reflexes, and efficiently act on precarious situations while driving. Some of the key training aspects included road-safety, crisis management, conflict management, especially road rage, passenger safety, vehicle maintenance and sustainability. Through government certified classroom sessions, the programme also focussed on developing soft skills to enhance interpersonal communication and stress management.

**As per the World Health Organisation, a healthy workplace is one where employees and managers collaborate to continually improve the health and well-being of all employees, and by doing this, sustain the productivity of the business.**



<b>Safety Dashboard</b>	<b>Permanent Employees Lost Time Injury Rate 2018/2019</b>	<b>Contract Employees Lost Time Injury Rate 2018/2019</b>	<b>Others Employees Lost Time Injury Rate 2018/2019</b>	<b>Permanent Employees Total Lost Day Rate 2018/2019</b>
Mahindra Holidays & Resorts India Limited	344	1,066	1,907	17.6
Mahindra Intertrade Limited	0	0	0	0
Mahindra Logistics Limited	0	3.06	0	0
Mahindra Susten	0	0	0	0



# PRODUCT PERFORMANCE

## INTRODUCTION

We are a federation of many companies. Our subsidiaries act with an optimum balance of entrepreneurial independence and synergy, providing insightful and ingenious solutions that are global in their ramifications. From IT and financial services to clean energy and business productivity, we are adding value in different sectors and key industries.

What binds us as one Mahindra is our governing spirit of 'Rise', dictating that we empower people everywhere to not only chart new frontiers, but to conquer them too. Another glue is our 'alternativism' approach which ensures unconventional and alternative thinking, leading to sustainable products, services, and possibilities, that create value for all stakeholders.



**Mahindra & Mahindra Financial Services** is the largest NBFC in rural and semi-urban India

**Tech M** is one of the top 5 IT service providers from India



**Mahindra First Choice** India's largest multi-brand, pre-owned car company

**Mahindra Holiday's** is India's No. 1 vacation ownership company



## PRODUCT RESPONSIBILITY

Our responsibility for our products covers their entire life cycle - from the raw materials used, product development, and production, to their use and subsequent recycling. In fact, sustainability is embedded right at the design stage itself. Our products and services minimise the impact on health and environment, while maximising the economic and social impact.

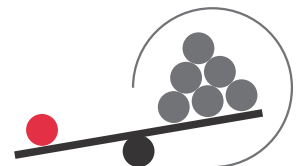
Over the years, many subsidiaries which started off small, have gone on to create products that added tremendous value, responsibly. This is a result of empowering our people with the strategic and operational freedom, working on our ability to spot opportunities early, consistent questioning that leads to innovation, and focussing on Futurise.

Futurise shapes our ambition to transform ourselves into a **global innovation powerhouse driven by technology**. Our approach to innovation is rooted in three guiding principles that bind us and form our core belief. It empowers us with purpose and direction. It guides all our business investment actions and embodies our commitment to our people and the planet.

The three guiding principles are:

### Do more with less

derive more output from every unit of input



### Do it together

foster powerful partnerships to multiply the power of ideas



### Do it for all

improve the quality of life of every person on the planet



## ■ Do More with Less Harnessing Solar Power



The Single Axis Solar Tracker (MSAT100), is an innovative offering from Mahindra Susten. The tracker can help to substantially increase the generation potential of a solar setup. Utilising our collective solar EPC experience of over 1 GWp+, the MSAT tracker has been designed, and supplied to more than 500+ installations at sites in Tamil Nadu, Andhra Pradesh, Telangana and Thailand.

MSAT100 gives you the flexibility of choosing an array of layout up to 60/63 module in the standard layout. Optional designs based on land profile can be set up in undulated terrain at optimum cost. It is an indigenously designed and developed tracker providing best-in-class quality at affordable prices.

Benefit - **24% increase in solar power** generation observed at installed sites

## ■ Do it Together 5G Disruption



Tech Mahindra and Japanese telecom firm Rakuten Mobile Network have come together to set up (4G & 5G) software-defined laboratories in Tokyo and Bengaluru to unlock a hyper-connected future designed by collaborative disruption. Both the facilities began their testing with the fourth-generation network in 2018.

The state-of-the-art network labs will enhance customer experience for users, while it leverages Tech Mahindra's capabilities in the 5G domain - Network of Future, IT, Cloud and enterprise applications. To cater to the future demand for video services in the 5G eco-system, Tech Mahindra has also set up a 'Video Integration and Engineering' (VIE) platform.

5G has the capability to unlock unprecedented opportunities in every industry vertical and domain. Our collaboration with Rakuten will help us further drive innovation in the 5G space and enable us to enhance customer experience and lead the transformation in mobile network technology from the forefront.

- C. P. Gurnani, MD & CEO, Tech Mahindra

## ■ Do it for All Driving Innovation



Tech Mahindra, a leading provider of digital transformation, consulting and business reengineering services and solutions, has announced the launch of its 'Makers Lab' research and development centre in the United States and Germany, to drive customer-centric innovation by leveraging next generation technologies. With Machine Learning, IoT, Robotics, Micro Services, 5G Network and Augmented Reality for retail clients, Makers Lab has boosted innovation within the company for years now.

From setting up the first lab at Pune in 2014 to recently expanding its global network to Germany and the US, Makers Lab has multiplied manifold. Committed to enhance citizen services and customer experiences worldwide, Tech Mahindra now has seven R&D centres globally and four centres pan India, providing consulting and business reengineering services, and driving our Futurise philosophy of doing it for all.

**Entellio, an immensely successful chatbot based HR platform used by Tech Mahindra internally, is the brainchild of Makers Lab.** Entellio's primary use is to replace a wide array of mobile customer service apps. It specialises in conversational speech to help search, converse and provide support. If that was not enough, Entellio is now learning to understand human emotions and give a superlative customer experience.

## NEW DEVELOPMENTS

Our presence in 22 industries that shape all modern economies, enables us to innovate across businesses and geographies. We intend to create new products that not only add more value to the customer, but also do that responsibly. Some of the key new products from our subsidiaries include:

### ARTIFICIAL INTELLIGENCE PLATFORM



Artificial Intelligence (AI) is transforming businesses worldwide. Tech Mahindra powered by Acumos has launched GAiA, industry's first enterprise edition open-source AI platform, to enable businesses across industries to build, share and rapidly adapt to AI-driven applications.

GAiA is poised to become a change agent in bringing about a digital transformation by leveraging the next-gen technologies. The platform will simplify and streamline the integration and deployment of AI models, and will host a marketplace of Machine Learning (ML) models in collaboration with academia, third-party machine learning developers and companies.

**AI is expected to play a significant role in automating highly repetitive tasks at scale and impact the future of everything ranging from farming to telecom to healthcare. With the GAiA platform, enterprises looking to infuse speed into their transformation need not look any further.**

### BLOCKCHAIN PLATFORM



Tech Mahindra has joined hands with the logistics and IT arm of Samsung, to offer their Blockchain platform - Nexledger, in the Indian and global markets. Nexledger is built with the aim of assisting entities who are looking for a cost-efficient method of managing digital financial transactions and data exchange.

Nexledger is flexible and scalable, with the ability to deliver a wide spectrum of customisable application services based on enterprise specific requirements. Apart from pursuing potential business opportunities revolving around Blockchain technology, Tech Mahindra will also contribute to improve Nexledger capabilities by participating in the development process of the platform.

**Tech Mahindra is invested in creating a partner eco-system to harness next generation technologies and provide enhanced experience to customers globally.**

### NO MORE SOUR GRAPES



Mahindra Agri Solutions Ltd. (MASL), the leading exporter of grapes from India with over 14 years of experience in grape harvesting and post-harvest management, inaugurated its futuristic grape pack house facility in Nashik, Maharashtra, recently. It is India's one-of-a-kind grape pack house facility that features the latest innovative technologies which will transform the post-harvest management of grapes.

The new facility will help retain the freshness of the grapes through a connected cold chain spanning across the globe, from its arrival into the facility till it reaches the overseas customer. With avant-garde refrigeration, processing and packing technology, the pack house facility covers 75,000 sq. ft., has 12 precooling chambers, 280 metric ton of cold storage capacity, and can pack 90 ton of grapes per day.

**The state-of-the-art facility has been certified by international bodies like the British Retail Consortium, Fairtrade, SMETA (SEDEX), and the Rainforest Alliance besides domestic certification by FSSAI and APEDA. With sustainability at its core, the facility uses LED lights, has provision for solar power generation, practices rainwater harvesting, and has an in-house sewage treatment plant.**

### BUILT ON THE FOUNDATION OF SUSTAINABILITY



Mahindra Lifespace Developers Limited continued its focus on Tier-2 cities, with the successful launch of Centralis, their fifth residential project in Pune. Nestled in the heart of bustling Pimpri, Centralis covers 4.5 acre and has more than 400, one and two BHK apartments spread across four towers. Mahindra Lifespaces ensures convenient access to key social infrastructure across its residential projects. Centralis, too, is well-connected and boasts of every modern-day amenity to accommodate the needs of home buyers.

While sustainable cities occupy only 0.5% of the world's land, cities consume 75% of its natural resources and account for 80% of global greenhouse gas emissions. Although sustainable real estate is at a nascent stage globally, India is one of the leading countries when it comes to green buildings. Mahindra Lifespaces, with its focussed approach on sustainable urbanisation, continues to boost user health and well-being through its real estate projects.

**With a specially designed L-shaped layout, energy-efficient walls and roofs, and solar hot water systems, Centralis is built on the principle of sustainability. It also comprises of low-VOC paints for improved indoor air quality, treated organic waste for landscaping, rainwater harvesting, and waste segregation at every level. It also has GRIHA (Green Rating for Integrated Habitat Assessment), a pre-certified 4-star that offers benefits of relatively lower maintenance costs.**



## SUSTAINABLE INDUSTRIAL CLUSTER

Mahindra World City recently inaugurated the first phase of its sustainable industrial cluster, 'Origins'. Developed in collaboration with Sumitomo Corporation, Japan, it is expected to create direct employment for about 7,000 persons when fully operational and will house global corporates. Phase 1 spans 300 acres and is ready for business with all approvals in place.

Origins, Chennai will enable faster go-to-market for businesses via world-class plug-and-play infrastructure, strategic location advantages, and a range of value-added services. It offers state-of-the-art infrastructure, with smart elements to manage efficient in-house operations and maintenance with supporting infrastructure. The industrial cluster is the first in the state to receive IGBC Green Cities' 'Platinum' rating for master plan and design.



**"It is gratifying to see our vision of a future-focussed and sustainable industrial cluster come to life. Origins, Chennai provides a holistic business ecosystem designed to create employment opportunities and drive long-term socio-economic growth, supporting the 'Make in India' vision."**  
- Sangeeta Prasad, MD and CEO, Mahindra Lifespace Developers Ltd.

## ENVIRONMENTAL IMPACTS

We cannot enjoy the benefits of products without some effect on the environment. But we can be more sustainable in how we make and use products, if we all practice environment stewardship. At Mahindra, we take responsibility to reduce the risk of adverse environmental impacts while designing, creating or manufacturing products for our customers.

**In all the sectors we are present, whether it is real estate or finance, IT or hospitality, we take care that sustainability is at the heart of every product or service we offer.**

## WHERE ZERO IS HERO

Reaffirming Mahindra Group's commitment to sustainability, CERO, India's first authorised recycler of motor vehicles, has received accreditation by the Delhi Government for the NCR region. The CERO facility follows environmental compliances ISO 9001, ISO 14001, OHSAS 18001 and all international quality norms.

A joint venture between Mahindra Accelo and MSTC (formerly known as Metal Scrap Trade Corporation Limited, a Government of India enterprise under the Ministry of Steel), India's maiden organised auto shredding venture at Greater Noida to recycle vehicles, is a pioneer in clean and efficient disposal. CERO, meaning zero in Spanish, is showing the way forward by driving zero pollution, zero wastage and zero dependence on import of metal scraps.

A 15-year-old passenger car is responsible for polluting air 8 times more than a new one, and a 15-year-old truck is responsible for polluting air 10 times more than a new one. Tackling this problem head on, the fully compliant, pollution-free recycling facility is operating with the twin objective of reducing pollution and making roads safer. The automated plant has the capacity to recycle old trucks, buses, cars, two/ three wheelers and consumer durables.

CERO also scores in being a seamless end-to-end experience supported by official certification. It handles the entire value chain from collection of the vehicle until its official de-registration at the RTO. Construction of five more recycling facilities at different locations of the country is underway and expected to become operational soon.

**"This accreditation recognises Mahindra's leadership commitment in addressing issues of sustainability by focussing on the Reduce, Reuse, Recycle principle. CERO aims to organise the end-of-life vehicle ecosystem, which is currently entirely unorganised and inefficient."**

- Mr Zhooben Bhiwandiwalla,

President - Mahindra Partners and Group Legal, Member of the Group Executive Board.



## GOING GREEN ON BLUE

Mahindra Odyssey, range of power boats from Mahindra Marine, added a flagship new generation of Solar-Electric boat in its portfolio. The first boat was successfully commissioned in the Tamil Nadu Forest Department's Project Tiger reserve at Manimuthar Dam in Tirunelveli district.

The 26-seater Solar-Electric Boat, is powered by a keel cooled electric motor with a shaft propulsion system propelled by a lithium-ion battery bank delivering over 5 hours of continuous cruising at 6 knot speed. Mahindra Odyssey comes equipped with a solar panelled roof which can generate 3.8 KW of peak power to help augment battery charging capacity beyond the normal overnight shore power connected charging of batteries.

**This solar-electric boat from Mahindra ties together innovation and sustainability, to further our naval architecture skills acquired over 10 years**

for building new generation, light weight, low-maintenance Fibre Reinforced Plastic (FRP) boats under the brand name of Mahindra Odyssey. Mahindra Marine enjoys category leadership in a niche infrastructure segment for India, serving recreational, defence and commercial customers.



## POWERING GREEN URBANISATION

As India rapidly urbanises, there is a growing need for solutions which make new real estate developments more energy efficient. This is precisely the objective of the new Centre of Excellence (CoE) launched by Mahindra Lifespaces and The Energy and Resources Institute (TERI). The CoE aims to develop open-source and science-based solutions that will drive the process of green urbanisation. These innovative, market-ready and energy-efficient technologies for real estate can be adapted for Indian climatic conditions and will be accessible to all.

Located at Gurugram, it will prepare policy briefs for centre and state ministries to reduce the energy footprint. It will also adopt a tiered approach to implement, review and ensure deliverables. A Technical Advisory Committee comprising industry leaders and practitioners will provide regular technical oversight to research activities.

Inaugurating the CoE, Anand Mahindra, Chairman, Mahindra Group, said, "**India has the opportunity to be the world's largest laboratory for doing things differently - be it the future of urbanisation, or mobility, or climate change. The Mahindra-TERI CoE embodies our focus on sustainability beyond just business** - towards creating a larger urban stakeholder ecosystem that can power a transformative 'green shift' across India's cities and towns."



## GPS-ENABLED SMART CYCLES

Combining the best of both worlds, Mahindra has reinvented the old bicycle and modernised it to suit current needs and contemporary styling. These bikes in their new-age avatar are GPS-enabled and have lightweight alloy frames, drum brakes, and anti-slip chains, which maximise comfort. With these, we are helping people to make conscious lifestyle readjustments, to be more environment friendly.

MWC Chennai in partnership with PEDL Zoomcar introduced an intra-city cycle sharing service which can be booked through a mobile app. Nearly 40,000 persons employed in the city's business zone visit MWC Chennai every day. This app-enabled dock-less bicycle sharing service will facilitate complete last-mile connectivity within MWC Chennai. It will also ensure optimal air quality via reduced emissions.

Similar eco-friendly bicycle sharing service has been launched in MWC Jaipur, in partnership with Pink Pedals, to enable healthy last-mile connectivity within the integrated city.

**MWC Chennai and MWC Jaipur, embody the philosophy of 'Livelihood, Living and Life' and have established global benchmarks in sustainable urban development.** They are the perfect examples of sustainable living that Mahindra advocates. As the wheels of these smart cycles turn, residents breathe in fresher air in greener locales.





## SOCIAL IMPACTS

Business and community have a symbiotic relationship. While businesses provide products and services that fulfil the requirements of the community, it receives talent and a ready market from them. Therefore, at Mahindra, we are focussed on a holistic growth that encompasses the local communities, empowering them to Rise.

**Our various businesses, products and services not only aim to drive the nation's economy, but also its social progress.**



### TRAINING DRIVERS - MOVE IN INDIA

With a focus on sensitising, training and empowering drivers about safety and security, Mahindra Logistics successfully trained 10,000 drivers across 229 locations in India, as a part of the Pradhan Mantri Kaushal Vikas Yojana (PMKVY). In partnership with Nidan Technologies, the empanelled agency by the Government, the drivers were taught defensive driving to improve reflexes and efficiently act on precarious situations while driving.

Some of the key training aspects included road-safety, crisis management, conflict management, especially road rage, passenger safety, vehicle maintenance and sustainability. Through government certified classroom sessions, the programme also focussed on developing soft skills to enhance interpersonal communication and stress management.

Successfully trained **10,000 drivers** across **229 locations** in India



Anand Mahindra, Chairman, Mahindra Group, in his letter to Prime Minister Narendra Modi, said, **"For me, this is a significant achievement as a responsible business group and I have no doubt that Mahindra Logistics will continue to support Make In India with their focus on Move in India while upskilling drivers."**

### TRANSFORMING LAST MILE CONNECTIVITY

As the pioneers of electric vehicles and related technologies in the country, we have always been at the forefront of leading the change toward smart and sustainable mobility. To meet the nation's vision for a smooth, connected and emission-free ride, Mahindra deployed 50 of its Electric Vehicles (EVs) in partnership with global on-demand ride-sharing company Uber, in Hyderabad, to introduce next-generation sustainable solutions in the shared mobility space.

Facilitating increased penetration of EVs and eventual 100% transition, the cars will be deployed through partners such as A to Z Universal Solutions in Hyderabad. Mahindra has also worked closely with public and private players who have initially set-up over 15 common use charging points across multiple locations, and will further support this initiative with driver education and training related to various aspects of electric vehicles.



**"Excited about the tremendous potential of electric vehicles in decarbonising the cities and providing clean mobility solutions in India, we are committed to supporting the government's vision to build a viable infrastructure to accelerate the speedy induction of even more EVs. Going forward, we plan to further deploy our vehicles across multiple cities on the shared mobility platforms to make last mile commuting eco-friendly."**

**- Mahesh Babu,** CEO, Mahindra Electric



## MARKETING AND COMMUNICATIONS

Our products and services from different businesses are always designed with the end consumers in mind. Consistent communication helps us not only in designing better solutions for them, but also conveying pertinent information regarding the products as well as the initiatives taken by us. Therefore, we communicate with transparency and accountability, in a fair and timely manner.

We use traditional as well as social media to reach the maximum audience to communicate the advantages and impacts of our products and services. This includes our extensive television and print media campaigns that adhere to the code of conduct defined by the Advertising Standards Council of India.

**Our communication is always in full compliance with all the statutory laws and standards related to marketing communication, advertising, promotion and sponsorship.**



## FINDING NEMO

Mahindra Electric recently reached the milestone of 100 million e-kilometre on Indian roads and launched the country's first mobility app- NEMO Life, that brings the entire EV ecosystem to the fingertips of the customers. They can now book cars, get reminders to charge their car's battery, access car performance, remotely manage controls and get round-the-clock roadside assistance, with the help of this easy to access mobile app.

The advanced app has been designed based on the data gathered from research on usage patterns of electric vehicles in India. With over 40 new features, NEMO Life will help overcome major barriers like range anxiety, battery performance, and multiple user management in the EV adoption space.



As the ecosystem evolves to accommodate the increased demand for EVs and various other transportation choices for car users, NEMO Life addresses the gap and provides a single platform that facilitates electric-led urban mobility. The app can be downloaded for free on both Android and iOS platforms, for the vehicle users to experience the very best of connected electric mobility.



# ECONOMIC PERFORMANCE



Economic progress enables inclusive growth. The more we generate, the more we can distribute. In line with the Group credo, of adding value to the shareholders paving the way for creating value for all stakeholders, all the Group Companies work with the 'alternativism' approach to ensure overall prosperity that spreads across the triple bottom line of profit, planet and people.

Tech Mahindra recognised as a Leader in the **Dow Jones Sustainability Indices 2018**. It is one of the four companies from India to be included in the DJSI World Index.



## HIGHLIGHTS



Reviving a timeless classic with the relaunch of JAWA by **Classic Legends**



Chartering new seas with the launch of Sea Hawk range of marine engines from **Powerol**



Starting Makers Lab in US and Germany, and opening an R&D Centre in Istanbul by **Tech M**



Two new patents granted to **Mahindra Susten** in India and US



**Mahindra Rural Housing Finance** ranked in the Top 50 in Great Places to Work (BFSI)



Highest ever vehicles & tractors financed in a single year by **M&M Financial Services** - over 7.5 lac

**Mahindra Accelo** set up India's first organised, automated, pollution-free vehicle scrapping and recycling facility. Becomes India's first authorised recycler for motor vehicles



Global presence with global revenue accounting for **49%** of the group turnover.

## THE YEAR UNDER REVIEW

FY 18-19 saw a sustained rise in the performance of almost all Group Companies, with the total consolidated income increasing 13% from INR 93,896 crore to INR 105,806 crore. PAT after NCI (before EI) also rose to INR 5,091 crore in the reporting year. All the segments performed well. Some of the key results and high points are mentioned below.

### Tech Mahindra

- FY 18-19 revenue up by 12.9%
- EBITDA increased by 34.6% in the reporting year
- Digital revenue up ~41% in the financial year, constituting ~31% of the overall revenue
- Commenced the maiden share buyback programme during the year

### Mahindra and Mahindra Financial Services

- Highest ever quarterly net profit of INR 588 crore
- Highest ever consolidated annual net profit of INR 1,827 crore
- AUM crossed INR 67,000 crore
- Strong performance by subsidiaries in Insurance & Rural Housing Finance businesses

### Mahindra Accelo

- Crossed INR 1,950 crore in revenue
- In Top 3 worldwide for electrical steel processing
- India's largest steel processing network for auto & electrical steel
- Ranked 6th in Great Place to Work (Mid-size Workplaces)

### Mahindra Rural Housing Finance

- Net worth crossed INR 1,000 crore
- PAT crossed INR 250 crore (44% growth)
- NPA % at March 2017 level

### Powerol

- Highest ever revenue
- Launched gas genset range
- Breakthrough in international telecom market- Vietnam, Africa, Myanmar

### Mahindra Susten

- Crossed turnover of INR 2,600 crore
- International foray into Saudi Arabia and Bangladesh

### Tech Mahindra ranked 15th on the Forbes Digital 100 listing in FY 18-19

(Highest ranked non-USA Company)

## FINANCIAL PERFORMANCE

### Gross Turnover and PAT (FY 2018 -19)

Subsidiaries (INR millions)	Gross Turnover	Profit After Tax
Mahindra & Mahindra Financial Services Limited	88,098.10	15,570.60
Mahindra Logistics Limited	36,727.80	844.40
Mahindra Susten Private Limited	26,562.60	629.50
Mahindra Intertrade Limited	15,218.70	773.40
Mahindra Rural Housing Finance Limited	13,839.50	2,504.70
Mahindra Holidays & Resorts India Limited	9,634.40	638.60
Mahindra Lifespace Developers Limited	5,548.40	585.90
Mahindra Insurance Brokers Limited	3,233.60	714.90
Mahindra EPC Irrigation Limited	2,611.60	112.90
Mahindra Electric Mobility Limited	2,513.00	-529.90
Mahindra First Choice Wheels Limited	2,280.20	-146.00
Mahindra World City Developers Limited	1,357.60	163.40
Mahindra World City Jaipur Limited	1,351.80	446.90
Mahindra First Choice Services Limited	1,136.00	-355.40
Tech Mahindra Limited	347,421.00	42,976.00



## Financial Assistance Received from the Government

Company	Any Tax relief/ credits;	Subsidies;	Investment grants, research and development grants, and other relevant types of grants;	Awards;	Royalty holidays, if any?	Financial assistance from Export credit agencies (ECAs) if any?	Financial incentives; and	Other financial benefits received or receivable from any government for any operation.	Total
Mahindra Susten	-	-	498.57	-	-	0.255	-	-	498.825
MIL	-	-	-	-	-	12.9	-	-	12.9
Mahindra Agri	-	11.59	-	-	-	-	-	58.51	70.10

**We believe in One Mahindra - delivering as a Group.**

## LOCAL SUPPLY

Local supply makes sense in every way. The benefits- economic, social and environmental, of encouraging local procurement cannot be understated. It reduces the supply chain costs as well as expedites the turnaround times, leading to better control of supplies. It also ensures social license to operate and alleviates environmental concerns by reducing distances and carbon footprint. Spurring socio-economic growth is another added advantage.

So, as we go more global, our commitment to buy local, increases further. It reinforces our commitment to Make in India as well. Although as a corporate citizen of India, our scope of local sourcing covers the entire country, all Group Companies have their own definition and boundary of what constitutes as local. This hinges on many factors, such as- the nature of operation, tax and duty regimes, supply of skilled manpower, access to technology and know-how, industry requirements etc.

Without compromising on quality and performance, and some other factors, all companies encourage local purchase. An analysis of the top 10 suppliers as per monetary value for each business shows that on an aggregate basis, 100% of our requirement was sourced locally.

	Total Purchases (INR million)	Purchases from Top 10 Suppliers (INR million)	Purchases from Local Suppliers (within top 10) (INR million)	Percentage of Local Suppliers (within top 10)
MMFSL	7,436.08	2,606.27	2,606.27	100%
MIBL	578.29	351.44	351.44	100%
MRHFL	818.90	175.71	175.71	100%
MLDL	2,964.60	878.23	878.23	100%
Mahindra Susten	8,408.154	2,183.56	2,183.56	100%
MIL	17,036.7	16,425.7	16,425.7	100%
Tech Mahindra	8115.46	6473.43	6473.43	100%

**Tech M is the winner of the Microsoft Sustainability Supplier Excellence award 2019.**

## FINANCIAL IMPLICATIONS OF CLIMATE CHANGE

Climate change can pose environmental and socio-economic challenges. It can pose challenges in the form of extreme weather events, for our businesses, nationally and internationally. Changes in temperature could lead to health concerns for our employees at project sites and delayed projects may result in operational losses. The effect on the availability of resources and changes in monsoon patterns can also have a significant impact.

In line with our Group philosophy of 'Alternativism', climate change is not only a challenge, but also an opportunity, to enhance energy efficiency, develop low-carbon technologies, use renewable energy and increase green cover, to help reduce costs and improve the bottom line of the businesses. All Group Companies are therefore, addressing climate change by working towards climate change adaptation and mitigation initiatives.

**Tech Mahindra gets a score of A in Climate Change.**



### Carbon Neutral by 2040

All Group Companies will contribute in making Mahindra Group Carbon Neutral by 2040. Mahindra, as a Group, has committed to be Carbon Neutral by 2040, with a clear focus on energy efficiency and usage of renewable power to achieve the target. Residual emissions will be addressed through carbon sinks.



**Anand Mahindra joined the governing board of the United Nations Global Compact (UNGC) and Anirban Ghosh, Chief Sustainability Officer, Mahindra Group, joined the governing board of UNGC - India.**

### Science Based Targets initiative (SBTi)

We are guided by international conventions on mitigating climate change, and our own conscience, as we move towards a green future. SBTi is one such initiative. Taking on emission and carbon footprint reduction targets as per the SBT framework, is a testimony of our continuing efforts to combat climate change.

**20 Mahindra companies signed Science Based Targets initiative (SBTi).**

Tech M SBTi targets were accepted. It committed to reduce absolute scope 1 and 2 GHG emissions by 22% by 2030 and 50% by 2050, from a 2016 base-year. Mahindra First Choice Services also submitted its targets.

### Energy Productivity

Using energy efficient lighting, efficient heating, ventilation and air conditioning (HVAC), efficient motors and heat recovery projects, the Group Companies are taking steps to increase the energy productivity. As the world takes the path towards low carbon economy to implement climate change mitigation and adaption strategies, it is essential to create an infrastructure that reduces GHG emissions.

**Susten won the Platinum in the Global Sustainability Award 2018 organised by Energy & Environment.**

The Climate Group's global EP100 initiative in partnership with the Alliance to Save Energy, brings together a growing group of energy-smart companies committed to doing more with less to improve their energy productivity.

**Mahindra Vehicle Manufacturers Ltd. and Mahindra Heavy Engines Ltd. signed the EP100 committing to double their energy productivity by 2030.**

## ■ Renewable Energy

RE100 is a global corporate leadership initiative bringing together influential businesses committed to 100% renewable electricity. The world's most influential companies have committed to 100% renewable power.

### Mahindra Holidays & Resorts India Ltd. signed the RE100.



Investments in solar power is another focus area for us. MHRIL increased their RE capacity and consumes 10% of the total energy from renewable sources with rooftop solar installations at Tungi, Kanha and Jaisalmer Resorts. MVML inaugurated a 1 MWp solar rooftop installation; 16 Lakh unit generation; 1300 tons of CO2 saving/year.

### Mahindra Marine launched its first Solar-Electric boat.

## ■ Electric Vehicles

EV100 is a global initiative bringing together forward-looking companies committed to accelerating the transition to electric vehicles (EVs) and making electric transport the new normal by 2030.

Mahindra Finance is also focussed on financing more EVs. It financed a total of 336 EVs across categories in 2017-18- 672% growth.



**Mahindra Electric signed the EV100.**

## ■ Step Up Declaration

Step Up Declaration, a new alliance dedicated to harnessing the power of the fourth industrial revolution to help reduce greenhouse gas emissions across all economic sectors and ensure a climate turning point by 2020.

### Tech Mahindra signed the Step Up Declaration.

## ■ Participate in Diverse Climate Change Think-tanks

Collaboration is key to solving the climate change issue, and hence the Group Companies are participating in various platforms. We believe that these interactions can play a key role in climate change mitigation and we recognise our responsibility towards sharing best practices.

**More than 20 speaking assignments at the GCAS (Global Climate Action Summit) for Mahindra group companies' representatives.**

## ■ Green Cover

Through the Hariyali Project and other initiatives, all Group Companies are trying to sequester emissions by increasing the green cover. Study revealed that Mahindra Finance sequestered 541 ton of emissions through plantations between 2015-17.

**#RiseAgainstClimateChange digital campaign also promoted tree plantation. 11,055 trees were planted for people who supported the campaign.**



# ENVIRONMENTAL PERFORMANCE

## OVERVIEW

In line with the Mahindra Group's environment management approach, all Mahindra Group Companies are committed to advance their operations in harmony with the environment. Our people, policies and processes further this commitment to preserve the precious natural resources through efforts in resource conservation, rejuvenation, waste management and use of sustainable technology. To create a multiplier effect in our efforts, steps have also been taken to make our supply chain sustainable.



The 2019 State of Green Business Report lists [Mahindra Group among the 50 key players to watch.](#)



Mahindra Lifespaces (MLDL) participated in COP 21 Paris, the United Nations' summit on Climate Change and was invited to represent the Lima Paris Action Agenda (LPAA) panel discussion. Also involved in the GCAS.

## KEY HIGHLIGHTS



Susten wins Platinum in the Global Sustainability Award 2018 organised by Energy & Environment.



Mahindra Sanyo Special Steel Pvt. Ltd. (MSSSPL) became the 1st alloy steel company to embark upon Life Cycle Assessment for 23 major products to address energy and raw material consumption, GHG emission, etc.



Tech Mahindra (Tech M) recognised as a leader in the Dow Jones Sustainability Indices 2018; one of the four companies from India to be included in the DJSI World Index.

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

Mahindra Finance listed in DJSI Emerging Market Index for 6th time in a row.

**RE 100** THE CLIMATE GROUP

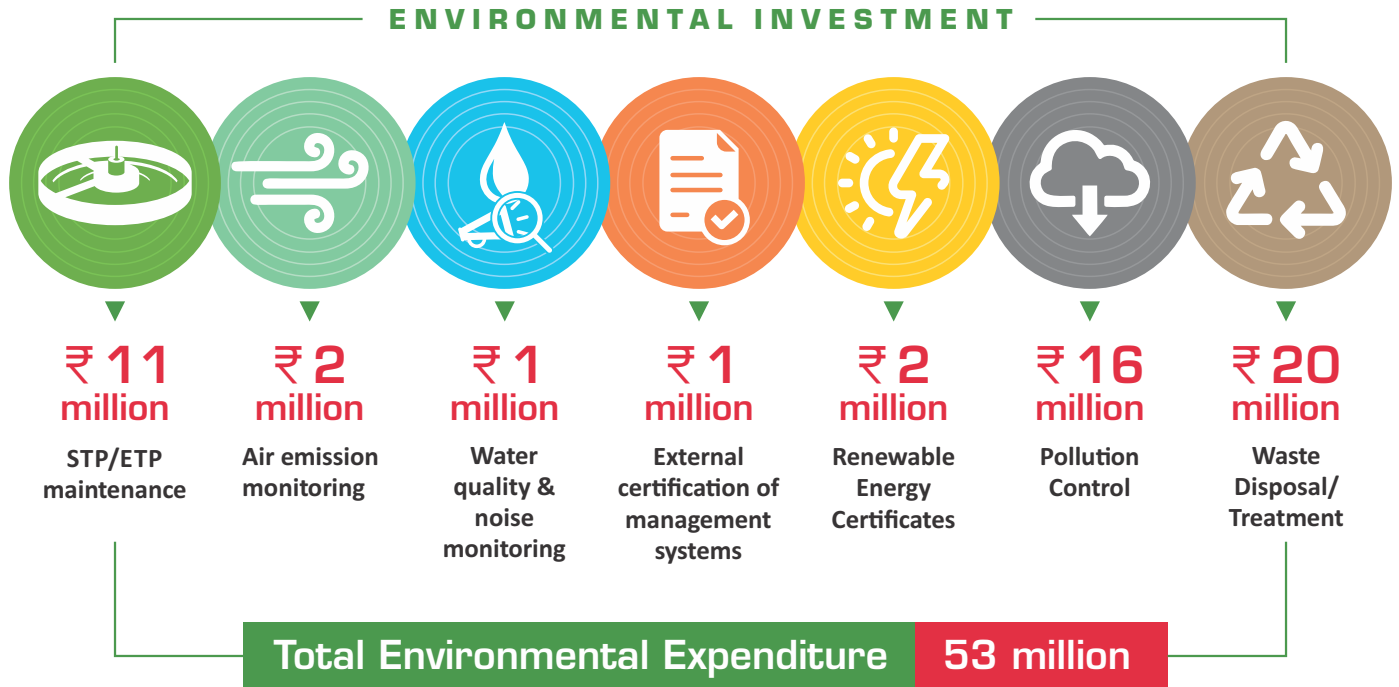
Mahindra Holidays signed RE100; commits to using 100% renewable energy by 2050



20 Mahindra companies signed the Science Based Targets (SBTi).

## INVESTMENT IN ENVIRONMENTAL MANAGEMENT

We leverage and invest in technology to nurture the environment. In the reporting period, collectively INR 53 million was spent towards environment protection.



FTSE4Good

Tech Mahindra remains a constituent of the FTSE4Good Index Series created by the global index provider FTSE Russell.



### Calculating Specific Consumption

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

Business	Unit of Measure	Denominator		
		2016-17	2017-18	2018-19
MSSSPL	Ton of production	160,291	188,428	164,529
MIL	Ton of production	167,320	207,881	289,872
MVML	Equivalent number of vehicles manufactured	176,758	225,721	249,361
MReva	Equivalent number of vehicles manufactured	DNA	1,367	2,709
Susten	Power generated in MWh	451,587	876,474	1,263,382
MWC	Acre of area developed and maintained	2,788	2,788	2,952
MLDL	Built-up area in sq. ft.	950,745	747,913	557,199
MLL	Full-time equivalent employees	2,878	3,118	3,739
MHRIL	Room nights booked	549,387	558,064	531,840
FSS	Full-time equivalent employees	2,055	2,212	2,463
MFCSL	Area in Sq. Meters	DNA	4,550	4,550
Tech M	Full-time equivalent employees	73,702	72,004	79,032
EPC	Ton of production	7,619.75	7,769.1	9,389
MHEPL	No. of engines produced	46,867	40,213	19,996



## AIR QUALITY

Air quality is a key contributor to the quality of life. Our Group companies monitor pollutants like Particulate Matter (PM10, PM2.5), Sulphur Oxides and Nitrogen Oxides in line with the National Ambient Air Quality Standards (NAAQS 2009).



We proactively adhere to all the statutory norms and regulations in the state or the country, we have presence in.

## GHG EMISSIONS

Greenhouse gas emissions result in global warming, with potentially harmful effects on the ecosystems, biodiversity, human livelihoods and business operations. In line with the Intended Nationally Determined Contributions (INDCs), all our companies are actively contributing to reduce emissions.

Mahindra Group commits to be Carbon Neutral by 2040, and all the Group Companies are going to play their part in the global fight against climate change.



## KEY HIGHLIGHTS



MWC, Chennai reduced vehicular emissions by restricting usage of individual transport and use of biogas operated buses.



Fleet of 50 cycles at the bicycle sharing services at MWC Jaipur for employees and visitors.

CDP scores: Tech Mahindra got a score of A- in Climate Change.



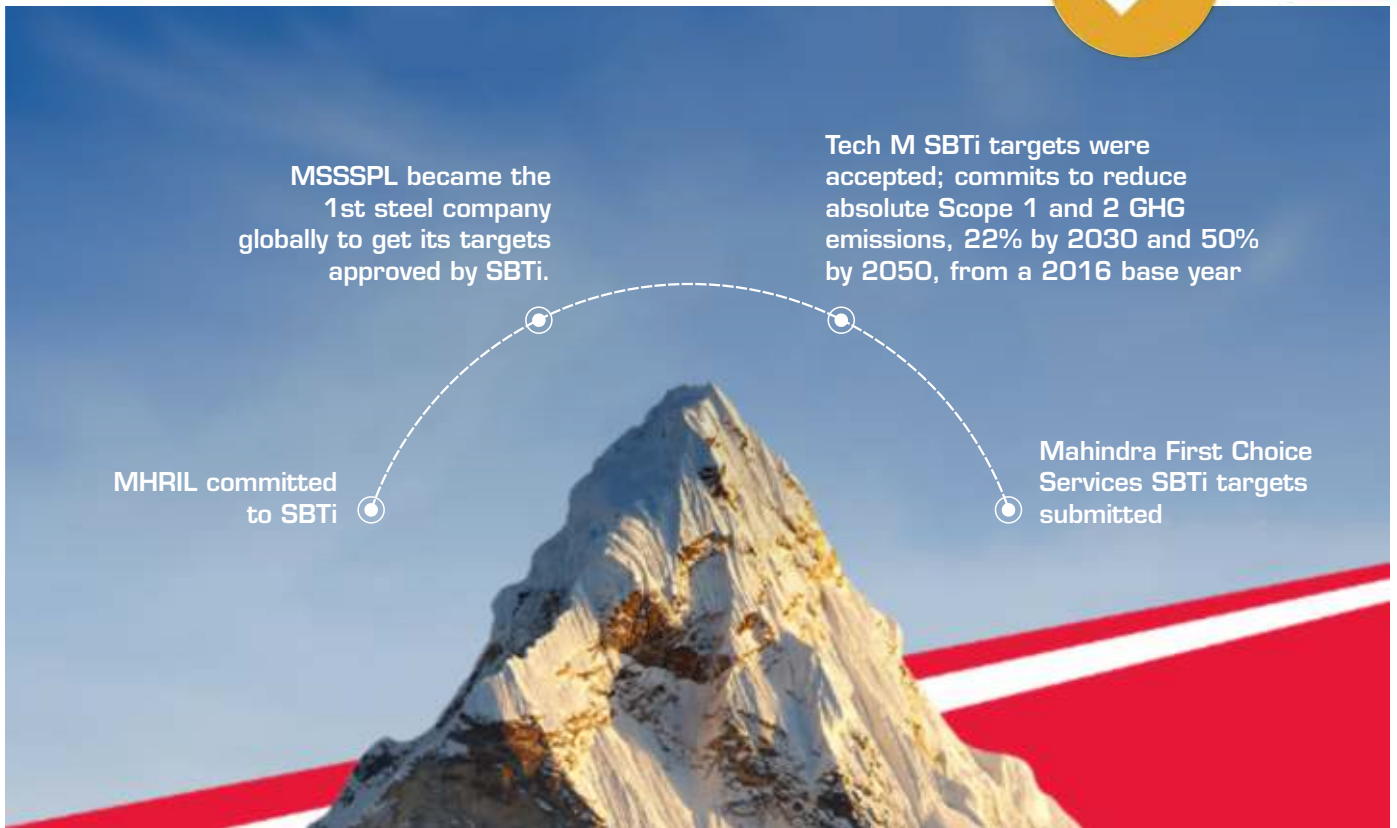
Tech Mahindra signed Step Up Declaration.





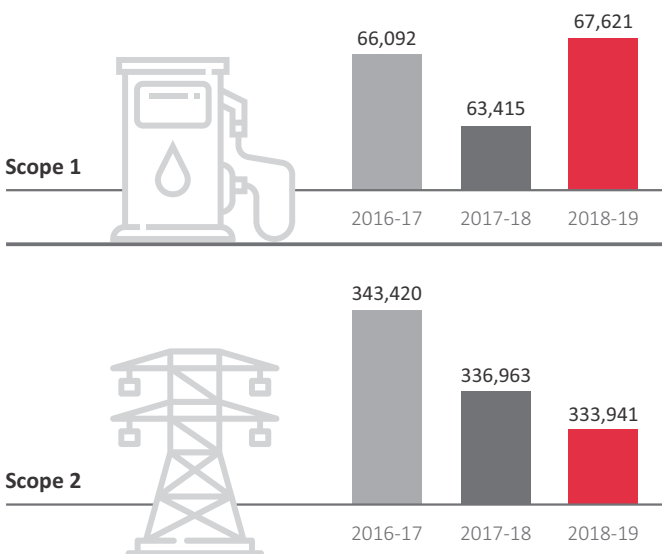


Taking on emission and carbon footprint reduction targets as per the SBT framework is a testimony of our continuing efforts to combat climate change.



**Total Absolute GHG Emissions**

tCO<sub>2</sub>e



There is an increase in Scope 1 emission basis 2017-18 and reduction in Scope 2 basis 2017-18. The reduction in Scope 2 emission is due to increasing investment in renewable energy.

**GHG Emissions (Segmented by Source)**

tCO<sub>2</sub>e

Source	2018-19
<b>SCOPE 1 - DIRECT EMISSIONS</b>	
Charcoal	812
Gel Fuel	114
Diesel / HSD	9,604
LDO	1,278
Petrol	179
FO	42,180
LPG	3,120
Natural Gas + CNG	10,334
<b>Total</b>	<b>67,621</b>
<b>SCOPE 2 - INDIRECT EMISSIONS</b>	
Electricity Purchased	317,125
Electricity Purchased from Open Access	16,816

## GHG Emissions Business-wise Composition

tCO<sub>2</sub>e

Business	2016-17		2017-18		2018-19	
	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2
MSSSPL	41,246	126,841	39,279	119,197	43,836	128,429
MIL	426	2,456	729	2,504	970	2,943
MVML	11,563	53,142	12,172	51,810	11,021	51,449
MReva	13.6	299	15.0	368	17	419
EPC	DNA	DNA	DNA	DNA	24	4,840
Susten	878	3,265	340	4,929	578	6,635
MWC	271	9,156	318	8,839	108	2,440
MLDL	1,065	1,612	727	1,048	47	315
MLL	86.9	832	43.3	960	27	929
MHRIL	5,820	17,952	6,145	17,666	5,754	15,538
FSS	125	2,229	134	2,956	1,738	2,845
Tech M	3263	119,434	2787	122699	2,561	108,419
MHEPL	653	4,941	726	3,987	938	5,670
MFCSL	NA	45.4	NA	30.7	1	3,069

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

## Total Specific Emissions (Scope 1+2)

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

Business	2016-17	2017-18	2018-19
<b>MSSSPL</b>	<b>1.04</b>	<b>1.01</b>	<b>1.05</b>
MIL	0.017	0.016	0.014
MVML	0.346	0.30	0.25
MReva	DNA	0.28	0.16
EPC	0.48	0.56	0.52
Susten	DNA	0.0067	0.0057
MWC	3.38	3.28	0.86
<b>MLDL</b>	<b>0.003</b>	<b>0.0020</b>	<b>0.0006</b>
MLL	0.319	0.321	0.256
<b>MHRIL</b>	<b>0.043</b>	<b>0.042</b>	<b>0.040</b>
FSS	1.138	1.33	1.86
Tech M	1.66	1.74	1.40
MHEPL	0.12	0.38	0.33
MFCSL	DNA	0.713	0.675



Note for MLDL: Only 6 locations of MLDL are considered in the scope of this report hence there is an increase in emission.

## BIODIVERSITY

Conserving the variety of life on earth is critical to human life. Factors such as habitat loss, degradation and various kinds of pollution are seriously threatening it. We are committed to work for the preservation and restoration of biodiversity and all the Group Companies worked towards it and took initiatives.

[Biodiversity case study on Madikeri and Virajpet locations of MHRIL presented by IBBI at CBD COP 14 Business and Biodiversity Forum in Egypt.](#)



## KEY HIGHLIGHTS



### Mahindra Susten

Planted 500 saplings at Bhandup pumping station with an objective of putting a tap on the depletion of mangroves in Mumbai.

Developed 13,000 sq. ft. of land for backyard farming and local crop cultivation in two towns - Aruppukotai, Tamil Nadu and Mulugu, Telangana.

Used alternative material to river sand in cable trenches of the solar panel installations to reduce the natural sand consumption to zero.

Optimised land grading in solar panel installation to avoid disturbance to natural ground terrain.

### MLDL

Plantation of tree species native to the Boisar Area in Happinest.

Xeriscaping - planting of drought resistant plant species for landscaping at MWC.

Imparted knowledge on environmental conservation to children of 13 schools in Mumbai under the 'Green Army' campaign (The core idea behind the Green Army campaign is to create a pool of One Million Caring Citizens with sustainability embedded right from their childhood. Since its launch in FY 2014-15, over 10,600 children and 5,300 people have been impacted by the programme).

### Mahindra Finance

Study revealed that Mahindra Finance has sequestered 541 ton of emissions through plantations between 2015-17.

### MHRIL

Initiated a project in Kerala to conserve House Sparrows in 9 villages. So far, 1,950 pots have been placed in schools, shops and homes to encourage the sparrows to nest and thrive.

MHRIL completed Biodiversity Impact Assessment for two resorts (Madikeri and Virajpet).

### Tech Mahindra

Celebrated World Environment Day at a school near Hinjewadi, Pune with the motto of 'Go Green, Grow Green.' Saplings were planted across the school as part of this event.

22,197 trees were planted across Tech Mahindra, which contributes around 488.334 tons of Carbon offsetting.



## ENERGY

Increasing energy productivity and growing the renewable energy ratio in the total mix are the two ways in which Mahindra Group companies are reducing their consumption of energy, thereby reducing energy costs as well as GHG emissions. All the Group Companies are taking steps to make their processes energy efficient. Various group companies are also taking initiatives in line with the Group commitments.

### Snapshot of Energy Saving Initiatives at Subsidiaries

Description of Activity	Annual Energy savings		
	Type	Qty.	UOM
HVLS fans installation at TCF shops	Electricity	35,360	kWh
Schmalz Vacuum Ejector for body & TCF shops	Electricity	55,000	kWh
Intelligent flow controller for air receivers	Electricity	58,240	kWh
Auto tube cleaning system for 3 nos. water cooled chillers	Electricity	98,944	kWh
LED lights installation 2nd phase	Electricity	21,000	kWh
At 45 jph paint due to bottleneck stage optimisation, 2nd and 3rd equipment is switched off	Electricity	1,871,571	kWh
ECO air circulators 65 watt in combination of ACs	Electricity	77,350	kWh
Switching off alternate transformers	Electricity	56,940	kWh
AC outdoor shifting	Electricity	19,446	kWh
P Block AC timer installation work: 11 nos. of ACs switched off	Electricity	14,520	kWh
R Block AC timer installation work: 13 nos. of ACs switched off	Electricity	17,160	kWh
Timer for R shop canteen	Electricity	16,000	kWh
Energy efficient AC installation	Electricity	12,960	kWh

### KEY HIGHLIGHTS



MVML, MHEL, MHRIL and Swaraj Engines signed EP100, and will double the energy productivity by 2030.

MHRIL signed RE100, committing to use 100% renewable energy by 2050.

MHRIL increased their RE capacity and consumes 10% of the total energy from renewable sources with rooftop solar installations at Tungi, Kanha and Jaisalmer Resorts.

MVML inaugurated a 1 MWp solar rooftop installation; 16 Lakh unit generation; 1300 tons of CO<sub>2</sub> saving/year.

Mahindra Electric signed EV 100 and will work towards making electric transport the new normal by 2030.

Cut-off power during lunch time in the shop floor area to optimise power use of idle and high power-consuming equipment at MFSC.

Tech M consumes 14% of its total energy from renewable sources. They have an installed capacity of 962 KW and have a PPA with Mahindra Susten for RE procurement.

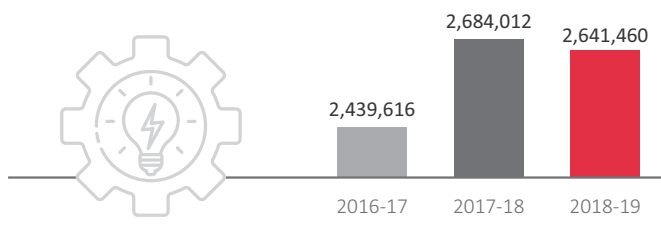
MLDL has tied up with SHLC (Sustainable Housing Leadership Consortium) to support the sustainable development of cities with focus on climate change mitigation, adaption and energy efficiency.



Mahindra Group increased its Renewable Energy (RE) consumption from 83,568 GJ in 2017-18 to **214,453 GJ** in 2018-19. As a Group, it now consumes 8% of the total electricity consumption from RE.

### Total Absolute Energy Consumption

GJ



The increase in the total energy consumption was due to the increase in business activities.

### Total Energy Consumption by Source

GJ

Source	2018-19
Charcoal + Gel Fuel	9,710
Diesel/HSD	116,329
FO	544,958
Natural Gas + CNG	565
Petrol	2,579
Electricity from renewable energy source	20,311
LDO	17,251
LPG	233,177
Electricity from Grid	1,392,243
Electricity Purchased From Open Access	140,646
Electricity Purchased From Renewable Source	70,160
Electricity Purchased from RECs [kWh (REC)]	5,015
CNG (Direct Energy-Vehicle Testing)	867
HSD/Diesel (Direct Energy-Vehicle Testing)	80,029
Petrol (Direct Energy-Vehicle Testing)	7,614
<b>Total</b>	<b>2,641,460</b>

### Total Energy Consumption (Business-wise)

GJ

Energy	2016-17	2017-18	2018-19
MSSSPL	1,116,076	1,279,421	1,181,171
MIL	17,174	22,927	30,868
MVML	419,717	456,225	522,864
MReva	DNA	1,984	2,284
EPC	16,366	19,233	21,577
Susten	26,178	26,232	36,936
MWC	44,604	43,094	12,213
MLDL	24,096	14,638	2,013
MLL	4,827	5,401	4,444
MHRIL	149,009	178,875	143,828
FSS	11,705	14,511	32,321
Tech M	588,731	578,630	598,259
MHEPL	32,818	28,578	39,193
MFCSL	DNA	14,263	13,490



## Specific Energy Consumption

GJ / unit of measure

Business	2016-17	2017-18	2018-19
MSSSPL	6.96	6.790	7.179
MIL	0.102642	0.110	0.106
MReva	DNA	0.689	0.843
MVML	DNA	1.913	2.097
EPC	2.147839	2.476	2.298
Susten	DNA	0.035	0.029
MWC	15.99857	15.457	4.137
MLDL	0.025	0.019	0.004
MLL	1.677	1.539	1.188
MHRIL	0.27	0.267	0.270
FSS	5.696	5.999	13.123
Tech M	7.987986	8.03	7.570
MFCSL	DNA	3.135	2.965
MHEPL	2.575	2.295	1.960



The top three performers who reduced their specific consumption were Susten (17.10%), EPC (7.17%) and Tech M (5.73%). This was due to their commitments to various energy reduction initiatives like EP100/ EV100/ RE100/ SBTi.

## WATER



As a group, we became water positive as early as 2013-14 through our comprehensive 360° water management programme - H2Infinity. By reducing our water consumption and rejuvenating water sources, we are playing our part in addressing the global water crisis. Some of our ongoing efforts include rainwater harvesting, drip & micro irrigation, three R's, etc.

At MLDL, deployed a portable Sewage Treatment Plant (STP) at Aura, Gurgaon site to treat 50,000-55,000 litre water per day for construction use.

### KEY HIGHLIGHTS

Water aerators installed in more than 25 resorts of Mahindra Holidays.

MSSSPL signed the pledge for access to safe water, sanitation and hygiene at workplace (WASH by WBCSD).





**Water Consumption (Business-wise)**

 m<sup>3</sup>

Business	2016-17	2017-18	2018-19
MSSSPL	661,130	691,360	699,159
MIL	44,701	42,096	42,309
MVML	476,259	571,177	504,093
MReva	11,130	6,445	6,089
EPC	25,029	26,401	31,706
Susten	65,417	100,943	169,733
MWC	2,390,401	2,480,492	2,607,433
MLDL	235,791	112,432	52,319
MLL	DNA	471	546
MHRIL	594,073	586,719	642,930
FSS	22,789	23,435	26,600
Tech M	926,538	947,790	1,036,548
MFCSL	DNA	DNA	DNA
MHEL	44,695	35,479	37,962

The decrease in water consumption was due to various reduction measures taken up by businesses.

**Volume of Water Recycled and Reused**

Business	Volume of water recycled and reused (m <sup>3</sup> )	% of water recycled and reused of total water consumption
Nasik (EPC Ind)	1,800	6%
Mahindra Intertrade Limited	2,364	6%
Mahindra Lifespaces	3,809	7%
Mahindra Reva	3,929	65%
Mahindra Vehicle Manufacturers Limited	200,752	40%
MHRIL	368,702	57%
MWC	847,877	33%
Tech M	606,461	59%
MHEL	9,116	24%
MSSSPL	27,853	4%

Out the total water consumed (5.6 Million m<sup>3</sup>) by Mahindra Subsidiaries, approx. 37% of water was recycled and reused.

**Specific Water Consumption**

 m<sup>3</sup> / unit

Business	2016-17	2017-18	2018-19
MSSSPL	4.124562	3.669094	4.249
MIL	0.267159	0.162	0.146
MVML	2.694	2.310	2.022
MReva	DNA	4.640	2.248
EPC	3.284753	3.398	3.377
Susten	DNA	0.156	0.134
MWC	857.3892	889.703	883.277
MLDL	0.248	0.150	0.094
MLL	DNA	0.151	0.146
MHRIL	1.184	1.173	1.209
FSS	11.09	10.594	10.800
Tech M	12.571	13.163	13.115
MFCSL	DNA	DNA	DNA
MHEPL	0.953656	2.648	1.898



The improvement in the performance is due to various water conservation measures taken by business ranging from installation of water aerators to rainwater harvesting.

Note: NIS: Not in Scope, NA: not available

## Water Withdrawal by Source

Index	Total m <sup>3</sup>	%
Bottled Water	9,156	0.2%
Ground water	1,746,288	30%
Rainwater	82,719	1.4%
Surface Water	869,429	15%
Wastewater from another source	839,622	14%
Water from Municipality	16,98,965	29%
Water from Tanker	584,647	10%
<b>Grand Total</b>	<b>58,30,826</b>	



## MATERIALS

Resources are always in short supply and have a cost attached to it. All the Group Companies invest their energies in selecting the optimum material, and then minimising the usage of materials for operations and subsequent modification or transformation into a finished good. The waste is also recycled to minimise the amount of material used.

### EPC

Material	Unit	2018-19
Semi-manufactured	Ton	9.34
<b>Total</b>	<b>Ton</b>	<b>9.34</b>

### MSSSPL

Material	Unit	2018-19
Semi-manufactured	Ton	93,076
Associated material	Ton	21,425
<b>Total</b>	<b>Ton</b>	<b>114,501</b>

### MWC

Material	Unit	2018-19
Semi-manufactured	Ton	23,751
Raw material	Ton	5,144
<b>Total</b>	<b>Ton</b>	<b>28,895</b>

### Tech Mahindra

Material	Unit	2018-19
Associated material	Nos.	43,510
Semi-manufactured	Nos.	475
<b>Total</b>	<b>Nos.</b>	<b>43,985</b>

### MIL

Material	Unit	2018-19
Semi-manufactured	Ton	200,703
Packaging material	Ton	2,232
<b>Total</b>	<b>Ton</b>	<b>202,935</b>
Associated material	KL	8
Packaging material	Metre	13,711
Packaging material	Nos.	1,398,853

### MLDL

Material	Unit	2018-19
Semi-manufactured	Ton	59,349
Packaging material	Ton	6.63
Raw material	Ton	25,343
<b>Total</b>	<b>Ton</b>	
Associated material	Nos.	
Semi-manufactured	Nos.	194,727
Raw Material	Nos.	265
<b>Total</b>	<b>Nos.</b>	
Semi-manufactured	KL	20
Associated material	KL	654
<b>Total</b>	<b>KL</b>	
Semi-manufactured	SQM	2,668
	MTR	16,260
Packaging Material	MTR	49,200

## WASTE



Across the Group, waste management is approached in a holistic manner which includes **prevention, minimisation, reuse, recycle and responsible disposal of waste**. In line with the Group philosophy, all the Group Companies are committed to minimise the amount of waste that enters landfills from operations.

Virajpet location of the MHRIL became the first resort in India to be certified as

**ZERO WASTE**  
to Landfill (ZWL).

### KEY HIGHLIGHTS

At MHRIL, commissioned 'Bioneer' Organic Waste Convertor in Mahabaleshwar that turns organic wastes such as kitchen waste, garden waste and food processing waste into compost in just 24 hours. Bioneer is a revolutionary in-vessel composter that has the potential to change how the world treats organic waste.

MHRIL joined Eco eMarket - an online auction portal for getting higher value from waste materials. The portal is affiliated to National Commodity & Derivatives Exchange Limited (NCDEX).

#### MSSSPL

Hazardous Waste	2018-19
Solid (MT)	9
Solid (Nos.)	391
Liquid (kl)	12
Non-Hazardous Waste	
Solid (MT)	17,347

#### MHRIL

Hazardous Waste	2018-19
Solid (MT)	5
Solid (Nos.)	344
Liquid (MT)	2
Liquid (kl)	12
Non-Hazardous Waste	
Solid (MT)	735
Solid (Nos.)	3,923

#### MIL

Hazardous Waste	2018-19
Solid (MT)	2
Liquid (kl)	2
Non-Hazardous Waste	
Solid (MT)	6,622

#### EPC Industrie

Non-Hazardous Waste	2018-19
Solid (MT)	53

#### Tech M

Hazardous Waste	2018-19
Solid (MT)	240
Liquid (kl)	13
Non-Hazardous Waste	
Solid (MT)	601

#### MWC

Non-Hazardous Waste	2018-19
Solid (Ton)	2,437

#### MLDL

Hazardous Waste	2018-19
Solid (Nos.)	1,097
Solid (MT)	1
Liquid (kl)	27
Non-Hazardous Waste	
Solid (MT)	5,822
Solid (kl)	25
Liquid (kl)	416

#### FSS

Non-Hazardous Waste	2018-19
Solid (Ton)	3



**MVML**

Hazardous Waste	2018-19
Solid (MT)	1,166
Solid (Nos.)	75,286
Liquid (kl)	259
Non-Hazardous Waste	
Solid (MT)	18,241
Solid (Nos.)	988

**MHEPL**

Hazardous Waste	2018-19
Solid (Ton)	9
Liquid (kl)	12
Non-Hazardous Waste	
Solid (Ton)	961

**Mahindra Electric**

Hazardous Waste	2018-19
Solid (MT)	4
Solid (Nos.)	3
Non-Hazardous Waste	
Solid (MT)	136

**CASE STUDY****TOWARDS SUSTAINABLE PACKING****CHALLENGE**

There was a high consumption of wood at MIL (Mahindra Intertrade Limited), which increased the carbon footprint. There was also the need to eliminate the extra usage.

**ACTION**

It was observed that average wood requirement for packing was high due to multiple customers requiring multiple pallet sizes. After brainstorming, analysis and discussing various alternatives, **it was decided to move away from wooden frames for packaging to reusable packaging made from metal. The idea of using adjustable metal pallets emerged as the solutions.**

After the idea was explained in the daily work management meeting and TPM circle review meeting, feasibility studies were done. After validation, the idea was implemented.

**IMPACT**

**Annual wood savings of 2,500 ton reducing 4,675 t of CO<sub>2</sub>.**

## GREEN SUPPLY CHAIN

A sustainable supply chain builds enduring business. Greening the supply chain is about integrating environmentally responsible choices in the supply chain. All the Group Companies proactively engage with suppliers and vendors to incorporate environment friendly practices and encourage them to adopt green initiatives.



## KEY HIGHLIGHTS



Tech M was the winner of the Microsoft Sustainability Supplier Excellence Award 2019.



Mahindra Lifespaces organises annual suppliers and contractors meet to inform them on various sustainability aspects.

# SOCIAL PERFORMANCE

## MANAGEMENT APPROACH

All our companies and subsidiaries feel a great sense of responsibility towards not just the business' growth and success, but also towards inclusive growth and community development. The passion and sincerity that our companies have towards social and economic welfare stems out of an inherent desire of wanting to have a positive impact on communities that we grow in and depend on.

Though all our subsidiaries have diverse and unique initiatives for community welfare, spread across India. Over the years, Mahindra Group's efforts in Education, Health and Environment have transformed the lives of thousands of people all over the world.



**350,000+** girls educated

**110,000+** people treated

**15 million+** trees planted

**91,000+** employees volunteered

**33,000+** youths skilled

**186,000+** students trained

**5,000+** toilets built



These initiatives can broadly be narrowed down into the following areas:

Skill Development  
& Education



Health &  
Sanitation



Sustainability



Rural  
Development



All Mahindra Group Companies spearhead their social interventions through Mahindra's CSR activities and implement through Corporate Foundations, partnership with government and non-government organisations, and directly through employees Esops (Employee Social Options).

## TECH MAHINDRA FOUNDATION

The Foundation essentially works with children and youth from less-privileged urban communities of India in three core areas- school education, employability and technical education.





## SKILL DEVELOPMENT AND EDUCATION

We have constantly been striving to empower children and youth from socially disadvantaged backgrounds by paving way for their holistic growth through education and skill development. Our efforts have been in the direction of providing quality education to children as well as equipping the youth with vocational skills to enhance prospects of employability and enable them to break away from the cycle of poverty.

### Employability Programme

#### Tech Mahindra Foundation To be checked with Tech M Foundation team



Launched in 2012, SMART is Tech Mahindra Foundation's flagship employability programme providing vocational training to young men and women in various courses and ensuring their placement in dignified jobs. With the objective of creating a self-reliant workforce, SMART (Skills for Market Training) offers a range of Foundation skills and domain-specific training in the service industry and has the vision of creating a model that matches international standards. With 65 centers at ten locations across India, SMART has successfully trained approximately 75000+ youth, with an annual placement rate of over 75%. It follows robust processes and the data is backed by a strong Management Information System (MIS). With an industry-led approach SMART has been able to create a scalable model for its skill development programme. It offers 34 courses in the following 13 domains:

**Customer Relationships and Sales | Hospitality | IT-Enabled Services BPO | Lab Assistant | Multimedia Nurse Aides | Office Administration Pharmacy Assistant | Quick Service Restaurants | Tally**

The Tech Mahindra SMART Academies for Healthcare was set up with the objective of creating, building and nurturing skilled paramedical and allied healthcare workforce for the healthcare sector, and to uplift the country's youth and help them transform into world-class healthcare professionals.

Today, the Foundation runs three Tech Mahindra SMART Academies for Healthcare in Delhi, Mohali and Mumbai and one Digital Media Academy in Visakhapatnam, under its directly implemented programmes within employability.

You can read more about SMART at <https://techmahindrafoundation.org/employability/>

Over and above this, the company has also partnered with SEWA Bharat and is aiming to enhance employability through Skill Development and career counselling to women & youth through vocational courses in Hospitality & Housekeeping, Beauty & Wellness, Garment making.

We are also executing several projects involving provisioning and upgrading of infrastructure and amenities at government schools across multiple locations.

### SUCCESS STORY

#### SABA KHAN (TRAINED AT SMART ACADEMY FOR HEALTHCARE)

General Duty Assistant, Fortis Hospital, Noida

Saba Khan was married off at 17, become a mother at 18 and was widowed at 19. Despite difficult circumstances, 20-year-old Saba, today, is the General Duty Assistant at the Fortis Hospital, Noida. She started her career at the Rotary Blood Bank, Noida as a General Duty Assistant.

"The happiest day of my life was when I was appointed as a General Duty Assistant with the Rotary Blood Bank. I will educate my daughter and I will not marry her before she is 21 years," says a determined Saba. "Thank you, Tech Mahindra for helping me."



## SUCCESS STORY

### LANGUAGE OF UNDERSTANDING

For the longest time, Shivangi Singh, who works as a teacher at EDMC Mayur Vihar, Phase- 1, could feel discontent and restlessness among her students in her classroom. She soon attended a training at the Institute, wherein she got the opportunity to participate in a lecture series on multilingualism. It was then that she realised that her energetic group withdrew into silence because of a language barrier.

Her students were multilingual and spoke languages like Malayalam, Tamil, Bangla, and some dialects of Hindi. However, the classroom was remarkably silent whenever there was an opportunity to interact. At the Institute, Shivangi learnt the strategies to use the languages being spoken in her class, as resources, and started applying them in her classroom. The results were remarkable. Now, the students don't only converse in English but they also interact in their mother tongue and have turned into facilitators, translating their own mother tongue for the benefit of others. Even if there's silence now sometimes, it is purposeful and well-intended.



## HEALTH AND SANITATION

Being able to access even basic facilities of healthcare and sanitation is often a struggle for people from marginalized backgrounds. We believe that good health is the first step towards overall growth and wellbeing of an individual, and thus have been working to provide basic healthcare and sanitation to people from low income and remote areas.

### ■ Enabling Access to Better Sanitation | MRHFL

MRHFL collaborated with the Group CSR who were in the process of implementing the Village Social Transformation Foundation (VSTF) and the Wardha Farmers Family Project (WFFP) in Wardha district, Maharashtra. In partnership with Habitat for Humanity (HFH) India, MRHFL refined the list of 175 beneficiary families, common for both VSTF and WFFP, and toilets were constructed in the homes of these families. The inauguration of this sanitation program was in April 2018. Post the inauguration, an awareness session on inculcating hygiene and cleanliness in daily life was conducted by the HFH team.

In collaboration with Swades Foundation, the Company also provided household sanitation units to families in Raigad District of Maharashtra.

### ■ Eye Care Services | Mahindra Partners

Mahindra Partners invested Rs. 206.5 crore in a New Delhi-based ophthalmology chain, called Centre for Sight Ltd (NDCFS), that provides comprehensive eye-care services from 43 eye-care centres across 9 states and more than 24 cities in India. This investment will help NDCFS open new centres in their existing territories as well as in areas lacking quality eye-care and will help them drive organic as well as inorganic growth.





## RURAL DEVELOPMENT

Villages form the backbone of our nation with more than 60 percent of our population residing in rural areas. To ensure that the needs and requirements of this section of our society are not side-lined, we have taken up rural development as one of our key focus areas and are working to find solutions to issues and problems that they face.

### ■ Veterinary Camp | MRHFL

Income generated from livestock is one of the major contributors for cash flow in villages. In spite of this, livestock health may often be neglected in these regions due to expensive medicines and doctors' unavailability. This can in turn lead to epidemic breakouts like Bird Flu that can adversely impact individual family incomes as well as the overall rural economy.

To tackle this, MRHFL organized a veterinary camp pilot in Chengam Taluka, Tamil Nadu in February 2018. On witnessing the powerful impact of the pilot, five more camps were conducted in Thanjavur, Trichy & Tirunelveli in Tamil Nadu and Mandsaur in Madhya Pradesh in 2019. The aim of these camps was to recognize the need to provide adequate healthcare for livestock and to implement preventive measures against epidemics. In a span of one year, a total of 6019 livestock owners and 23,853 animals have benefited from these camps.

MRHFL employees, along with the Animal Husbandry Departments of the states were involved in driving the camps, without any help from NGOs, and all tasks including identification of venue, obtaining necessary permissions, etc., were overseen entirely by MRHFL's employees.

In 2020, along with Tamil Nadu and Madhya Pradesh, we plan to organize these camps in major states like Maharashtra and Andhra Pradesh as well, where we aim to conduct over 20 camps throughout the year.

### ■ Combating Water Scarcity | Club Mahindra

Club Mahindra has provided support to the drought prone areas of Maharashtra, to overcome the water scarcity issues in affected villages. Through the Government of Maharashtra, we have provided water storage tanks to villages to solve problems related to water and improve the health of the community. We are hopeful that this facility will play an important role in reducing the problem of water supply in the villages and in turn improve sanitation and quality of life of the people.



### ■ Support for Apiculture

The Company is also supporting rural livelihood by providing apiculture support to families of Surlabi, Mutlu and Hammiyala villages in Kodagu, Karnataka.

## SUSTAINABILITY

While we make progress economically and technologically, it is essential to strike a balance between our growing needs, and the need to protect the environment. We recognize this and have been making efforts to reduce the destruction of eco-systems through various initiatives and projects.

### ■ Smokeless Chullah Project | Mahindra Susten

Mahindra Susten made an effort to link the two pillars of Sustainability framework i.e. Promoting Biodiversity and Fostering inclusive development. In a Biodiversity Assessment conducted at site, it was observed that the nearby communities used traditional mud, brick or open stoves which required large quantities of firewood sourced from the surrounding forest, creating a heavy & unsustainable forest dependence that degrades the important habitat. Moreover, the smoke from the stoves is detrimental to the health of the women who spend hours in the kitchen, as is the heavy burden of firewood they carry over long distances.



**To reduce pressure on forests for fuel wood & protect women's health, Susten distributed 400 smokeless chulhas/energy efficient stoves in collaboration with NEERI to 400 households in Charanka and Fagli village. This has helped us reduce fuel wood consumption by 50 % and improved indoor air quality by reducing PM 2.5 levels.**





## ■ Tree Plantation Drives

As a part of 'Mahindra Hariyali' — an initiative of Mahindra Group for tree plantation, Club Mahindra planted 38,002 trees across 35 resort locations during the year— taking the total trees planted to 344,192 since the beginning of the project in 2010-11.

The team at MFCS also planted a total of 10,079 saplings, with an aim to make the environment greener.



**Hariyali**  
By Mahindra

## Number Total Number of Trees Planted by Mahindra Group during FY19

#	Name of the Sector	FY 2018-19
1	Aerospace & Defense Sector	213,885
2	After-Market	10,723
3	Automotive	49,447
4	Farm Equipment	46,395
5	Agri Sector	21,579
6	Financial Services	72,603
7	Real Estate	155,000
8	Information Technology	2,444
9	Mahindra CIE Automotive	1,120
10	Partners Division	8,386
11	Hospitality	38,002
12	Corporate Centre	1,100
13	Araku	830,058
	<b>Total Number of Trees Planted</b>	<b>1,450,742</b>

## ■ Promoting use of Solar Energy | Club Mahindra

Club Mahindra has also undertaken Renewable Energy projects in villages around our Corbett, Kanha and Gir resorts where we have installed solar street lights in areas that are either dimly lit or have no electrification.

## ■ Swachh Bharat Abhiyan

Club Mahindra has joined hands with Centre for Social Change and Behavior Change Communication for '**Phenk Mat Mumbai**' Campaign to create awareness and educate youth in Mumbai about cleanliness, hygiene and good sanitation practices. As a part of this campaign, we have organized several activities and awareness drives and have reached out to over 2 lakh children.



MHRIL employees also undertook the cleanliness of public places around our resorts and branches. 1,400 employees put in over 3,400 hours in cleanliness initiatives that were organized around neighboring schools, beaches and highways.



Under the 'Swachh Bharat, Swachh Souchalaya' initiative, sanitary supplies were provided to the local public toilets to help maintain them. MFCS volunteers collectively contributed 1,039 man-hours towards same.

EMPLOYEE LED CSR INITIATIVES

### THALASSEMIA SCREENING, AWARENESS & MEDICINE DISTRIBUTION CAMP

Our Employees at Mahindra Accelo, with the help and guidance from Indian Red Cross Society, Vadodara, conducted a Screening cum Awareness Camp at Desar & Tarsali ITI Colleges, along with distribution of medicines to Thalassemia affected patients at Indian Red Cross Society's office.

A total of 1,596 students were screened for thalassemia and 133 students diagnosed with Thalassemia minor disorder, were given post-test counselling. 19 Thalassemia affected patients also benefitted from the Medicine Distribution Camp.



### BUILDING HOMES FOR THE HOMELESS

Employees from our Mumbai and Chennai corporate office volunteered for Habitat for Humanity's 'Volunteer Build' activity at a village near Karjat and a village near Pavunjur, Chennai. Employees helped the local masons with bricklaying and painting.



### DISASTER RELIEF

Our employees at Kerala & Kodagu went out of their way to provide end-to-end support to those individuals affected by the floods in 2018. We can proudly say that 139 employees put in 20,498 hours of volunteering over 2,504 days towards the disaster relief initiatives across our resorts.

Club Mahindra also stepped in with resources, manpower and logistical support to provide on-ground relief and rehabilitation to assist people in the flood-impacted regions. We also worked closely with the local Panchayats and Government to offer medical facilities, food and drinking water to the homeless.



### PERFORMANCE OF THE GROUP COMPANIES ON ESOPS DURING 2018-19.

Company	Person	Volunteer Hours
Auto & Farm Equipment Sector	188,833	26,126
MHRIL (Club Mahindra)	34,130	2,728
Tech Mahindra	164,278	31,830
Financial Services Sector	70,603	14,842
Mahindra Rural Housing Finance	54,793	9,855
Mahindra Insurance Brokers Ltd.	2,392	594
Mahindra Asset Management Co. Ltd.	183	45
Partners Division	53,719	3,687
Aerospace, Defence & Steel	12,505	171
Mahindra CIE	2,579	491
Real Estate Sector	4,368	94
After Market Sector	1,964	364
Corporate Centre	4,964	524
<b>Total</b>	<b>595,311</b>	<b>91,351</b>



## INITIATIVES

MISSION  
S.M.I.L.E.S

Club Mahindra launched an annual initiative- Mission S.M.I.L.E.S. (Social Movement to Improve Life Experiences) under its Employee Social Options Program (ESOP). Under this program, employees will devote their time and skills towards various initiatives focusing on education, health and environment, in order to drive a positive change in across all sections of the community. To begin with, 180 employees & Club Mahindra members devoted a full working day to support the development of infrastructure at Shree Ganesh Vidya Mandir School in Dharavi, Mumbai. Employees participated in activities like wall painting, mural painting, beautifying the school premises, bench refurbishing and making creative visual learning charts for the school

SENIOR CITIZEN  
WELFARE

Club Mahindra, in partnership with the organisation Samarpan Foundation, set up an old age home facility to the helpless and destitute senior citizens in Varca, Goa. The purpose is to create a sense of security of living in a caring community, to cast away all feelings of abandonment and make them valued members of society. Through this initiative, we have refurbished an old age home for senior citizens.

PROTECTION OF NATIONAL  
HERITAGE, ART & CULTURE

Club Mahindra adopted a music school for children that is run by the NGO- Gunsar Lok Sangeet Sansthan in Jaisalmer, Rajasthan. Our aim is to promote and revive dying local art and culture of ethnic folk communities such as Langa and Mangniyar. We adopted a music school in Jaisalmer by providing financial aid to the organisation to procure musical instruments as well as for day to day functionalities.

GREEN ARMY INITIATIVE  
OF MAHINDRA LIFESPACES

One of the flagship programme of Mahindra Lifespaces Developers Limited (MLDL), "Green Army" initiative is an outreach program that identifies children as primary change agents of the future and aims to educate them on sustainable living habits and choices, while encouraging them to spread the word amongst friends and family. This programme involves school kids of Grade 4th and 5th, friends and family, society and nearby community to teach them about energy, water, fuel conservation and key habits of sustainable Living. This is done through School workshops experiential learning, live demonstrations and Self-assessment tool- The Green Army Report Card. The programme has covered over 250+ schools, over 50,000 students, 2 lakh citizens since inception in Mumbai, MMR, Pune, Nagpur, Chennai, Delhi and Ahmedabad.





# ANNEXURES

## ACRONYMS

<b>ABCI</b>	Association of Business Communicators of India	<b>CDP</b>	Carbon Disclosure Project
<b>ACE</b>	Awards for Customer Excellence	<b>CED</b>	Cathodic Electrodeposition
<b>ACETECH</b>	Architecture, Construction, Engineering Technology	<b>CEO</b>	Chief Executive Officer
<b>AD</b>	Automotive Division	<b>CGC</b>	Corporate Governance Cell
<b>AGC</b>	Avaya Global Connect	<b>CFC</b>	Chlorofluorocarbon
<b>AIDS</b>	Acquired Immunodeficiency Syndrome	<b>CFL</b>	Compact Fluorescent Lamp
<b>AIMA-IOCL</b>	All India Management Association- Indian Oil Corporation Limited	<b>CFO</b>	Chief Financial Officer
<b>ABS</b>	Anti-lock Braking System	<b>CFT</b>	Cross Functional Team
<b>ANM</b>	Auxiliary Nurse Midwife	<b>CGSF</b>	Common Guaranteed Safety Programme
<b>AT&amp;T</b>	American Telephone & Telegraph	<b>CLHA</b>	Children Living with HIV AIDS
<b>ASSOCHAM</b>	Associated Chambers of Commerce and Industry of India	<b>CII</b>	Confederation of Indian Industry
<b>BCL</b>	Business Continuity Leader	<b>CIO</b>	Chief Information Officer
<b>BCMS</b>	Business Continuity Management Systems	<b>CITU</b>	Centre of Indian Trade Unions
<b>BCP</b>	Business Continuity Plan	<b>CMO</b>	Chief Marketing Officer
<b>BIA</b>	Business Impact Analysis	<b>CMTT</b>	Club Mahindra Tusker Trail
<b>BKS</b>	Bharatiya Kamgar Sena	<b>CMVR</b>	Central Motor Vehicle Rules
<b>BMW</b>	Bavarian Motor Works	<b>CMAI</b>	Communication Multimedia and Infrastructure
<b>BPO</b>	Business Process Outsourcing	<b>CNG</b>	Compressed Natural Gas
<b>BPI</b>	Business Psychologists International	<b>CO</b>	Carbon Monoxide
<b>BR</b>	Business Responsibility	<b>CRISIL</b>	Credit Rating & Information Services of India Ltd.
<b>BS</b>	British Standards	<b>CRM</b>	Customer Relationship Management
<b>BSE</b>	Bombay Stock Exchange	<b>CSR</b>	Corporate Social Responsibility
<b>BSS</b>	Business Support Systems	<b>CTO</b>	Chief Technical Officer
<b>BS-III</b>	Bharat Stage- three	<b>CV</b>	Commercial Vehicles
<b>BS-IV</b>	Bharat Stage- four	<b>D&amp;B</b>	Dun & Bradstreet
<b>BT</b>	British Telecommunications	<b>DNA</b>	Data Not Available
<b>C2 CRDe</b>	2-cylinder Common Rail Diesel Engine	<b>DSIR</b>	Department of Science and Industrial Research
<b>CO<sub>2</sub></b>	Carbon dioxide	<b>EBD</b>	Electronic Brakeforce Distribution
<b>3R</b>	Reduce/Recycle/Reuse	<b>ECM</b>	Energy Conservation Measures
<b>CH<sub>4</sub></b>	Methane	<b>ECEM</b>	Enterprise Carbon and Energy Management
<b>CAE</b>	Computer Aided Engineering	<b>EDGE</b>	Enterprise Driving Growth & Excellence
<b>CCI</b>	Clinton Climate Initiative	<b>EDC</b>	Engine Development Centre
		<b>EFI</b>	Employers Federation of India

<b>ELV</b>	End of Life Vehicle
<b>EDMC</b>	East Delhi Municipal Corporation
<b>EPA</b>	Environmental Protection Agency (USA)
<b>EPC</b>	Engineering, Procurement, and Construction
<b>ESCo</b>	Energy Services Company
<b>ER</b>	Employee Relation
<b>ERP</b>	Enterprise Resource Planning
<b>ESI</b>	Employment Status Indicator
<b>ESP</b>	Electronic Stability Program
<b>ESIC</b>	Employee State Insurance Corporation
<b>Esops</b>	Employee Social Option Scheme
<b>ETP</b>	Effluent Treatment Plant
<b>EU</b>	European Union
<b>EURO IV</b>	European emission standards- Four
<b>EURO V</b>	European emission standards- Five
<b>EVP</b>	Executive Vice President
<b>EVP</b>	Employee Value Proposition
<b>FAPCCI</b>	Federation of Andhra Pradesh Chambers of Commerce
<b>FD</b>	Farm Division
<b>FE-EVI</b>	Financial Express- Emergent Ventures International
<b>FICCI</b>	Federation of Indian Chamber of Commerce and Industry
<b>FIDC</b>	Finance Industry Development Council
<b>FIFA</b>	Federal International Football Association
<b>FMS</b>	Feedback Management System
<b>FTM</b>	First Time Managers
<b>g/hph</b>	Grams per horse power hours
<b>GDP</b>	Gross Domestic Product
<b>GDR</b>	Global Depository Receipts
<b>GHG</b>	Greenhouse Gas
<b>GJ</b>	Giga Joules
<b>GEB</b>	Group Executive Board
<b>GMC</b>	Group Management Cadre
<b>GoB</b>	Government of Bihar
<b>GPS</b>	Global Positioning System
<b>GPMD</b>	Global Program for Management Development
<b>GRI</b>	Global Reporting Initiative
<b>GRIHA</b>	Green Rating for Integrated Habitat Assessment
<b>GSM</b>	Global System for Mobile Communications
<b>H<sub>2</sub>O</b>	Water
<b>HCFC</b>	Hydrochlorofluorocarbon
<b>HCNG</b>	Hydrogen Compressed Natural Gas

<b>HHD</b>	Hand Held Device
<b>HOC</b>	Heat of Compression
<b>HP</b>	Horse Power
<b>HPCL</b>	Hindustan Petroleum Corporation Limited
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resource Development
<b>IBA</b>	International Bird Area
<b>ICAI</b>	Institute of Chartered Accountants of India
<b>ICRISAT</b>	International Crops Research Institute for the Semi-Arid Tropics
<b>ICT</b>	Information, Communication, and Technology
<b>IDC</b>	International Data Corporation
<b>IGBC</b>	Indian Green Building Council
<b>IHECT</b>	International Centre for Hydrogen Energy Technologies
<b>IIT</b>	Indian Institute of Technology
<b>IIMM</b>	Indian Institute of Materials Management
<b>ILO</b>	International Labour Organization
<b>IMC</b>	Indian Merchant Chamber
<b>IMDS</b>	International Material Data System
<b>IMS</b>	Integrated Management System
<b>INR</b>	Indian Rupee
<b>IRADe</b>	Integrated Research & Action for Development
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>ITDP</b>	Integrated Talent Development Process
<b>ITES</b>	Information Technology Enabled Service
<b>JAU</b>	Junagadh Agricultural University
<b>JCMM</b>	Jagdish Chandra Mahindra Memorial
<b>JNNSM</b>	Jawaharlal Nehru National Solar Mission
<b>KCMET</b>	K.C. Mahindra Educational Trust
<b>KPO</b>	Knowledge Process Outsourcing
<b>KL</b>	Kilo Litres
<b>LBSIMT</b>	Lal Bahadur Shastri Institute of Management and Technology
<b>LCV</b>	Light Commercial Vehicle
<b>LEED</b>	Leadership in Energy & Environmental Design
<b>LED</b>	Light Emitting Diode
<b>LDO</b>	Light Diesel Oil
<b>L&amp;D</b>	Learning and Development
<b>LPG</b>	Liquefied Petroleum Gas
<b>LSPV</b>	Load Sensing Proportioning Valve
<b>LTL</b>	Learning to Lead

<b>MACE</b>	Mahindra Consulting Engineers
<b>MAITS</b>	Mahindra All India Talent Scholarships
<b>MBCSPL</b>	Mahindra Business & Consulting Services Pvt. Ltd.
<b>MCD</b>	Municipal Corporation of Delhi
<b>MCL</b>	Mahindra Composites Ltd.
<b>MD</b>	Managing Director
<b>META</b>	Mahindra Excellence in Theatre Award
<b>MFCSL</b>	Mahindra First Choice Services Limited
<b>MFCWL</b>	Mahindra First Choice Wheels Limited
<b>MFL</b>	Mahindra Forgings Limited
<b>MFUSA</b>	Mahindra Foundation USA
<b>MGD</b>	Million Gallons Per Day
<b>MGTL</b>	Mahindra Gujarat Tractor Limited
<b>MGTPL</b>	Mahindra Gears & Transmissions Private Limited
<b>MHIL</b>	Mahindra Hinoday Industries Limited
<b>MHRIL</b>	Mahindra Holidays & Resorts India Limited
<b>MIBL</b>	Mahindra Insurance Brokers Ltd.
<b>MIDC</b>	Maharashtra Industrial Development Corporation
<b>MIL</b>	Mahindra Intertrade Limited
<b>MILES</b>	Mahindra Integrated Logistics Execution System
<b>MIQ</b>	Mahindra Institute of Quality
<b>MLDL</b>	Mahindra Lifespace Developers Limited
<b>MLL</b>	Mahindra Logistics Limited
<b>MMDC</b>	Mahindra Management Development Centre
<b>MMFSL</b>	Mahindra & Mahindra Financial Services Limited
<b>MN 25</b>	Mahindra Navistar 25000 kg
<b>MNAL</b>	Mahindra Navistar Automotives Limited
<b>MNC</b>	Multinational Company
<b>MNEPL</b>	Mahindra Navistar Engines Private Limited
<b>MOU</b>	Memorandum of Understanding
<b>MPD</b>	Magnetic Products Division
<b>MPS</b>	Mahindra Pride School
<b>MPTS</b>	Mahindra People Transport Solutions
<b>MPUAT</b>	Maharana Pratap University of Agriculture & Technology
<b>MQS</b>	Mahindra Quality System
<b>MReva</b>	Mahindra Reva Electric Vehicles Pvt. Ltd.
<b>MRHFL</b>	Mahindra Rural Housing Finance Ltd.
<b>MRV</b>	Mahindra Research Valley
<b>MSat</b>	Mahindra Satyam
<b>MSB</b>	Mahindra Spares Business
<b>MSOLAR</b>	Mahindra Solar One Pvt. Ltd.
<b>MSSSPL</b>	Mahindra Sanyo Special Steel Pvt. Ltd.
<b>MTWL</b>	Mahindra Two Wheelers Limited

<b>MUSCO</b>	Mahindra Ugine Steel Company Limited
<b>MVML</b>	Mahindra Vehicle Manufacturers Limited
<b>MWC</b>	Mahindra World City
<b>MWCDL</b>	Mahindra World City Developers Limited
<b>MWCJL</b>	Mahindra World City Jaipur Limited
<b>NAAQS</b>	National Ambient Air Quality Standards
<b>NAPCC</b>	National Action Plan on Climate Change
<b>NASSCOM</b>	National Association of Software & Services Companies
<b>NATRIP</b>	National Automotive Testing & R&D Infrastructure Project
<b>NBFC</b>	Non-Banking Financial Companies
<b>NBC</b>	National Building Code
<b>NDTV</b>	New Delhi Television Limited
<b>NGO</b>	Non-Governmental Organisation
<b>NHRDN</b>	National Human Resource Development Network
<b>NIS</b>	Not in Scope
<b>NITIE</b>	National Institute of Industrial Engineering
<b>NMACS</b>	Networking, Mobility Analytics, Cloud & Security
<b>NOx</b>	Oxides of Nitrogen
<b>NOA</b>	National Outsourcing Association
<b>NRI</b>	Non-Residents of India
<b>NSE</b>	National Stock Exchange
<b>NSDF</b>	National Sports Development Fund
<b>NVG-SEE</b>	National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business
<b>OECD</b>	Organisation for Economic Cooperation & Development
<b>OBD</b>	On Board Diagnostic
<b>OCB</b>	Overseas Corporate Bodies
<b>ODS</b>	Ozone Depleting Substance
<b>OEM</b>	Original Equipment Manufacturer
<b>OTM</b>	Oracle Transport Management
<b>OSS</b>	Operations Support Systems
<b>PAT</b>	Profit After Tax
<b>PAU</b>	Punjab Agricultural University
<b>Pb</b>	Lead
<b>PFOS</b>	Perfluorooctane Sulfonates
<b>PLHA</b>	People Living with HIV/AIDS
<b>POP</b>	Plaster of Paris
<b>PRCI</b>	Public Relations Council of India
<b>PWD</b>	Persons with Disability
<b>QCD</b>	Quality Cost and Delivery
<b>QCFI</b>	Quality Circle Forum of India



<b>RA</b>	Risk Assessment
<b>RCI</b>	Resort Condominium International
<b>RBI</b>	Reserve Bank of India
<b>RIICO</b>	Rajasthan State Industrial Development & Investment Corporation Limited
<b>RMC</b>	Ready Mix Concrete
<b>ROI</b>	Return On Investment
<b>ROHS</b>	Restriction on Hazardous substances
<b>RRR</b>	Rate and Reusability Rate
<b>RSPM</b>	Respirable Suspended Particulate Matter
<b>R&amp;D</b>	Research & Development
<b>SAP</b>	System Application Products and Data Base
<b>SAM</b>	Software Analysis and Management
<b>SCM</b>	Supply Chain Management
<b>SEZ</b>	Special Economic Zone
<b>SEBI</b>	Securities and Exchange Board of India
<b>SIAM</b>	Society of Indian Automobiles Manufacturers
<b>SIBM</b>	Symbiosis Institute of Business Management
<b>SLP</b>	Senior Leaders Program
<b>SLT</b>	Senior Leadership Team
<b>SOx</b>	Oxides of Sulphur
<b>SO2</b>	Sulphur Dioxide
<b>SPM</b>	Suspended Particulate Matter
<b>SRI</b>	Solar Reflectance Index
<b>STAT</b>	Statistic
<b>STAMP</b>	Structural Testing Analysis & Measurement of Projects
<b>STP</b>	Sewage Treatment Plant
<b>SUV</b>	Sports Utility Vehicle

<b>SYMC</b>	Ssangyong Motor Company Limited
<b>SYSTECH</b>	Systems & Technologies Sector
<b>TCF</b>	Trim Chassis Final
<b>TechM</b>	Tech Mahindra
<b>TMF</b>	Tech Mahindra Foundation
<b>TIDCO</b>	Tamil Nadu Industrial Development Corporation
<b>TNAU</b>	Tamil Nadu Agricultural University
<b>TPM</b>	Total Productive Maintenance
<b>TTP</b>	Tertiary Treatment Plant
<b>UAE</b>	United Arab Emirates
<b>UK</b>	United Kingdom
<b>UNEP</b>	United Nations Environment Programme
<b>UNGC</b>	United Nations Global Compact
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>US</b>	United States
<b>USA</b>	United States of America
<b>USD</b>	United States Dollars
<b>UV</b>	Utility Vehicle
<b>UWC</b>	United World College
<b>VAVE</b>	Value Analysis and Value Engineering
<b>VC</b>	Vice-Chairman
<b>VECV</b>	Volvo-Eicher Commercial Vehicles
<b>VFD</b>	Variable Frequency Drives
<b>VOC</b>	Volatile Organic Compound
<b>WBCSD</b>	World Business Council for Sustainable Development
<b>WOW</b>	Wet On Wet
<b>WRI</b>	World Resources Institute

## GLOSSARY

### Biodiesel

Biodiesel refers to a non-petroleum based diesel fuel consisting of short chain alkyl esters, made by transesterification of vegetable oil.

### Biofuels

Solid, liquid or gas fuel derived from recently dead biological material.

### Carbon Dioxide Equivalent (CDE) and Equivalent Carbon Dioxide (CO<sub>2</sub>e)

are two related but distinct measures for describing how much global warming a given type and amount of greenhouse gas may cause, using the functionally equivalent amount or concentration of carbon dioxide (CO<sub>2</sub>) as the reference Equivalent CO<sub>2</sub> (CO<sub>2</sub>e) is the concentration of CO<sub>2</sub> that would cause the same level of radiative forcing as a given type and concentration of greenhouse gas.

### C2 CRDe Technology

Two cylinder, common rail diesel engine technology stands for Common Rail Direct Fuel Injection engine. It is the latest state-of-the-art technology for diesel engines and suits passenger cars as well as commercial vehicles.

### Carbon Disclosure Project (CDP)

is an organisation that works with shareholders and corporations to disclose the greenhouse gas emissions of major corporations. M&M Limited is a signatory for CDP.

### Chlorodifluoromethane (Difluoromonochloromethane)

is a Hydrochlorofluorocarbon (HCFC) commonly used in air conditioning applications.

### CRISIL Level 1

rating that indicates the company's capability with regard to corporate governance and value creation for all stakeholders is the highest.

### COPC-2000® CSP Global Standard Certification

The COPC-2000® CSP Standard is a Performance Management Framework designed to deliver results in Customer Service Provider (CSP) contact centre environments including Call Centres, E-Commerce Centres and Transaction Processing Operations.

### Dichlorodifluoromethane (R-12)

usually sold under the brand name Freon-12, is a chlorofluorocarbon halomethane, commonly known as CFC, used as a refrigerant and aerosol spray propellant. (R-22)- is a colourless gas better known as HCFC-22, R-22. Earlier it was commonly used as a propellant and in air conditioning application. These applications are being phased out its manufacturing was banned in the US and many countries in 1994 due to concerns about damage to the ozone layer.

### ECOTEL® certification

ECOTEL® is a prestigious environmental certification designed by HVS' Sustainability Services specifically for the hospitality sector. This certification recognises outstanding achievement along the triple bottomline: environmental, social and fiscal parameters.

### 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.

### EURO IV or EURO V Standards

reduction of pollutant emissions from light vehicles. The European Union is introducing stricter limits on pollutant emissions from light road vehicles, particularly for emissions of nitrogen particulates and oxides. The Regulation also includes measures concerning access to information on vehicles and their components and the possibility of introducing tax incentives.

### GRI Standards

It defines the content of a sustainability report. The modular structure of the Standards makes it possible for individual Standards to be updated independently, to stay up to date with latest developments.

### 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.

### 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.

### 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.

### 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.

**ISO 9001:2000**

Quality Management Systems directive that provides a number of requirements which an organisation needs to fulfil if it is to achieve customer satisfaction through consistent products and services which meet customer expectations.

**ISO 14001:2004**

international specification for an Environmental Management System (EMS). It specifies requirements for establishing an environmental policy, determining environmental aspects and impacts of products/activities/services, planning environmental objectives and measurable targets, implementation and operation of programmes to meet objectives and targets, checking and corrective action and management review.

**ISO/TS 16949**

quality management system requirements for the design and development, production and, when relevant, installation and service of automotive-related products.

**ISO/TS 16949:2002**

quality management systems – Particular requirements for the application of ISO 9001:2000 for automotive production and relevant service part organisations.

**The kilowatt-hour**

(symbolised kWh) is a unit of energy equivalent to one kilowatt of power expended for one hour of time. kWh is not a standard unit in any formal system, but it is commonly used in electrical applications.

**OHSAS 18001:2004**

an Occupational 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.

**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 your personnel in the organisation.

**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 for cleaning, electronic equipment and as agricultural fumigants.

**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.

**NAAQS**

the clean air act which was last amended requires EPA to set National Ambient Air Quality Standards for pollutants considered harmful to public health and the environment.  
<http://epa.gov/air/criteria.html>

**NASSCOM**

a not-for-profit was set up in 1988 to facilitate business and trade in software and services and to encourage advancement of research in software technology.

**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.).

**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.

**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.

**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).

**Special Economic Zone (SEZ)**

SEZ is a geographical region that has economic laws that are more liberal than a country's typical economic laws.

**USGBC LEED Certification**

LEED Professional Accreditation distinguishes building professionals with the knowledge and skills to successfully steward the LEED certification process.

**United Nations Global Compact**

is a framework for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, the environment and anti-corruption. M&M Limited is a signatory to UNGC.



## INDEPENDENT ASSURANCE STATEMENT



**KPMG (Registered)**  
7th Floor, IT Building No.3  
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Internet: [www.kpmg.com/in](http://www.kpmg.com/in)

### Independent Limited Assurance Statement to Mahindra and Mahindra Limited on its Sustainability Report for Financial Year 2018-19

To the Management of Mahindra and Mahindra Limited, 5<sup>th</sup> Floor, Mahindra Towers, Dr. G. M. Bhosale Marg, Worli, Mumbai – 400 018, Maharashtra, India.

#### Introduction

KPMG was engaged by Mahindra and Mahindra Limited hereafter referred as ('M&M Limited' or 'the Company') to provide independent assurance on the selected environment, social and governance disclosures in the Sustainability Report for the Financial Year (FY) 2018-19. The Company's management is responsible for identifying its material topics, engaging with its stakeholders and developing the content of the Report. We conducted our work in accordance with criteria of 'Limited Assurance' as per International Federation of Accountants' (IFAC) International Standard for Assurance Engagements [ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information].

#### Scope, Boundary and Limitations

The assurance has been provided for the sustainability disclosures presented by the company in its report. The reporting boundary and scope of assurance included data and information for the period 01 April 2018 to 31 March 2019 for India operations, based on Global Reporting Initiative's (GRI) Standards in accordance Core option. The reporting boundary included M&M Limited and its subsidiary companies for only India operations mentioned in the Report.

Universal Standard Disclosures
<ul style="list-style-type: none"> <li>● <b>General Disclosures</b> <ul style="list-style-type: none"> <li>○ Stakeholder engagement: 102-40, 102-42, 102-43, 102-44</li> <li>○ Reporting practice: 102-46 to 102-52, 102-54, 102-55</li> </ul> </li> <li>● <b>Management Approach</b> <ul style="list-style-type: none"> <li>○ Disclosure on Management Approach: 103-1 to 103-3</li> </ul> </li> </ul>
Topic Specific Standard Disclosures
<ul style="list-style-type: none"> <li>● <b>Environment</b> <ul style="list-style-type: none"> <li>○ Energy : 302-1, 302-4</li> <li>○ Water: 303-1, 303-3</li> <li>○ Emissions: 305-1, 305-2, 305-4</li> <li>○ Waste: 306-2</li> <li>○ Compliance: 307-1</li> </ul> </li> <li>● <b>Social</b> <ul style="list-style-type: none"> <li>○ Employment: 401-1</li> <li>○ Local Community: 413-1</li> <li>○ Compliance: 419-1</li> </ul> </li> <li>● <b>Economic</b> <ul style="list-style-type: none"> <li>○ Anti-corruption: 205-2</li> </ul> </li> </ul>



The assurance scope excludes:

- Verification of data and information related to M&M Limited financial performance, sourced from its audited annual report for FY 2018-19
- Verification of claims was limited to data and information presented in the Report for the period 01 April 2018 to 31 March 2019 as mentioned in the above table
- Data and information in the Report outside this reporting period was not subject to verification
- Verification of any statement indicating intention, opinion, belief and / or aspiration by M&M Limited

#### Assurance Procedure

Our assurance processes involve performing procedures to obtain evidence about the reliability of specified disclosures. The nature, timing and extent of procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the standard disclosures whether due to fraud or error. In making those risk assessments, we have considered internal controls relevant to the preparation of the report in order to design assurance procedures that are appropriate in the circumstances. The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement.

Our assurance procedure also included:

- Review of materiality and stakeholder engagement framework deployed at M&M Limited
- Assessment of the systems used for data collection and reporting of the Universal Standard Disclosures and Topic Specific Standard Disclosures of material topics as listed in the assurance scope above
- Testing on a sample basis, the evidence supporting the data and information
- Desk review for six months data
- Discussion on non-financial aspects with senior executive at different locations and at corporate offices to understand the risk and opportunities from sustainability context.
- Assessing that the report has been prepared in accordance with GRI Standards: Core option
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by Mahindra & Mahindra Limited for data analysis.
- Review of the report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings.

The data was reviewed at the corporate office, selected sites visits and virtual interactions at sample locations. The locations visited included:

- M&M Limited (Kandivali - AD, Kandivali - FD, Nagpur - FD, Swaraj Foundry, Swaraj Plant 1, Jaipur - SBU)
- Mahindra & Mahindra Financial Services Limited ( Thane, Raipur, Kolkata)
- Mahindra World City (Chennai)
- Mahindra Holidays & Resorts India Ltd. (Varca, Manali)
- Mahindra Logistics Limited (Mumbai, Delhi)
- Tech Mahindra Limited (Noida, Bengaluru)
- Mahindra Intertrade Limited (Mumbai, Kanhe)
- Mahindra First Choice Services Limited (Mumbai)
- Mahindra Lifespace Developers Limited (Mumbai)
- Mahindra Susten Pvt. Ltd. (Thane, Bengaluru)

#### Conclusions

We have reviewed the Sustainability Report of M&M Limited. Based on our review and procedures performed as per the scope of work, nothing has come to our attention that causes us not to believe that the sustainability data and information presented in the Report is appropriately stated, in material topics, and in line with the reporting principles of GRI Standards in accordance to core option.





We have provided our observation to the company in a separate management letter. These, do not, however, affect our conclusions regarding the Report.

### **Independence**

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 standard. 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) be independent of the assurance client, in relation to the scope of this assurance engagement, 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. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

### **Responsibilities**

M&M Limited is responsible for developing the Report contents. M&M Limited is also responsible for identification of material sustainability topics, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of M&M Limited in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to M&M Limited those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than M&M Limited for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

**Prathmesh Raichura**

Executive Director

KPMG

October 3<sup>rd</sup> 2019



# GRI CONTENT INDEX



## GENERAL STANDARD DISCLOSURES

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page no.(s) and/or direct answers/comments	Externally Assured
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**GRI 101:** Foundation 2016  
(GRI 101 does not include any disclosure)

## GENERAL DISCLOSURES

GRI Standard	Disclosure Number	Disclosure Title	Page no.(s) and/or direct answers/comments	Externally Assured
<b>GRI 102: General Disclosure 2016</b>	102-1	Name of the organization	Front Page	Externally assured
	102-2	Activities, brands, products, and services	06-12, 108-112	Externally assured
	102-3	Location of headquarters	05	Externally assured
	102-4	Location of operations	06, 108-112	Externally assured
	102-5	Ownership and legal form	07	Externally assured
	102-6	Markets served	06	Externally assured
	102-7	Scale of the organization	06	Externally assured
	102-8	Information on employees and other workers	28-47, 117-128	Externally assured
	102-9	Supply chain	68, 138	Externally assured
	102-10	Significant changes to the organization and its supply chain	68	Externally assured
	102-11	Precautionary Principle or approach	Carbon emission is a key material issue we have addressed this in Environmental (70-87, 141-154) and Product performance Chapter (48-62; 129-135)	Externally assured
	102-12	External initiatives	15,69, 115-116	Externally assured
	102-13	Membership of associations	15	Externally assured
	102-14	Statement from senior decision-maker	01-04	Externally assured
	102-16	Values, principles, standards, and norms of behaviour	06, 14	Externally assured
	102-18	Governance structure	45-46	Externally assured
	102-22	Composition of the highest governance body and its committees	14	Externally assured
	102-40	List of stakeholder groups	26-27	Externally assured
	102-41	Collective bargaining agreements	41, 125	Externally assured
	102-42	Identifying and selecting stakeholders	26-27	Externally assured
	102-43	Approach to stakeholder engagement	25-28	Externally assured
	102-44	Key topics and concerns raised	25-28	Externally assured
	102-45	Entities included in the consolidated financial statements	05, 107	Externally assured
	102-46	Defining report content and topic Boundaries	05, 107	Externally assured
	102-47	List of material topics	18-19	Externally assured
102-48	Restatements of information	No such Information	Externally assured	
102-49	Changes in reporting	No such Changes	Externally assured	
102-50	Reporting period	05	Externally assured	
102-51	Date of most recent report	Sustainability Report FY 2017-18	Externally assured	
102-52	Reporting cycle	13th Reporting Cycle	Externally assured	
102-53	Contact point for questions regarding the report	05	Externally assured	
102-54	Claims of reporting in accordance with the GRI Standards	End Page	Externally assured	
102-55	GRI content index	Annexure	Externally assured	

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page no.(s) and/or direct answers/comments	Externally Assured
	102-56	External assurance	Annexure	Externally assured
<b>Economic Performance</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	16, 29, 70, 88	Externally assured
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	67-68 ,137-138	Externally assured
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti - corruption policies and procedures	14	Externally assured
<b>Energy</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	83	Externally assured
GRI 302: Energy 2016	302-1	Energy consumption within the organization	78-79; 148-149	Externally assured
	302-4	Reduction of energy consumption	79, 147	Externally assured
<b>Water</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	83	Externally assured
GRI 303: Water 2016	303-1	Water withdrawal by source	84, 151	Externally assured
	303-3	Water recycled and reused	84, 150	Externally assured
<b>Emissions</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	78	Externally assured
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	76, 141, 145	Externally assured
	305-2	Energy indirect (Scope 2) GHG emissions	76, 145	Externally assured
	305-3	Other indirect (Scope 3) GHG emissions	76, for subsidiaries not included in the scope	Externally assured
	305-4	GHG emissions intensity	76, 145	Externally assured
	305-5	Reduction of GHG emissions	76, 145	Externally assured
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	75, for subsidiaries not included in the scope	Externally assured
<b>Effluents and Waste</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	86	Externally assured
GRI 306: Effluents and Waste 2016	306-1	Water discharge by quality and destination	85	Externally assured
	306-2	Waste by type and disposal method	87-88; 152-153	Externally assured
	306-3	Significant spills	87	Externally assured
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	86	Externally assured

GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page no.(s) and/or direct answers/comments	Externally Assured
<b>Supplier Environmental Assessment</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	72	Externally assured
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	72	Externally assured
	308-2	Negative environmental impacts in the supply chain and actions taken	72	Externally assured
<b>Employment</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	28	Externally assured
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	126, 128	Externally assured
<b>Occupational Health and Safety</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	28	Externally assured
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	29	Externally assured
	403-2	Hazard identification, risk assessment, and incident investigation	46	Externally assured
	403-3	Occupational health services	46	Externally assured
	403-4	Worker participation, consultation, and communication on occupational health and safety	47	Externally assured
	403-5	Worker training on occupational health and safety	43-45	Externally assured
	403-6	Promotion of worker health	43-45	Externally assured
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	46	Externally assured
	403-8	Workers covered by an occupational health and safety management system	46	Externally assured
	403-9	Work-related injuries	46	Externally assured
	403-10	Work-related ill health	46	Externally assured
<b>Diversity and Equal Opportunity</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	14	Externally assured
GRI 405: Diversity and Equal Opportunity 2016	405-1	Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	14	Externally assured



GRI Standard	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page no.(s) and/or direct answers/comments	Externally Assured
<b>Local Communities</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	88, 155	Externally assured
GRI 413: Local Communities 2016	413-1	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs.	88-105, 155-161	Externally assured
	413-2	Operations with local community engagement, impact assessments, and development programs	88-105, 155-161	Externally assured
<b>Customer Health and Safety</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	15	Externally assured
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	15	Externally assured
<b>Marketing and Labeling</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	61	Externally assured
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	61	Externally assured
	417-2	Incidents of non-compliance concerning product and service information and labeling	61	Externally assured
<b>Socioeconomic Compliance</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	05, 18-19	Externally assured
	103-2	The management approach and its components	16, 29, 70, 88	Externally assured
	103-3	Evaluation of the Management Approach	15	Externally assured
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	15	Externally assured

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80 COMPANIES. 100 PRODUCTS. 1 NUMBER

This report has been prepared in accordance  
with the GRI standards: Core Option.

*All figures in the report are current as of 31<sup>st</sup> March, 2019.*