



WE ALL SEE THE SAME THINGS  
**THE WAY WE LOOK AT THEM IS WHAT  
MAKES ALL THE DIFFERENCE**

At Mahindra we are exploring outside the conventional and rethinking the regular. We are looking at emerging problems through the prism of Alternative Thinking to turn them into emerging opportunities.

Alternative Thinking is Mahindra's strategic approach towards integrating sustainability into our businesses. It involves proactive alignment of our business operations to the exponentially rising social and environmental demands, and new economic opportunities.

alternative  
**THINKING**

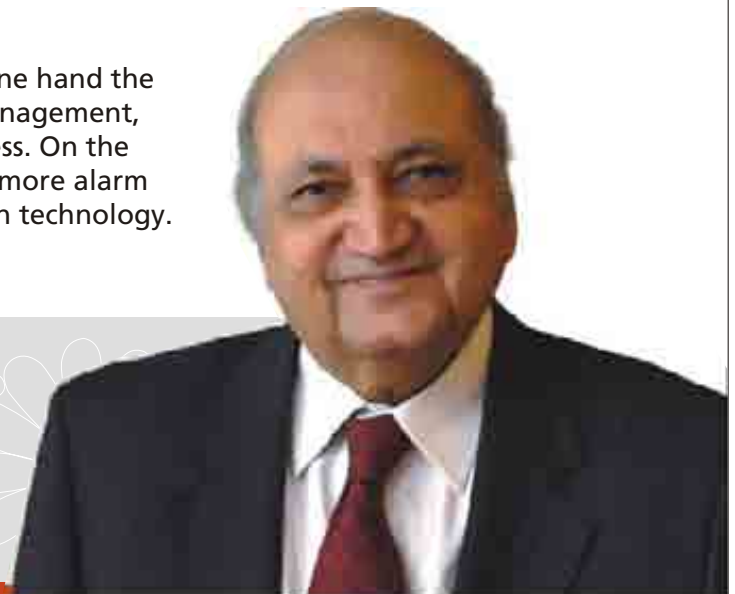
Alternative Thinking, for us, is the fountainhead of progress, leadership, and the only way forward to create sustainable businesses in a sustainable world.



## CHAIRMAN'S ADDRESS

I am pleased to present the Mahindra Group's 2nd Sustainability Report continuing with the theme of our first report - ALTERNATIVE THINKING. I believe that, the need for alternative thinking is more relevant today than it was last year and will become still more relevant in the future.

The year 2008-09 was rather startling in more ways than one. On one hand the financial crisis brought to the fore, issues of comprehensive risk management, need for long term profitability, ethics and accountability in business. On the other, the intensity and frequency of natural calamities raised one more alarm for an urgent need to address risks of climate change through clean technology. Conflict situations continued to simmer across all geographies.



**The need for Alternative Thinking is more relevant today than it was last year and will become still more relevant in the future**

Although our approach to business has conventionally been "Beyond Profits" our conscious and focused efforts to embark on the "sustainability reporting journey" last year, enabled us to consolidate the various activities that we were undertaking under cost and input efficiencies in all our businesses as well as our Social programs that were undertaken both centrally as well as by each of our individual businesses. During the year under report, conscious efforts were made to develop an understanding of the risks and opportunities that arise out of climate change for each of our different businesses. Our Human capital was the core strength in this exercise and I am happy to report that Sustainability has now gained considerable momentum in all our different businesses, at the

< 1/2 >

## CHAIRMAN'S ADDRESS

Strategic, Managerial as well as Operational levels. It would be fair to say that in view of the scale of the challenges before us, the trends witnessed by performance under each of the three bottom lines are rather encouraging.

As global markets become more and more inter-dependant, corporate citizenship becomes that much more relevant and challenging. The conventional concept of 'business as usual' is becoming almost redundant. What is becoming more and more relevant however, is the need for reflecting upon the daunting predicament the human race is faced with, and more importantly, think and act differently, such that we grow, and make profit responsibly and not at the expense of our future. It is indeed a matter of great pride that each one of us at Mahindra is one in this endeavour. This second Sustainability Report will enable all our stakeholders to evaluate our efforts to this end.

Yours sincerely,



**Keshub Mahindra**  
Chairman,  
Mahindra & Mahindra Limited

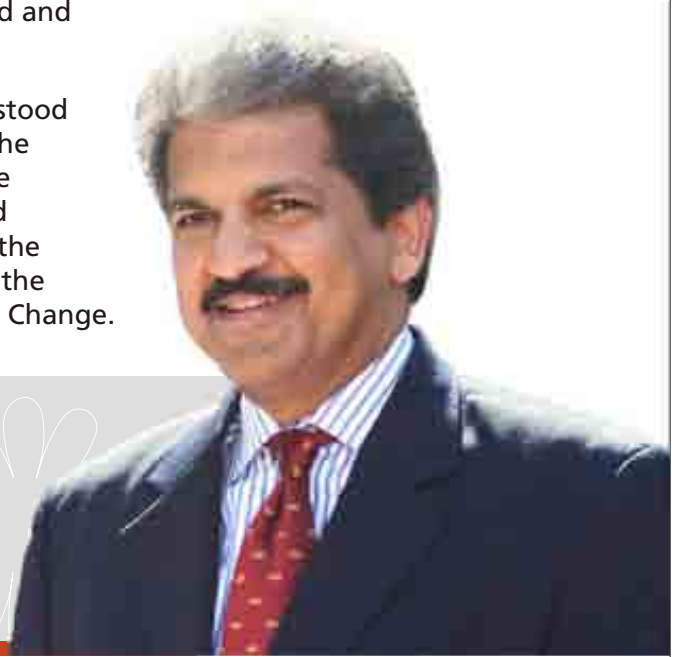
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## MESSAGE FROM VICE CHAIRMAN & MANAGING DIRECTOR

For the Mahindra Group, the year 2008-09 has been a year of growth, expansion and diversification in the face of considerable odds. Our 2nd Sustainability Review, which is again 'A+' rated, (externally assured) and GRI checked, reflects another happy development - that along with our business growth, our responsibility to our stakeholders has also grown, expanded and intensified.

In our first report we had derived base line data to establish where we stood on the triple bottom line of People Planet and Profits, and articulated the theme of Alternative Thinking to underscore the need for change. More importantly we had taken specific commitments to develop a structured Sustainability vision and enhance our knowledge and capabilities from the Board Rooms to the shop floor, so that all our Group companies are on the same wave length and equally geared to face the challenges of Climate Change.

**The responsiveness of our employees has been significant and we are confident that this awareness will fuel a deeper sense of responsibility.**



This past year therefore, has been an effort to put 'Alternative Thinking' into action and I am happy to report that we have fulfilled all commitments undertaken in the 1st year's report; the extent & details of which are elaborated in relevant sections in this report.

PREVIOUS SECTION < 1/2 >

## MESSAGE FROM VICE CHAIRMAN & MANAGING DIRECTOR

During the year we undertook an intense drive to create awareness about the challenges of climate change and how these can be addressed both individually and collectively. The responsiveness of our employees has been significant and we are confident that this awareness will fuel a deeper sense of awareness and responsibility in each one of them. Our focus from now onwards will be to spread this same awareness amongst our other key stakeholders across the value chain.

The second year also saw all businesses defining their individual Sustainability Road Maps with specific targets for reduction of GHG emissions, consumption of non-renewable energy, and waste. Targets have also been set to strengthen Green IT and Green supply-chain policies as well as for e-waste management. This exercise has also helped in identifying the key areas of impact most relevant to the respective businesses in a more holistic fashion, and will help each business focus on its particular set of challenges.

During the year we have also increased the scope of this report to include companies that account for above 90% of the Group turnover, as against 84% in the 1st report; the details of which are mentioned in the relevant section of this report. This essentially leaves out our international operations and very recent businesses or acquisitions. These will be included in future years.

The Mahindra Group has always subscribed to the fundamental premises of ethics, good governance and respect for the people and the environment. Striving for 'Sustainability' as understood in the modern context is a logical extension of these beliefs but we still have a long way to go. As we venture into new areas, and grow our existing businesses, we will continue to be conscious of our responsibilities towards fostering a sustainable future.



**Anand Mahindra**  
*Vice Chairman & CEO,  
Mahindra & Mahindra Limited  
Chairman, Group Management Board  
August 2008*

PREVIOUS SECTION < 2/2 > NEXT SECTION

## MATERIALITY

As with emissions, omission is the key here. Companies should be able to make decisions about the issues that are really key for their stakeholders, demand real recognition and need to be addressed on an urgent and important basis. Materiality is at the heart of our sustainability initiatives.

Identifying "Material" issues is an iterative process at each scoped sector/business. Each sector with inputs from senior management & council members identifies the top 6-8 sustainability issues that could have maximum impact on their business. The Corporate Sustainability Cell collates and analyses these issues to derive the key issues material for the Group. These key material issues are then concurred with the Sustainability Council members.

After a participatory assessment of each of the scoped business of the Mahindra Group the following key material issues emerged at the corporate level:

KEY MATERIAL ISSUES

- Shareholder Returns
- Employee Satisfaction
- Corporate Governance & Transparency

- Talent Management
- Regulatory Risks
- Environmental Sustainability



Environmental concerns are particularly material to our manufacturing & energy intensive business units. Under the category of environmental sustainability; the following issues were highlighted:

- 1 Energy Security
- 2 Energy Efficiency
- 3 Air & Land Pollution
- 4 Water Management
- 5 Climate Change
- 6 Product Safety
- 7 Water scarcity & pollution
- 8 Crude Oil prices
- 9 Bio-diversity
- 10 E-waste Management
- 11 Natural Resources

Actions and initiatives being undertaken to address our material issues are detailed in relevant sections of this report.

## REPORT BOUNDARY

Mahindra's second sustainability report covers the status for the financial year 2008-09 (April '08 - March '09). We are committed to report on annual basis as mentioned in our first Sustainability report 2007-08.

The scope of our second report is enhanced to cover 92.1% of our Group's gross annual turnover; as compared to 84% in 2007-08. We have attempted to account for the most material economic, environment & social impacts, through our enhanced scope. In addition to the companies reported in 2007-08, we have enhanced our scope by adding businesses under M&M management control and having relevant economic, environment, & social impacts (both positive & negative), necessary capabilities & Data availability.



This report has been externally assured by Ernst & Young (India)

[Click here to view Assurance Statement](#)

- 
**Automotive Sector**
  - Mahindra & Mahindra Ltd. *Automotive Division*
- 
**Farm Equipment Sector**
  - Mahindra & Mahindra Ltd. *Farm Equipment Division*
- 
**Infrastructure Development Sector**
  - Mahindra Lifespace Developers Ltd. (MLDL)
  - Mahindra Holidays & Resorts India Limited. (MHRIL) \*
  - Mahindra World City Developers Limited. (MWCDL) \*
  - Mahindra World City Jaipur Limited. (MWCJL) \*
- 
**Mahindra Partner Division**
  - Mahindra Intertrade Ltd. (MIL)
  - Mahindra Steel Service Centre Ltd. (MSSCL)
  - Mahindra Logistics Limited. (MLL) \*
- 
**Financial Services Sector**
  - Mahindra & Mahindra Financial Services Limited. (MMFSL) \*
- 
**Information Technology Sector**
  - Tech Mahindra Ltd.
- 
**Systems & Technologies Sector (Systech)**
  - Mahindra UGINE Steel Company Ltd. (MUSCO)
  - Mahindra Forgings Ltd. (MFL)
  - Mahindra Castings Pvt. Ltd. (MCPL)
  - Mahindra Composites Ltd. (MCL)
  - Mahindra Gears & Transmissions Pvt. Ltd. (MSAR) \*

\*Companies added in the scope of the second (current) report

## REPORT SCOPE LIMITATION

This report is India centric and excludes

### International operations

### Businesses which were acquired in or commenced operations in the financial year 2008-09.

- Two wheeler manufacturing
- Retail business
- Aftermarket sector includes Mahindra First Choice
- Speciality business like media & entertainment, defence services & special services group
- Office buildings, out station depots and dealerships

We will continue to enhance the scope of our reporting; both in terms of operations included and indicators reported as per GRI G3 standard for efficient management of our sustainability initiatives.

We encourage feedback from all our internal and external stakeholders.

Your suggestions are vital and will help us improve not only the quality of our reporting but also the quality of our products and services.

Please e-mail your Suggestions/views/ opinions to



[sustainability@mahindra.com](mailto:sustainability@mahindra.com)

or call our toll free number:



Location of the organisation's headquarters



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

## INDEPENDENT ASSURANCE STATEMENT

### The Board of Directors Mahindra Group Mumbai, India

The Mahindra Group ("Group") retained Ernst & Young Pvt. Ltd. ("EY") to provide an independent assurance on its Corporate Sustainability Report for the financial year 2008-09 ("Report"). The Group's management is responsible for the contents of the Report, its presentation, identification of key issues, engagement with stakeholders and its presentation. EY's responsibility is to provide independent assurance on the report content as described in the scope of assurance. Our responsibility in performing our assurance activities is to the management of the Group only and in accordance with the terms of reference agreed with the Group. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organisation. Any dependence that any such third party may place on the Report is entirely at its own risk. The

assurance report should not be taken as a basis for interpreting the Group's overall performance, except for the aspects mentioned in the scope below.

### Scope of Engagement

The scope of assurance covers the following aspects of the Report:

- Data and information related to the Group's sustainability performance for the period, 1<sup>st</sup> April 2008 to 31st March 2009.
- Review of the GRI specific core performance indicators and information reported from the following business sectors, companies and locations:

#### Automotive Sector

*Mahindra & Mahindra Limited (M&M) - Kandivili, Igatpuri, Zaheerabad, Nashik, Haridwar*

#### Farm Equipment Sector

*Mahindra & Mahindra Limited - Kandivili, Jaipur, Nagpur, Rudrapur, Swaraj division*

### ERNST & YOUNG

Ernst & Young Pvt. Ltd.  
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Kolkata-700 016, India, Tel: +91 33 6615 3400  
Fax: +91 33 2281 7750, [www.ey.com/india](http://www.ey.com/india)

#### Systems and Technologies Sector

*Mahindra Ugine Steel Company Limited (Mahindra Ugine Steel Company Limited) Steel division - Khopoli, MUSCO Stampings division - Kanhe, Nashik, Rudrapur, Mahindra Forgings Limited (MFL) - Chakan, Mahindra Castings Limited (Hinoday) - Bhosari, Urse, Mahindra Composites - Pune, Mangoan, Mahindra Gears & Transmissions Private Limited - Rajkot*

#### Infrastructure Development Sector

*Mahindra Lifespace Developers Limited (MLDL) --Splendour Mumbai, Eminent Mumbai, Royale Pune, Chloris Faridabad, Sylvan County Chennai, Mahindra World City Developers Limited - Chennai (MWC-C), Mahindra World City Jaipur Limited (MWC-J), Mahindra Holidays & Resorts India Limited - Coorg, Goa, Munnar*

#### Mahindra Partners Division

*Mahindra Intertrade Ltd. (MIL) - Nasik, Worli, Mahindra Steel Service Centre Ltd.- Kanhe, Mahindra Logistics Limited-*

## INDEPENDENT ASSURANCE STATEMENT



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Chennai, Delhi, Kolkata, Mumbai

**Information Technology Sector**  
Tech Mahindra Limited

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

### Limitations of our engagement

The assurance scope excludes:

- Operations of the Group outside India
- Aspects of the Report other than those mentioned above
- Data and information outside the defined reporting period (1st April 2008 to 31st March 2009)
- The Group's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention provided by the Group
- Data and information on economic and financial performance of the Group.

### Level of assurance

The assurance engagement was planned and performed in accordance with International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000). Our evidence-gathering procedures have been designed to obtain a limited level of assurance (as set out in ISAE 3000) on which to base our conclusions.

### Key assurance procedures

The nature and scope of our work was based on our professional judgment and we have performed all the procedures deemed necessary to provide a basis for our conclusions. Within the scope of our engagement, we requested evidence on a sample basis based on risk and materiality criteria to obtain a limited level of assurance on the contents of the Report that has been prepared employing the

reporting principles and criteria of GRI 2006 guidelines (GRIG3).

The performance of our engagement mainly involved the following key steps:

- Interviews at the Group's corporate office to understand the sustainability commitment, management of key sustainability issues and review of stakeholders' engagement process
- Visits to sample 17 sites covering the Group's sectors amongst those mentioned in the Scope above
- Interviews and analytical considerations with employees from select departments at the Group's corporate office, at sector level and at the sites visited as well as review of relevant documents and systems for gathering, analysing and aggregating sustainability performance data in the reporting period.
- Review of material qualitative statements in the Report with

PREVIOUS SECTION < 2/3 >

## INDEPENDENT ASSURANCE STATEMENT



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regard to consistency and plausibility and review of select underlying documents.

- Appropriate evidences to support the conclusions in this assurance report were obtained. Most of the information and data reviewed were supported with documentary evidence; wherever such documentary evidence could not be collected on account of confidential information, our team physically reviewed the documents.

### Our assurance team

Our assurance team, comprising of multidisciplinary professionals, was drawn from our climate change and sustainability network and undertakes similar engagements with a number of significant Indian and international businesses.

### Observations on particular aspects of our engagement

- The Report covers the most significant business sectors of the Group. The reporting scope for FY 2008-09, compared to that of FY 2007-08, has been expanded with the inclusion of new sectors, namely, Financial Services Sector and Mahindra Partners Division as well as new businesses within sectors
- The Group has established and reported on the system for structured identification of key material issues across the sectors, however, further focus on collating outcome of stakeholders' engagements by various sectors and linkages to material issues would be desirable
- The Report includes a 'Sustainability Roadmap' with specific 3 year and 5 year targets for 7 commitments

- Though the entire core GRI-G3 indicators have been reported by the Group across the sectors, there is an opportunity for improved interpretation for some indicators. Also, data collection, collation and internal review systems at sector level can be further strengthened.
- The Group has reported on detailed activities to accomplish the Sustainability Commitments from 2007-08 report centered around two key domains, Knowledge and Vision

### Conclusions

Based on our work, nothing has come to our attention that causes us not to believe that the Report contents are presented fairly, in material respects, in keeping with the GRI-G3 reporting principles and criteria.

for Ernst & Young Private Limited  
Sudipta Das  
Partner

Dated: 20th October 2009  
Kolkata

PREVIOUS SECTION < 3/3 > NEXT SECTION

## THE MAHINDRA GROUP

A USD 6.3 billion (INR 290 billion) confederation of diverse businesses, with a dominant position in virtually every sector it's present in, the Mahindra Group is among the top ten industrial houses in India. A market leader in the multi-utility vehicles segment in India, it achieved a milestone entry in the passenger car segment with the launch of Logan. Mahindra & Mahindra is the only Indian company among the top tractor brands in the world.

The Group has a leading presence in key sectors of the Indian Economy, including financial services, trade, retail & logistics, automotive components, after-market, information technology and infrastructure development; Mahindra has recently made an entry in the two-wheeler segment which will see the company emerge as a full range player with a presence in almost every segment of the automobile industry.

Mahindra's Farm Equipment Sector holds the distinction of being the

only tractor company in the world to receive the coveted Japan Quality Medal. It's also the only tractor company worldwide to win the Deming Prize. The US based Reputation Institute ranked Mahindra among the top 10 companies in its Global 200 - World's Best Corporate List.

We have recently made strategic acquisitions, across the globe, adding Metalcastello S.p.A. Italy & Engines Engineering S.r.l to our business portfolio in FY 2008-09. The Company also acquired the two-wheeler business of Kinetic Motor Company Limited, through its newly formed subsidiary Mahindra Two Wheelers Limited.

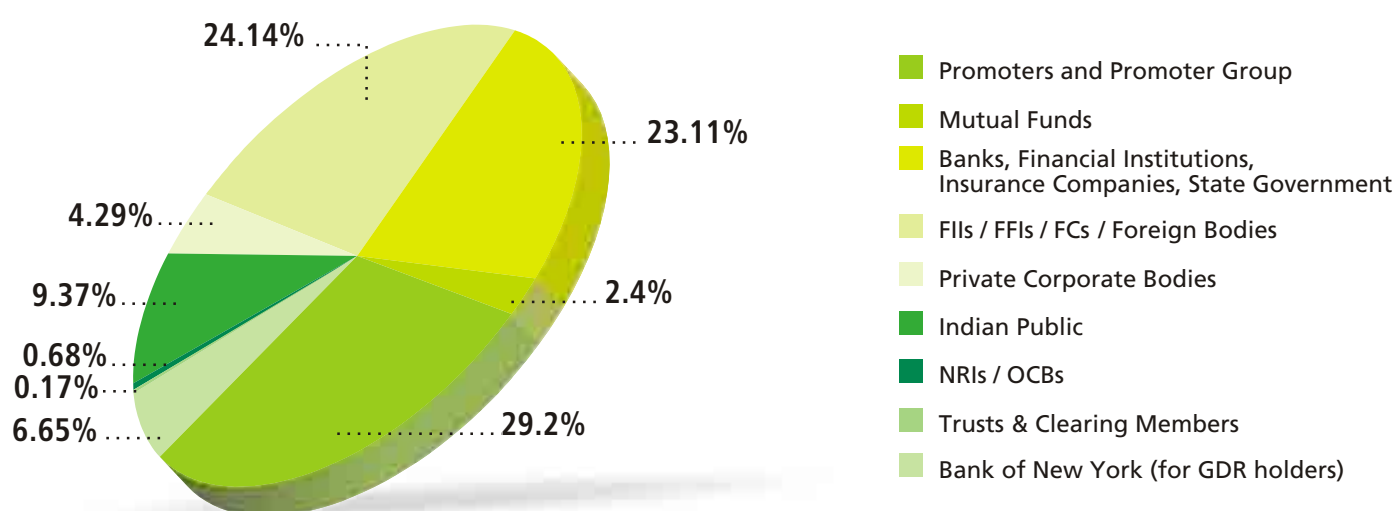
A full list of Mahindra's 97 subsidiaries, 4 joint ventures and 11 associate companies can be found in Mahindra's 2008-2009 Annual Report.

- FARM EQUIPMENT
- AUTOMOBILE MANUFACTURING
- AUTOMOTIVE COMPONENTS
- ENGINEERING
- STAMPING
- STEEL
- FINANCIAL SERVICES
- TRADE AND LOGISTICS
- INFORMATION TECHNOLOGY
- RESORTS
- AFTERMARKET VEHICLES
- DEFENCE
- INFRASTRUCTURE DEVELOPMENT



## THE MAHINDRA GROUP

### Shareholding Pattern



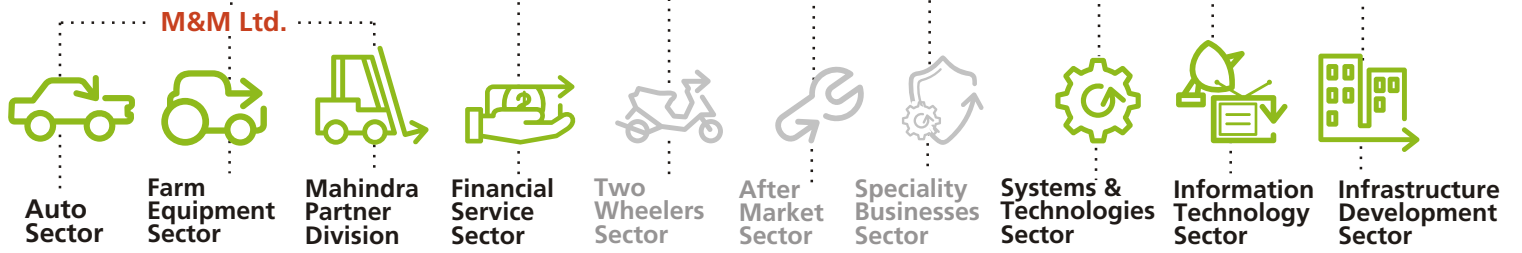
\* All figures are as on 31st March 2009

### Changes in the share capital structure during the reporting period

Pursuant to the schemes of amalgamation of Mahindra Holdings & Finance Limited (MHFL) and the Swaraj Division with M&M Ltd the authorised share capital increased from INR 4,000 million to INR 6,250 million comprising of 600,000,000 Ordinary (Equity) Shares of Rs.10 each and 2,500,000 unclassified shares of Rs.100 each.

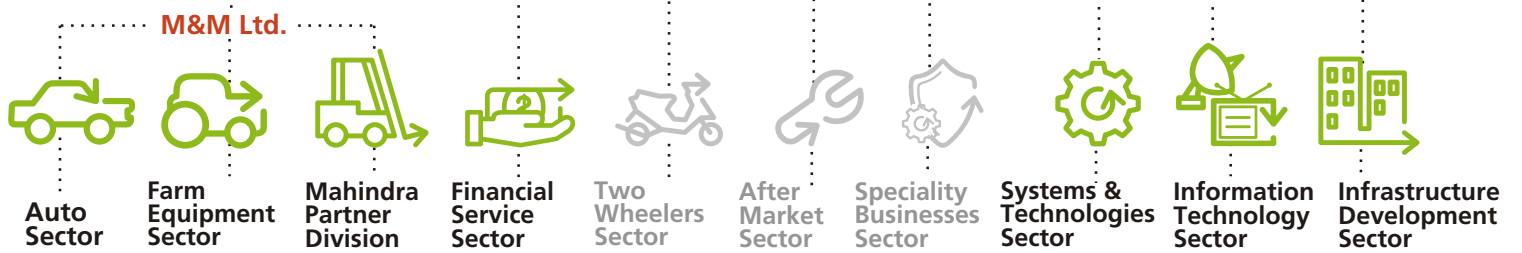
The issued, subscribed and paid-up share capital of the Company as on 31st March, 2009 stands at INR 2,788.2 million; divided into 278,821,265 Ordinary (Equity) shares of Rs.10 each.

The Mahindra Group



■ Sectors included  
 ■ Sectors not included

The Mahindra Group

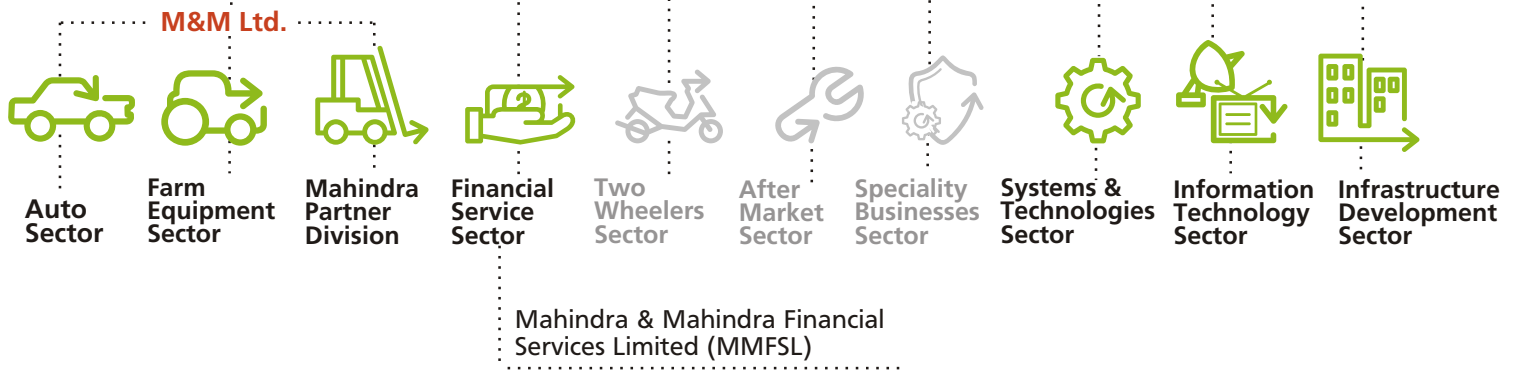


Mahindra Logistics Limited (MLL)  
 Mahindra Intertrade Limited (MIL)  
 Mahindra Steel Service Centre Limited (MSSCL)

■ Sectors included  
 ■ Sectors not included



The **Mahindra** Group



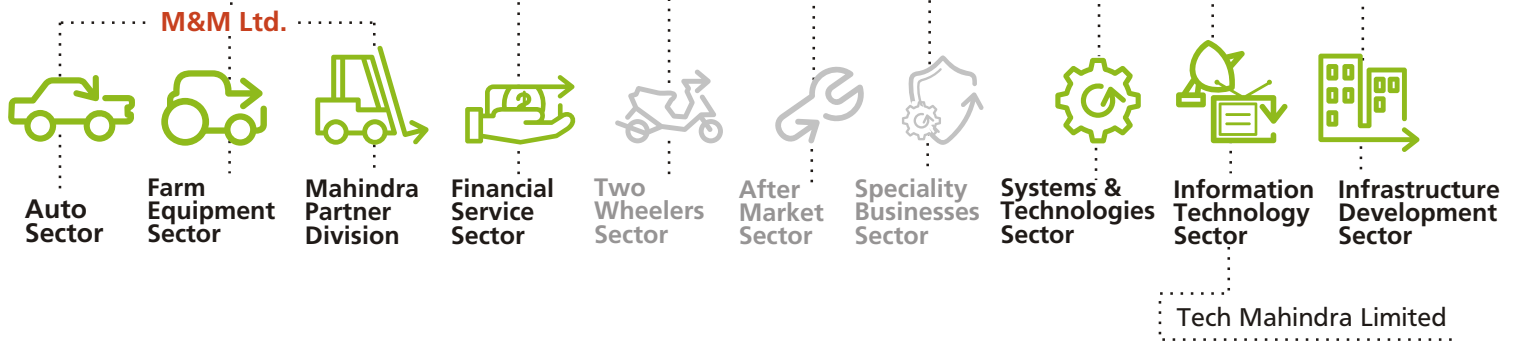
■ Sectors included  
 ■ Sectors not included

The **Mahindra** Group



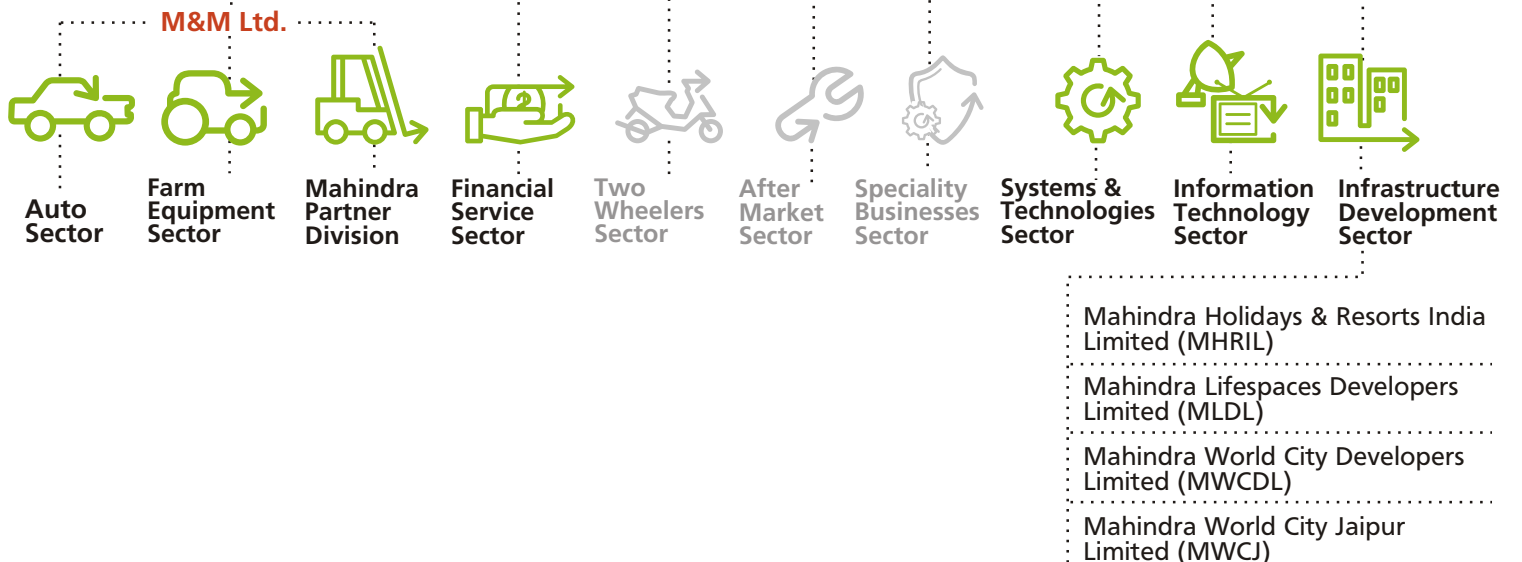
■ Sectors included  
 ■ Sectors not included

The **Mahindra** Group



■ Sectors included  
 ■ Sectors not included

The **Mahindra** Group



■ Sectors included  
 ■ Sectors not included

**M&M Ltd.** : Auto Sector



**Overview**

The Automotive Sector manufactures and markets utility vehicles, SUVs, passenger cars and light commercial vehicles, including three-wheelers.

The Automotive Sector can trace its origins back to 1954. The iconic jeep that led American GIs to victory in World War II is the very same vehicle that drove the Mahindra Group to success in the Automotive Sector. Mahindra & Mahindra Limited obtained a franchise for assembling general purpose utility vehicles from Willys, USA.

Mahindra has been the market leader in utility vehicles in India since inception and currently accounts for about half of India's market for utility vehicles. Mahindra also has a presence in the passenger car space through a joint venture with Renault that manufactures and markets the Logan in India.

The Automotive Sector has developed a large product portfolio which caters to

diverse customer segments such as rural, semi-urban, urban and defence. Mahindra vehicles are exported throughout Europe, Africa,



**M&M Ltd.** : Auto Sector



**Overview**

South America, South Asia and the Middle East. In 2010 we are scheduled to commence sales in the USA.

Our product development prowess in this sector has been acknowledged internationally and we have an active alternative propulsion technology development program. We have the distinction of designing India's first hydrogen three-wheeler and India's first hybrid vehicle.

For more information visit:  
<http://www.mahindra.com/OurBusinesses/automobile-manufacturer.html>



**M&M Ltd. | Farm Equipment Sector**



**Overview**

Mahindra is among the top three tractor brands in the world with significant presence across six continents and an extensive network of 1,000 dealers worldwide. The state-of-the-art manufacturing plants in India, USA, China and Australia have a capacity to produce 150,000 tractors a year.

**Mahindra is the only tractor manufacturing company to win both the Deming Application Prize and the Japan Quality Medal, two of the highest quality accolades that can be won by any company.**

The largest producer of tractors in India, the Farm Equipment Sector has enjoyed unparalleled market leadership for the past 24 years. It recently consolidated its position as the leader of the Indian tractor industry by

acquiring another leading tractor manufacturer - Punjab Tractor Ltd. on 1st August, 2008.

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

Apart from the tractor business under the flagship brand of



**M&M Ltd. | Farm Equipment Sector**



**Overview**

Mahindra & Mahindra Limited, the sector also includes: Mahindra Agribusiness (Mahindra Shubhlabh Services Limited). Mahindra Agribusiness integrates the food chain by providing quality inputs such as seed & agrochemicals, farm solutions and post-harvest management of high-value farm produce. Its core business is to provide fresh produce supply chain services to organised retail in India as well as overseas. Mahindra Shubhlabh is the leading Indian exporter of fresh grapes to the EU.

The Farm Equipment Sector has created a multi-lingual **Mahindra Kisan Mitra Website** for Indian farmers with information on prices of crops and grains, weather updates, global agriculture related news and events, agricultural loan schemes and insurance schemes.





**M&M Ltd. | Mahindra Partner Division**

**Overview**

**Mahindra Steel Service Centre Limited (MSSCL)**

Mahindra Intertrade pioneered to establish MSSCL - India's first Steel Service Centre in collaboration with its Japanese partners Mitsubishi Corporation and Nissho Iwai Corporation (now Metal One Corporation). The Company seeks to provide high quality raw material and just-in-time deliveries for the Mahindra Group's Automotive Sector. It has diversified its product portfolio to include home appliances, electronic and transformer industries. Recently it expanded its electrical steel service network to Sharjah in the Middle East.

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

**Mahindra Logistics Limited (MLL)**

In 2000, the Mahindra Group established Mahindra Logistics to take care of its complex transportation needs. With an initial focus on logistics of M&M business, it later extended its services for external clients across the world. MLL is now a complete logistics service



**M&M Ltd. | Mahindra Partner Division**

**Overview**

provider offering end-to-end supply chain solutions. It has acquired a dominant position in key segments like Auto, Retail, Pharmacy and telecom in domestic & international markets. Mahindra Logistics is a market leader in people logistics segment with dominance.

From 1st Oct., 2008 Mahindra Logistics has become a 100% subsidiary of M&M Limited.

**Mahindra Intertrade Limited (MIL)**

Mahindra Intertrade is the trading arm of the Mahindra Group primarily focussed on steel and steel related services. It provides specialised services in the domain of imports and exports of commodities, domestic trading, marketing and distribution. Apart from steel, the company's portfolio includes Ferro-alloys, scrap metals as well as technical and application-oriented, non-destructive testing instruments, analytical and diagnostic systems and compressors for special applications. It is also the only independent automotive facility for blanked skin panels in India.

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



**M&M Ltd. | Financial Service Sector** 

**Overview**

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

Established in 1991, Mahindra Finance is all set to change the face of rural India. Long ago, Mahindra Finance identified the emerging opportunity of tractor financing and non-Mahindra vehicle financing. Today it is one the largest non-banking finance companies in India with an asset base of INR 70,000 million. With a customer base of 600,000 and over 436 branches spread across the country; it largely caters to the rural and semi-urban areas. Mahindra Finance has now also ventured into the business of Insurance Broking - a fully owned subsidiary of Mahindra Finance. For more information please visit: [www.mahindrafinance.com](http://www.mahindrafinance.com)



**M&M Ltd. | Systems & Technologies Sector (Systech)** 

**Overview**

Mahindra Systech is a fully integrated 'Art to Part' manufacturer with capabilities ranging from design, manufacturing, sourcing to engineering components and full assembly. Its strategy entails building a global network of partners to create comprehensive capability and thereby catering to a global customer base. Systech consists of a range of businesses which together ensure full service supply from design to delivery.

The sector comprises:

**Stampings Business**

MUSCO Stampings is a leading manufacturer of stamping components for the automotive, defence, railway, consumer durables and general engineering sectors. The company currently holds three manufacturing facilities which are strategically located in close proximity of the automotive and auto-component manufacturing hubs, providing just-in-time supplies.

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



**M&M Ltd.** :: Systems & Technologies Sector (Systech) 

**Overview**

**Steel Business**

Mahindra Ugine Steel Co. Ltd. (MUSCO) is one of the leading manufacturers of alloy steel and specialty steels in India. MUSCO has a current installed capacity of 168,000 metric tonnes and caters to the automotive, engineering, bearing and various capital goods industries. It has the distinction of being a single source supplier to numerous power generation, rail and defence organisations. For more information [visit:www.muscoindia.com](http://www.muscoindia.com)

**Mahindra Composites Limited (formerly Siro Plast Ltd.)**

Mahindra Composites is a leading engineering composite solutions provider specialising in the manufacture of sheet moulding and dough moulding compounds. It has a capacity of 14,000 metric tonnes and manufactures highly complex and intricate components for the electrical, automobile, medical, defence and construction industries. Additional areas of expertise include handling specialised products in resin transfer moulding and hand lay-up reinforced plastics. For more information please visit: [www.mahindracomposites.com](http://www.mahindracomposites.com)



**M&M Ltd.** :: Systems & Technologies Sector (Systech) 

**Overview**

**Mahindra Castings Private Limited (MCPL)**

Mahindra Castings specialises in ductile iron castings and ferrites. With an installed capacity of 48,400 metric tonnes per annum, it is a leader in foundry technology and the preferred supplier for many of its customers. Mahindra Castings offers a wide range of castings to the global automotive market, including turbo charger and axle components for commercial vehicles and motor magnets for cars and motorcycles. It also manufactures magnetic cores for industrial and automotive applications.

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

**Mahindra Forgings Ltd. (MFL)**

Mahindra Forgings Ltd., Chakan, the Indian unit of Systech's forging business has an installed capacity of 86,000 MT and manufactures components ranging from 0.5 kg to 45 kg. A market leader in forging, it accounts for over 40% of the steering knuckle and crankshaft market.

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



**M&M Ltd.** : Systems & Technologies Sector (Systech) 

**Overview**

**Mahindra Gears & Transmissions Private Limited. (Formerly Mahindra SAR Transmission Private Limited. (MSAR))**

Mahindra Gears is a leading manufacturer of quality gears and other transmission components in India. Producing 150,000 gears of an assured quality every month, it conforms to the German specifications - DIN 8 to DIN 9 class of accuracy. The company has received an ISO/TS 16949:2002 certification from TUV Suddeschlant in 2001.



**M&M Ltd.** : Information Technologies Sector 

**Overview**

**Tech Mahindra Limited**

A global systems integrator and business transformation consulting firm, focused on the communication industry.

Majority stake-owned by M & M Ltd. in partnership with BT Plc, the company is India's 6th largest software exporter and serves telecom service providers, equipment manufacturers, software vendors and system integrators. Tech Mahindra solutions enable clients to maximise returns on IT investment by accelerating time-to-market and reducing total cost of ownership. Assessed at SEI-CMMi Level 5 and PCMM Level 5, Tech Mahindra's track record for value delivery is supported by almost 23,000 professionals who provide a unique blend of culture, domain expertise and in-depth technology skill sets. Its development centres are ISO 9001:2000 & BS7799 certified. Tech Mahindra actively participates in NASSCOM forums regarding public policy development.

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





**M&M Ltd.** : Infrastructure Development Sector 

**Overview**

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

Established in 1996, Mahindra Holidays & Resorts India Limited brings to the industry values such as reliability, trust and customer satisfaction. The company’s flagship brand ‘Club Mahindra Holidays’ has a fast-growing network base of 96,067 members and 23 beautiful resorts at some of the most exotic locations in India and abroad.

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

**Mahindra Lifespace Developers Limited (MLDL)**

The real estate development arm of the Mahindra Group, is a subsidiary of Mahindra & Mahindra Limited. Formerly known as Mahindra Gesco Developers Ltd., the new name reflects the company's vision of creating spaces for healthy living in both residential and commercial segments.



**M&M Ltd.** : Infrastructure Development Sector 

**Overview**

In tune with its vision, MLDL has constantly been innovating through its landmark creations. The company has introduced green residential buildings, adhering to international USGBC - LEED - CS guidelines. These developments not only set the benchmark for refined living, but also ensure to protect and preserve environment for the future generations.

MLDL is also involved in the business of creating industrial, technology and software facilities, Special Economic Zones (SEZs) and special purpose developments. Through a subsidiary, the company has promoted the country's first operational SEZ and India's first integrated business city – Mahindra World City, New Chennai. Through its subsidiaries, MLDL is also involved in water and sanitation segments. As well, Mahindra Lifespaces Limited is an active member of the Maharashtra Chamber of Housing Industry.

To know more about mahindralifespaces visit: [www.mahindralifespaces.com](http://www.mahindralifespaces.com)



**M&M Ltd.** : Infrastructure Development Sector 

**Overview**

**Mahindra World City Developers Limited (MWCDL)**

Mahindra World City Developers Ltd. (Chennai) has created a standard for successful & responsible development in the country by creating Mahindra World City Chennai (MWCC). It is India's first integrated business city which has become a landmark with over 35 marquee customers such as BMW, Wipro, Renault-Nissan, Infosys, etc. It is divided into three sector-specific Special Economic Zones (Information Technology & Electronic Hardware, Apparel & Fashion Accessories and Auto Components), a domestic tariff and a residential / social area located in close proximity. Currently 12 companies have commenced operations with over 6,500 employees working in these units.



To know more about mahindralifespaces visit:  
[www.mahindraworldcity.com](http://www.mahindraworldcity.com)

**M&M Ltd.** : Infrastructure Development Sector 

**Overview**

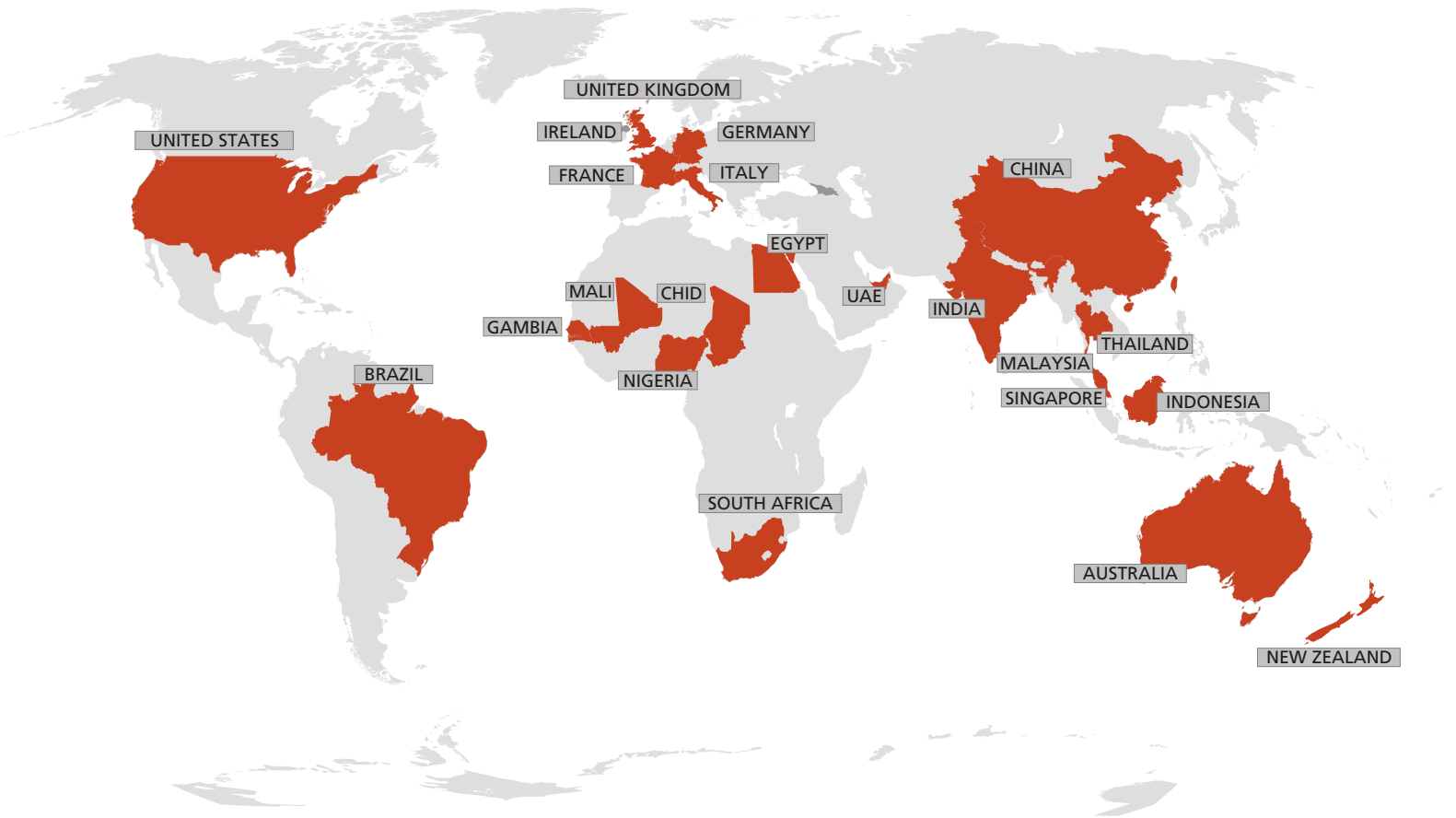
**Mahindra World City Jaipur Limited (MWCJL)**

Spread over an area of 3000 acres, Mahindra World City Jaipur was inaugurated in December 2006. The Mahindra Group has joined hands with the Rajasthan State Development & Investment Corporation Limited to promote this business city.



World City Jaipur is a multi-project Special Economic Zone designed on an 'integrated business city' format. The SEZ includes exclusive zones for IT / ITeS companies including Auto & Auto Component manufactures, Handicraft companies, Gems and Jewellery and Apparel companies. Besides these exclusive zones, the SEZ also comprises of Domestic Tariff Area (DTA) that caters to the demand of domestic industries. A dedicated Logistics and Warehousing zone for the manufacturing companies will help provide complete end-to-end solutions.

To know more about mahindralifespaces visit:  
[www.mahindraworldcity.com](http://www.mahindraworldcity.com)



CORPORATE GOVERNANCE

- Shareholder Value
- Framework
- Core Values
- Code of Conduct
- Compliance
- Policies

Just like life, respect in business cannot be demanded. It has to be earned through the continued demonstration of sound corporate governance.

For Mahindra corporate governance & transparency is a material issue and is high on our priority list. We are committed to transparency in all our dealings with great emphasis on business ethics. It is indeed a matter of great pride that over the years different organisations have acknowledged and awarded the good corporate governance systems and practices adhered by us. This year we received the following awards:

**The National Award for Excellence in Corporate Governance from The Institute of Company Secretaries of India.**

**The prestigious Council for Fair Business Practices (CFBP) Jamnalal Bajaj Uchit Vyavahar Puraskar 2008, in the Large Manufacturing Enterprises category.**



Mahindra believes that Good Corporate Governance is the back-bone of excellent stakeholder returns, progressive business and satisfaction of employees, clients, shareholders etc. Good governance adds value to our operational performance, enhances market confidence and ultimately impacts the nation's overall wealth and welfare.

**CORPORATE GOVERNANCE**

<b>Shareholder Value</b>	Framework	Core Values	Code of Conduct	Compliance	Policies
--------------------------	-----------	-------------	-----------------	------------	----------

**Shareholder Value**

During the year, CRISIL reaffirmed the highest level rating (Level-1) for Governance and value creation for the third year in a row. This rating indicates the capability of the company with respect to wealth creation for its stakeholders; while adopting strong Corporate Governance practices, is the highest.

Despite the global financial meltdown; Mahindra performed considerably well. 'Shareholder Returns' is one of the key material issues for Mahindra and it addresses the same through timely dividends. Our primary objectives remain continued profitability, growth and investor servicing.

The Chairman addresses and provides clarifications to shareholders at least once each year during the annual general meeting, which is the principal forum for face-to-face interaction. The event occurs in the presence of the entire board.

The Chief Financial Officer (CFO) regularly reaches out to investors across the globe during IR road shows and analyst interactions (twice a year) along with senior management. In addition there is a dedicated Investor Relations Cell to meet visiting investors.

Our corporate website [www.mahindra.com](http://www.mahindra.com) provides comprehensive information and an exclusive 'Investor Relations' section which informs and addresses shareholder needs. An exclusive e-mail address has also been provided to the shareholders for direct interaction.

**CRISIL reaffirmed the highest level rating (Level-1) for Governance and value creation for the third year in row.**


**CORPORATE GOVERNANCE**

Shareholder Value	<b>Framework</b>	Core Values	Code of Conduct	Compliance	Policies
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**Framework**

The Mahindra Group is a confederation that consists of Mahindra & Mahindra Ltd., its 97 subsidiaries, 11 associates and 4 joint ventures, as on 31st March, 2009. It is engaged in various businesses across diverse geographies and has designed and implemented a dynamic mechanism of corporate governance.

Our governance framework provides the structure through which the objectives of the Group are set, performance monitored and operational excellence achieved.

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

As required by law, companies in the Group have their own independent Boards of Directors, governance structure and policies which are in line with those of M&M Ltd. If they do not have their own specifically defined policies, they are expected to follow the M&M Ltd. policies.

**The Mahindra Group is a confederation that consists of Mahindra & Mahindra Ltd., its 97 subsidiaries, 11 associates and 4 joint ventures, as on March 31, 2009.**



## Framework

### Board of Directors

### Board Committees

### Group Management Board (GMB)

### Special purpose councils and committees

### Corporate Centre

## Board of Directors

The Board of Directors of Mahindra & Mahindra Ltd. Is the apex governing body and is headed by Non-Executive Chairman, Mr. Keshub Mahindra. The Board reviews and approves strategy and oversees management results to ensure that the long term objective of enhancing stakeholder value is met.

The Vice Chairman / Managing Director and the two Executive Directors are whole-time Directors. The Chairman and the Vice Chairman & Managing Director, though professionals in their individual capacity, belong to the Company's Promoter Group. The remaining Non-executive Directors are Independent Directors with requisite qualifications and experience in general corporate management, finance, banking, insurance and allied fields, which enable them to contribute effectively to the working of the Company.

All Directors are appointed and reappointed with the approval of the shareholders.

As per the Articles of Association of the companies, one-third of the total number of directors, subject to a minimum of two directors, have to retire by rotation. These retiring directors are allowed to offer their candidature for re-appointment. This provides the shareholders an opportunity to vote against the candidature of a retiring Director if they are of the view that the incumbent has not added value to the working of the board. In 2008-09; Mr. Arun Kanti Dasgupta joined the Board of Directors, with effect from 30th July 2008, on resignation of Mr. Thomas Mathew T.



Click to view our   
**BOARD OF DIRECTORS**

## Framework

### Board of Directors

### Board Committees

### Group Management Board (GMB)

### Special purpose councils and committees

### Corporate Centre

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All Directors are appointed and



### Promoter Directors

**Mr. Keshub Mahindra**  
Chairman (Non-Executive,  
Non-Independent Director)

**Mr. Anand G. Mahindra**  
Vice Chairman &  
Managing Director



### Independent Directors

Mr. Deepak S. Parekh  
Mr. Nadir B. Godrej  
Mr. M.M. Murugappan  
Mr. Narayanan Vaghul  
Dr. A.S. Ganguly  
Mr. R.K. Kulkarni  
Mr. Anupam Puri  
Mr. A.K. Dasgupta



### Executive Directors

Mr. Bharat Doshi  
Mr. A.K. Nanda

## Framework

Board of Directors

**Board Committees**

Group Management Board (GMB)

Special purpose councils and committees

Corporate Centre

## Board Committees

- » Audit Committee
- » Remuneration / Compensation Committee
- » Share Transfer and Shareholders/Investors Grievance Committee
- » Research & Development Committee (a voluntary initiative of the Company)
- » Loans & Investment Committee (a voluntary initiative of the Company)



*The details and membership of these committees can be found beginning on page 57 of Mahindra's 2008-2009 Annual Report*

## Framework

Board of Directors

Board Committees

**Group Management Board (GMB)**

Special purpose councils and committees

Corporate Centre

## Group Management Board (GMB)

The Group Management Board is a centralised body which ensures that all companies grow in a cohesive manner and uniformly follow the Core Purpose and Core Values of the Group. The Group Management Board comprises the Vice Chairman & Managing Director, Presidents of the Business Sectors as well as heads of certain key corporate functions.

In FY 2008-09, Mr. Raghu Murthi, President - Trade, Retail & Logistics Sector retired. Mr. Anup Mathur, President - Two Wheelers Sector joined the Group Management Board, with effect from 1st April, 2009.

Name	Designation
Mr. Anand G. Mahindra	Vice Chairman & Managing Director
Mr. Bharat N. Doshi	Executive Director & Group CFO
Mr. Arun Kumar Nanda	Executive Director & Secretary, President - Infrastructure Development Sector
Dr. Pawan Goenka	President - Automotive Sector
Mr. Anjanikumar Choudhari	President - Farm Equipment Sector
Mr. Uday Phadke	President - Finance, Legal and Financial Services Sector
Mr. Rajeev Dubey	President - HR, Aftermarket & Corporate Services
Mr. Hemant Luthra	President - Systech Sector
Mr. Anup Mathur	President - Two Wheeler Sector
Mr. Ulhas N. Yargop	President - IT Sector

**Framework**

- Board of Directors
- Board Committees
- Group Management Board (GMB)**
- Special purpose councils and committees
- Corporate Centre

**Group Management Board (GMB)**

The GMB is a forum, which convenes almost every month whereby cross-sector, synergistic advantages are explored, best practices of individual sectors are shared and through which the common values and goals of the Group are met across various Business Units and Companies that make up the Mahindra Group.

Also, common programs having an impact on the business drivers of the entire Group such as employee satisfaction, aspects of very senior level rewards and recognitions, customer centricity, sustainability, corporate social responsibility and quality, are routed through the GMB with clear mandates and with ownership of individual initiatives assigned to one or more Sector Presidents.

**Initiatives pursued groupwide are first discussed and approved by the GMB and then cascaded across businesses.**

**Framework**

- Board of Directors
- Board Committees
- Group Management Board (GMB)
- Special purpose councils and committees**
- Corporate Centre

**Special Purpose Councils and Committees**

Apart from mandatory committees of the Board, other committees and councils have been formed to assist the GMB whenever deemed necessary for special focus and attention to critical issues. They currently include the following:

- » Sustainability Council
- » CSR (Corporate Social Responsibility) Council
- » Apex Talent Council (supported by the Sector Talent Councils and Functional Talent Councils)
- » Corporate Risk Committee
- » Complaints Committee on Sexual Harassment
- » Information Security Apex Committee
- » Corporate Governance Cell
- » Alternate Fuel Committee

Additionally, wherever necessary, dedicated departments are set up to handle specific issues. For example, a corporate sustainability cell coordinates activities across Group companies and maintains participation in related programs such as the UN Global Compact and the Carbon Disclosure Project. A corporate social responsibility team manages all CSR activities throughout the Group and oversees the Esops program.

### Framework

- Board of Directors
- Board Committees
- Group Management Board (GMB)
- Special purpose councils and committees
- Corporate Centre**

### Corporate Centre

The parent company continues to have a 'Corporate Centre' which creates broad frameworks and guidelines to ensure that all Group companies operate in a synergistic manner. The Corporate Centre has numerous departments including Corporate HR, the Office of Strategy Management, Corporate IT, Corporate Legal, Corporate Finance, Corporate Affairs, Internal Audit and Corporate CSR.



### Core Values

The Mahindra Group has a set of core values that are integral to all Group companies. Our Core Values are influenced by our past, tempered by our present and are designed to shape our future. They are an amalgam of what we have been, what we are and what we want to be.

These values are the compass that guides our actions, both personal and corporate:

#### Good Corporate Citizenship

As in the past, we will continue to seek long term success that is in alignment with our country's needs. We will do this without compromising on ethical business standards.

#### Professionalism

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

#### Customer First

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

#### Quality Focus

Quality is the key to delivering value for money to our customers. We will make quality a driving value in our work, in our products and in our interactions with others. We will do it "first time right".

#### Dignity of the Individual

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



### Code of Conduct

The Board has established two separate Codes of Conduct, one for board members and the other for senior management and employees of the Company. The Company has a comprehensive Code of Conduct related to insider trading, which lays down procedural guidelines on disclosures to be made while handling Company shares and details the full consequences of violations. These codes are in line with the requirements of SEBI.

At the corporate level, there is a Corporate Governance Cell (CGC) composed of four members of the Group Management Board, who represent business Sectors as well as the Corporate Centre. The

CGC reports to the Board of Directors of M&M Limited.

The CGC oversees the adherence to both the Codes. In order to ensure that the codes are followed in letter and spirit, corporate governance coordinators have been appointed at major locations. All board members and senior management personnel affirm compliance with these codes annually.

**The codes of conduct are an integral part of the induction of new employees and have been posted on the Company's website.**

### Compliance

Mahindra is committed to compliance with all statutory norms. Mahindra has an active compliance committee to ensure adherence to all regulatory framework applicable to the Group. We incurred no fines from any regulatory authority for non compliance of laws and regulations in year 2008-09.

#### Regulatory Compliance

Regulatory Compliance is material to the sustainability of our business. We ensure adherence to all applicable regulations through regular audits. The audit committee is responsible to ensure 100% regulatory compliance and the same is periodically reviewed by the GMB.



## Policies

Additionally M&M Ltd. has extensive Corporate Governance Policies that provide guidance on more specific matters. While these are not instituted across the entire Mahindra Group, all Group companies are expected to follow them in letter and spirit so as to foster a Mahindra 'culture' throughout the Group. All the policies are being reviewed on an annual basis.

During the year, Mahindra released the Green IT guidelines, for responsible disposal of E-waste, considering the global concern and impact of the E-waste. Being aware of the core labour conventions of ILO & Human Right issues of our supply chain, Mahindra has drafted a policy on Human Rights in Economic Decision Making Process. The said policy will be realised in 2009-10.

### Our Corporate Governance policies include:

- |   |   |
|---|---|
| 1 Corporate Communications                              | 15 Investor Relations                             |
| 2 Disaster Management                                   | 16 Safety & Occupational Health                   |
| 3 Employee Relations                                    | 17 Sexual Harassment                              |
| 4 Capital Budgeting                                     | 18 Suppliers and Vendors of Services and Products |
| 5 Corporate Representation in Trade and Industry Forums | 19 Trade Marks                                    |
| 6 Corporate Finance                                     | 20 Green IT Guidelines                            |
| 7 Dealing with Dealers and Customers                    |   |
| 8 E-business Security                                   |   |
| 9 Environment and Pollution                             |   |
| 10 Human Resources                                      |   |
| 11 Insider Trading                                      |   |
| 12 Intranet Usage                                       |   |
| 13 Investor Grievances                                  |   |
| 14 Quality  |   |

### Anti-corruption Policies and Procedures

Corruption is strongly discouraged and strict actions are taken against any unethical acts. Ethical conduct is an integral part of Mahindra and is reflected in our core values. Providing training on Corporate Governance & Business Ethics is a mandatory part of our employee induction process. We aspire to develop a structured tracking mechanism for corruption instances and hence cannot publicly disclose the information.

## AWARDS

The persistent endeavours of our business sectors in setting new benchmarks in business excellence, leading innovations, implementing smart business practices and marrying business goals with environmental aims have been acknowledged as among the year's best efforts and achievements.

These awards, conferred by some of the most recognised and respected business, media and government institutions applaud our innovative and ambitious spirit in business and sustainability. These accolades are an affirmation of our beliefs and resonate our ability to walk the talk. They are testimony to the unrelenting character of every Mahindra employee and celebrate their toil to create a better tomorrow.

Incredibly inspiring, these esteemed recognitions recharge our desire for distinction and inspire us to raise the bar higher.

*For a detailed list of awards refer to Annexures*

**Media and government institutions, applaud our innovative and ambitious spirit in business and sustainability.**



## SUSTAINABILITY CONTEXT

The relationship of business with society and environment is undergoing a fundamental, permanent change. The engagement is no more a good-to-have-if-resources-permit. The impact of societal expectations and environmental limitations has ushered in new risks, challenges and opportunities. Mahindra recognises that our continuing business success depends on our ability to effectively manage the fast changing economic, environmental and social landscape.

During the reporting period the world witnessed unprecedented turbulence on all the three bottom lines

### economic, social and environmental.

The domino effect of economic misadventure, a global governance crisis, an ever widening gap between the haves and have nots, natural cataclysms and a planet plunging deeper into peril everyday.



PREVIOUS SECTION < 1/1 > NEXT SECTION

## ALTERNATIVE THINKING THE MAHINDRA APPROACH TO SUSTAINABILITY

The Initiatives Looking Ahead

### New age opportunities and new age problems need a new genre of thinking, one which challenges the conventional and rethinks the regular.

Alternative Thinking is Mahindra's strategic approach towards integrating sustainable development into our businesses. Alternative Thinking is helping us mitigate risks, boost bottom lines and build brand equity.

Thus in spite of the challenges during the year, Mahindra delivered considerable shareholder returns, continued to generate value and wealth for the society, created new jobs, and forged fruitful engagements with our stakeholders. The Mahindra Sustainability Council continues to institutionalise the principles of sustainability, reduce the ecological impacts of our operations and re-strategise businesses to achieve sustainable growth.

We entrenched the concept of Alternative Thinking by integrating sustainable solutions in our processes and long term business strategy across business verticals



#### ECONOMIC

Rising fuel prices, resource scarcity, mandatory GHG mitigation and increased R&D costs required for future environmental regulations are likely to have negative financial implications. But starting early allows us to convert these potential risks into opportunities.



#### SOCIAL

PREVIOUS SECTION < 1/3 >

## New age opportunities and new age problems need a new genre of thinking, one which challenges the conventional and rethinks the regular.

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PREVIOUS SECTION < 1/3 >

We entrenched the concept of Alternative Thinking by integrating sustainable solutions in our processes and long term business strategy across business verticals


**ECONOMIC**

**ENVIRONMENT**

At Mahindra we are looking at solutions that go beyond compliance. In an effort to take the fast track to the future of transportation, we have seeded sustainable mobility solutions, which include alternative energy and alternative propulsion technologies into our long term plans.


**SOCIAL**

## New age opportunities and new age problems need a new genre of thinking, one which challenges the conventional and rethinks the regular.

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PREVIOUS SECTION < 1/3 >

We entrenched the concept of Alternative Thinking by integrating sustainable solutions in our processes and long term business strategy across business verticals


**ECONOMIC**


We define corporate social responsibility as making socially responsible products, engaging in socially responsible employee relations and nourishing a vibrant community around us. We are committed to work hand-in-glove with society and improve quality of life, especially for the economically challenged.


**SOCIAL**

The Initiatives

Auto Sector

Alternative Fuel Program

Mahindra Finance

Rural financing

Tech Mahindra

Green data centres & an energy efficient workplace for themselves.

The Infrastructure Development Sector

Eco-Construction/ Eco-Habitat

Mahindra Lifespaces

- IGBC Platinum Rated residential complexes

Mahindra World City Developers

- Environmentally responsible city development.

Mahindra Holidays & Resorts

- Integrating sustainability awareness into Holiday experiences



Looking Ahead

In our 2nd sustainability report, we continue to focus on the Mahindra Group's commitment to sustainability and recognise the intricate interdependence between economic, environmental and social interests.

The Mahindra Group has the ability, the resources and the will to positively impact environment and society. In consonance with one of our core values, 'Good Corporate Citizenship', we will continue to seek long term success that is in alignment with our country's needs and adherence to the highest ethical business standards.

Our first sustainability report focussed on the following actions



Nurturing our human resources in addition to our profits



Meeting global challenges of climate change



Becoming dependable neighbours



## SUSTAINABILITY COMMITMENTS AND ACHIEVEMENTS

We continued to walk the talk with our commitments towards sustainable growth & development as articulated in the first report. We had made four sustainability commitments in 2007-08 to enhance our knowledge & vision on sustainability. In the second year of reporting, various initiatives were adopted to achieve our sustainability commitments. We are pleased to share that we have nearly achieved all our targets.

### Commitment 1

Create 100% awareness on sustainability issues amongst all employees

### Commitment 2

Enhance the breadth & depth of sustainability monitoring

### Commitment 3

Articulate a Sustainability Roadmap for the next 3-5yrs for each sector

### Commitment 4

Set a target for reduction of non-renewable energy use for each sector

## SUSTAINABILITY COMMITMENTS AND ACHIEVEMENTS

Commitment 1    Commitment 2    Commitment 3    Commitment 4

### Commitment 1

Create 100% awareness on sustainability issues amongst all employees

**PROGRESS**  
**75% ACHIEVED**

#### Monitoring

An organisation wide survey conducted by Gallup reported an awareness penetration of 75%. The results were analysed and it was noted that some sections of employees were not covered due to:.

- Differential working hours in shifts at factories
- Small offices at remote locations with limited internet access
- Limited touch points with field staff.

Focussed initiatives are being undertaken to ensure that we achieve 100% awareness in the near future

#### Implementation Process

The following tools were deployed across business verticals to generate sustainability awareness:

- Specific sustainability awareness programs across businesses and functions
- A sustainability module in all HR training programs
- A sustainability module in the induction program of new employees
- Display of posters and articles in in-house magazines
- Participatory celebrations of Events like Earth Day, Energy Conservation Week etc.
- Extensive deployment of electronic media
  - Posting information on intranet sites
  - Screen savers
  - Wall papers
  - Film screening



## SUSTAINABILITY COMMITMENTS AND ACHIEVEMENTS

Commitment 1 **Commitment 2** Commitment 3 Commitment 4

### Commitment 2

Enhance the breadth & depth of sustainability monitoring

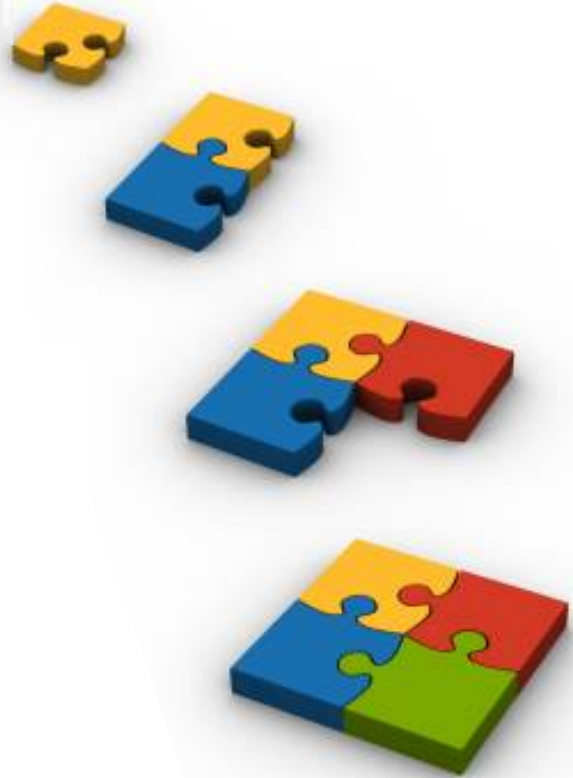
#### PROGRESS

**MONITORING MECHANISM IS IN PLACE**

**REVIEW MECHANISM IS BEING ESTABLISHED**

#### Implementation Process

- Members of the Corporate Sustainability Cell (CSC) underwent refresher programs conducted by the Confederation of Indian Industries (CII), to update their knowledge and understanding of the GRI standard.
- The sustainability champions and data owners within business verticals were given an intense, 2-day training for understanding the necessary requirements.
- The CSC worked closely with each of the scoped companies to develop a monitoring mechanism and process.
- A template with explanation / reason / requirement under each GRI indicator was developed to suit the individual business requirement.



PREVIOUS SECTION < 3/5 >

## SUSTAINABILITY COMMITMENTS AND ACHIEVEMENTS

Commitment 1 Commitment 2 **Commitment 3** Commitment 4

### Commitment 3

Articulate a Sustainability Roadmap for the next 3-5yrs for each sector

PROGRESS  
**ACHIEVED**

#### Implementation Process

- Mahindra has undergone a detailed exercise to plot the sustainability roadmap of all scoped companies. We have chalked out a company wide, sector wide and Group wide, 3 to 5 year, Sustainability Roadmap. This roadmap is in alignment with our business roadmap and sustainability ethos.
- It has been developed in consultation with the Corporate Sustainability Cell, relevant department heads of each business and has been ratified by the respective sector presidents, Sustainability Council Members & the GMB.
- Each sector will review the roadmap in March 2010. This exercise has been elaborated in the Section 'Sustainability Roadmap'



PREVIOUS SECTION < 4/5 >

## SUSTAINABILITY COMMITMENTS AND ACHIEVEMENTS

Commitment 1   Commitment 2   Commitment 3   **Commitment 4**

### Commitment 4

Set a target for reduction of non-renewable energy use for each sector

PROGRESS  
**ACHIEVED**

#### Implementation Process

- Each sector has committed to reduce 5% of its non-renewable energy consumption by 2013-14.



PREVIOUS SECTION < 5/5 > NEXT SECTION

## SUSTAINABILITY ROADMAP

Sustainability is a large interlocking network comprising a vast gamut across the three bottom-lines. This plethora of issues can easily overwhelm and manifest in efforts being spread thin.

The Mahindra Sustainability Roadmap imparts focus to our sustainability initiatives and follows a set of overarching goals. Crafted in congruence with our materiality analysis it integrates key environmental, societal and economic initiatives.

**It clearly spells out measurable milestones which will enable Group companies to monitor and manage their respective "Sustainability Journey" over a 3 to 5 year horizon.**

Mahindra is also a signatory to the CII Mission on Sustainable Development & Sustainable Business Pledge of Asia Business Council.

### Mahindra Group Sustainability Roadmap

Commitment	2011-12 (3yr)	2013-14 (5yr)
Reduction in Energy Consumption	2%	5%
Reduction in Resource Consumption (Paper / Water / Wood / Waste etc)	2%	5%
Green IT / Green Procurement Policy	Draft, Release & Implement	Review & Update
Certifications (IGBC-GRIHA / ISO 14001 / OHSAS 18001 / ECOTEL)	10	15
Sustainability Awareness to Significant Stakeholders	50%	100%
Reduction in GHG / Co <sub>2</sub> emissions	2%	5%
Enhance Employee Engagement in Esops	10%	20%

*\*Baseline Year for all commitments - 2008-09*

*\*Based on the production / services scale of 2008-09*

PREVIOUS SECTION < 1/2 >



## SUSTAINABILITY ROADMAP

### The Process

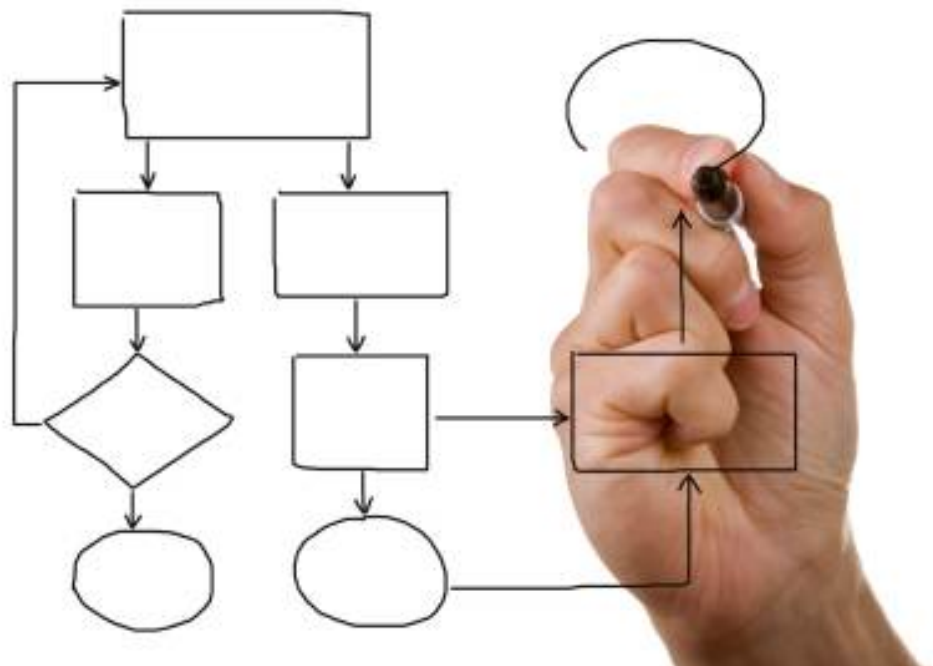
An inclusive approach was followed for developing the Sustainability Roadmap; inputs were solicited from each business segment like Human Resource, Strategy, Environment health Safety, Energy, Quality and Procurement departments etc.

A template was designed and sustainability champions were assigned the responsibility to collect inputs from all department heads. Sessions were taken by the CSC for senior management of individual businesses to enumerate the process and ensure that the roadmap gets linked to business strategies, growth plans, key stakeholders and material issues. The individual roadmaps were signed off by the respective business heads as well as sector presidents. All roadmaps were vetted by the Corporate Sustainability Council. These individual roadmaps were then aggregated as a Group Roadmap

& approved by the GMB. This ensured the dovetailing of the business and sustainability visions which in turn will help create synergy in implementation.

To meet our targets, we intend to develop a process to implement & review the roadmap. Each sector would derive their annual sustainability targets in line with the group sustainability roadmap and a periodic review mechanism would be instituted.

**To meet our targets, we intend to develop a process to implement & review the roadmap**



## SUSTAINABILITY STRUCTURE

At Mahindra a 3 tier structure has been put in place to achieve TOP-DOWN APPROACH to enable strategic context towards "SUSTAINABILITY" as an initiative in the Group & a BOTTOM-UP APPROACH to enable strategic context in action through data monitoring & analysis.

### THE TOP TIER

**Corporate Sustainability Council**

Consists of the "Corporate Sustainability Council", which is a cross sector committee of senior executives chaired by a member of Group Management Board. This committee is the apex body, which helps define the scope content, material issues and the key stakeholders for the sustainability report.

### THE MIDDLE TIER

**Corporate Sustainability Cell**

### THE THIRD TIER

**Sustainability Champions Sector wise**

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Corporate Sustainability Council

### THE MIDDLE TIER

Corporate Sustainability Cell

### THE THIRD TIER

Sustainability Champions *Sector wise*

Is the "Corporate Sustainability Cell", which is the backbone of the group sustainability initiatives. The responsibilities of Corporate Sustainability Cell are:

- To ensure whether the approved strategies are in action
- To propose strategies, action plans, scoping of the report etc. to the sustainability council
- To develop and disseminate action plans to all the sectors of the Group
- To share knowledge & capacity building of teams within each sector to ensure synergies in data collection & monitoring.

## SUSTAINABILITY STRUCTURE

At Mahindra a 3 tier structure has been put in place to achieve TOP-DOWN APPROACH to enable strategic context towards "SUSTAINABILITY" as an initiative in the Group & a BOTTOM-UP APPROACH to enable strategic context in action through data monitoring & analysis.

### THE TOP TIER

Corporate Sustainability Council

### THE MIDDLE TIER

Corporate Sustainability Cell

### THE THIRD TIER

Sustainability Champions *Sector wise*

Consists of "Sustainability Champions" at each sector & company within the sectors. The sustainability champion is supported by an 8 to 10 member team, from relevant departments to enable data monitoring, collection & analysis for the GRI report.

The sustainability champion is responsible for:

- Disseminating information with regards to data collection to the core team within the sector
- Single point of contact between the sector and the sustainability cell
- Ensuring all companies comply with respect to the GRI framework

## ENVIRONMENTAL RESPONSIBILITY

Much of the world's energy needs continue to be met by burning fossil fuels. This aggravates climate change and poses a potential danger not just to the ecosystem but to our economies and societies as well.

**If we hope to mitigate the impacts of climate change, we need an inside out approach, where we 'think carbon neutral' right from the design stage and adopt alternative technologies.**

At Mahindra, environment responsibility forms the foundation of our sustainability roadmap.

The focus is on:

- Reducing our energy consumption
- Controlling and reducing our greenhouse gas emissions
- Effectively managing our natural resource consumption and waste
- Enhancing awareness on risks and opportunities of climate change across stakeholders
- Articulating a Green IT / Green Procurement Policy
- Reducing GHG / CO<sub>2</sub> emissions
- Certifications (IGBC-GRIHA / ISO 14001 / OHSAS 18001 / ECOTEL)



## ENVIRONMENTAL RESPONSIBILITY



### Green Initiatives

As sustainability takes centre stage at Mahindra, it is increasingly getting reflected in our strategies and operations. We undertake all practicable steps to mitigate our negative impacts and enhance positive impacts on mother earth. Most of our prime manufacturing units run on robust & efficient Quality Management, Energy, Environment, Health & Safety systems.

The Infrastructure Development Sector has undertaken several green building projects and made a formal commitment for creating "healthy spaces for healthy living". The Information Technology sector is developing energy efficient buildings & data centres. Beside, other business verticals have also implemented energy efficiency & resource conservation initiatives.



### Alternative Fuel

On a long term perspective, we are committed to reduce the Carbon footprint of our vehicles right from the manufacturing to operation stage. We are also on course to meet future national & international emission norms for our vehicles.

2008-09 was a year where we unveiled vehicles with diverse fuel sources. We launched our CNG passenger vehicle and the Maxx Maxi CNG Truck in the UV segment. These vehicles will help reduce the use of conventional fuels and also reduce particulate emissions in the ambient air.

Mahindra's R&D team is progressively innovating conventional powertrain technologies to produce cleaner, fuel-efficient diesel engines and

low friction transmissions & drivelines.

Vehicle augmentations like reduced drag, nominal weight reduction; lower rolling resistance etc have been adopted for improved fuel efficiency & reduced emissions.



## SOCIAL RESPONSIBILITY

At the Mahindra Group, social responsibilities go hand in hand with our everyday business responsibilities. As a responsible citizen we have always been aware of our obligation to society.

The Indian economy today is undoubtedly feeling the effects of global recessionary trends. The resultant downturn in economic activity is often likely to hit, the vulnerable communities the most. The need of the hour is to therefore continue to give high priority to these disadvantaged communities. Keeping with the Company's core value of Good Corporate Citizenship, the Mahindra Group continues to display its social responsibility by directing 1% of its profit after tax (PAT) to CSR initiatives which would benefit the socially and economically disadvantaged sections of society.



Our social responsibility initiatives are driven by the CSR council and our Esops employee volunteers. Esops are further driven by the Esops committee under the CSR department of each company.

The Company has invested in various initiatives like livelihood and skills training to youth from socially disadvantaged communities, girl child education, providing mid-day meals in schools and gifting cochlear implants and flood relief operations through employee volunteering.



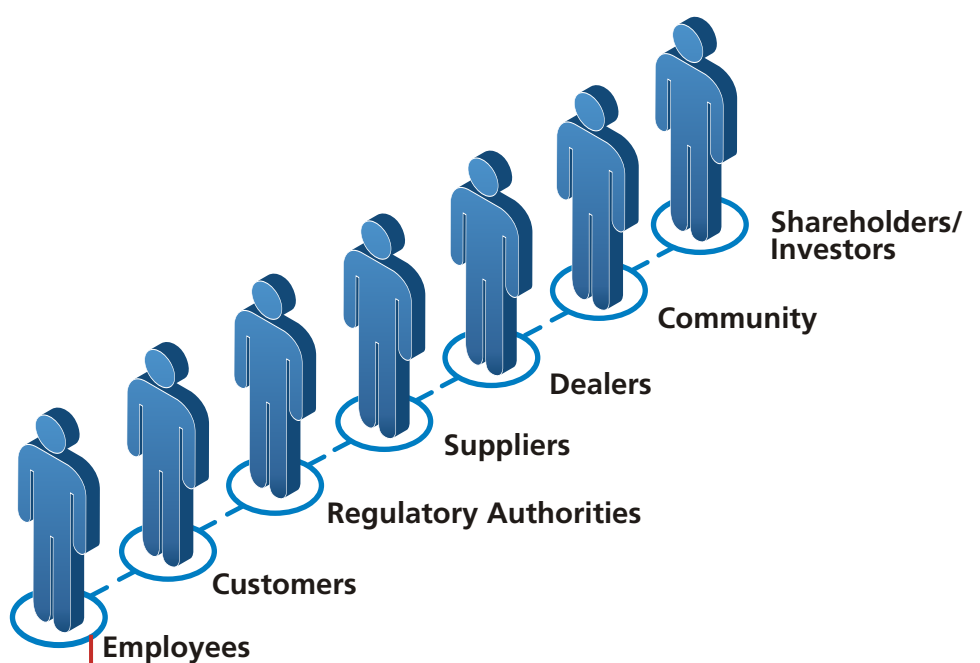
## STAKEHOLDER ENGAGEMENT

Our strategies, processes and material issues are derived from the expectations of our stakeholders. Therefore, we have always preferred to create structured platforms and processes which ensure frequent interaction with our stakeholders in order to understand their expectations better.

The GRI framework has encouraged us to introduce one more exercise to make this process more effective wherein the Sustainability Champions of each business / sector in consultation with their respective departments and senior management prioritize their key stakeholders. The Corporate Sustainability Cell collates and analyses these lists to derive the group key stakeholders. The Group Key Stakeholders are then discussed and confirmed by the Sustainability Council.

Each sector / business has its individual communication department to engage in active dialogue with internal and external stakeholders through formal and informal mechanisms.

### Key Stakeholders of the Group



- Feedback forms
- Gallup survey inputs
- HR processes like forming improvement teams
- Training and development programmes
- Talent management systems

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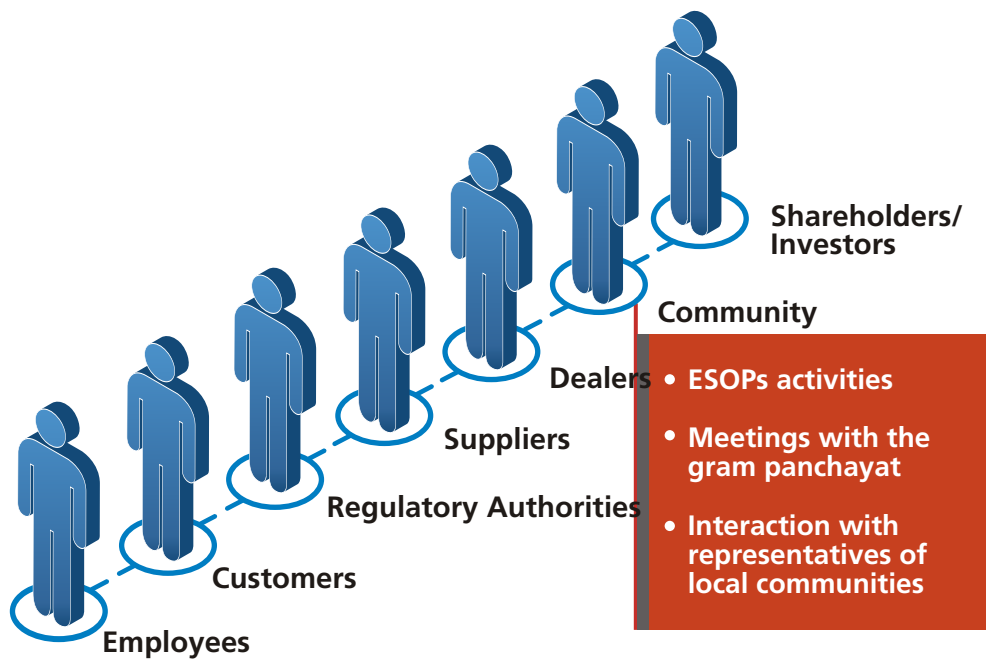
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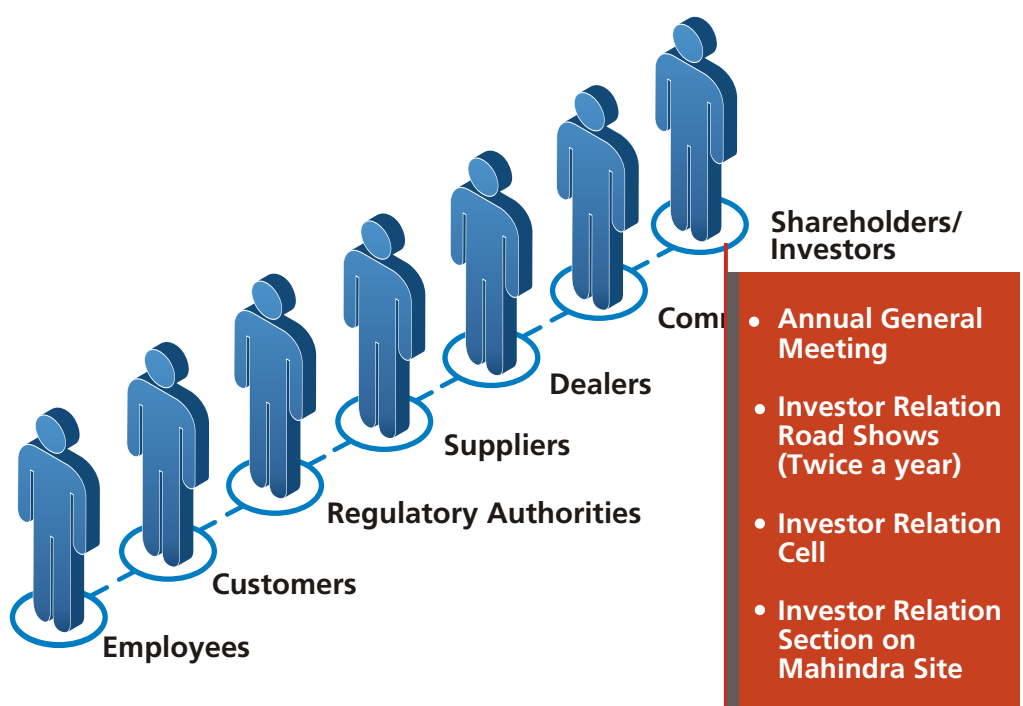
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Each sector / business has its individual communication department to engage in active dialogue with internal and external stakeholders through formal and informal mechanisms.

### Key Stakeholders of the Group



## STAKEHOLDER ENGAGEMENT

**We are committed to strengthen the dialogue with our stakeholders through existing and emerging communication channels**



Besides these the following new initiatives were started during 2008-09:

In 2008-09, Mahindra Universe - the corporate blog of the Mahindra Group ([www.mahindrauniverse.com](http://www.mahindrauniverse.com)), was launched to provide employees a global platform to share their views, participate in debates and discussions. The blog is dedicated to four key issues - Globalisation, Innovation, Customer-Centricity and Sustainability.

MHRIL's Club Mahindra Portal received IATA certification in 2008-09. This enabled enhanced customer engagement by offering comprehensive travel services.

'One Mahindra' - the Mahindra Group Intranet was launched in 2008-09 for all the Mahindra Group employees. This forum acts as a good platform to share group wide news, announcements, sector pages, mahindra global location, sustainability, Group CSR etc.

During 2008-09, Mahindra Farm Equipment sector established SAMRIDDHI centre in Gujarat for 1000 farmers. Samriddhi centres are being developed to help the farmer community to enhance their prosperity through various facilities like soil & water testing, one-stop finance, insurance etc.

Mahindra World City Developers Ltd. launched "MyWorldCity", a community portal for employees and residents of Mahindra World City (MWC-Chennai) on 27th April, 2008. It reiterates the commitment to customer centricity & aims to integrate the MWC-Chennai community online.

PREVIOUS SECTION  2/2  NEXT SECTION

## MANAGEMENT APPROACH

### Labour Practices

We believe that our workforce is the key to achieve our strategies and greatly contributes to our success. We uphold 'dignity of the individual' as one of our core values with great integrity. We explicitly oppose child & forced labour and ensure adherence to all labour legislations. We are an equal opportunity employer and do not discriminate on the basis of caste, religion, gender or handicap. We ensure safe & healthy work environment.

Mahindra values labour relationship and the right of collective bargaining for our employees. Occupational Health & Safety of our employees is given prime importance and all our manufacturing units in Automotive, Farm Equipment, Systech sector & Mahindra Intertrade are either OHSAS 18001:2007 certified or in the process of obtaining the certification. We have a robust occupation health & safety management system. Training and education is a part of our employee development process. We are committed to provide the best workplace to our employees.

### In 2001

**Mahindra was one of the first Indian companies to be a signatory to the United Nations Global Compact (UNGC). As a participant, we strive to uphold the ten principles of the Global Compact in the areas of Labour standards, Human Rights, Environment & Anti-Corruption.**



**We are committed to operate in line with the UN Global Compact principles on labour standards as mentioned below:**

#### 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.

PREVIOUS SECTION  1/7 



## MANAGEMENT APPROACH

### Labour Practices

In addition, we have also incorporated the following ILO core labour conventions into our policies since 2009:

- 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



Mahindra is sensitive towards human rights and upholds "Individuality & Dignity of all". Our core values and principles denounce bribery or corruption in any form and our processes ensure that such negative practices are strictly discouraged. Discrimination, forced & compulsory labour and child labour are strictly prohibited. The Grievance cell ensures that all human rights issues are addressed satisfactorily. We have now formally adopted the 10th Principle of UNGC into our Human Rights policy released in May 2009.

We adhere to the following UN Global Compact principles on human rights which state:

#### Principle 1

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

#### Principle 2

Ensure that businesses are not complicit in human rights abuses

#### Principle 10

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

*This principle was adopted in May 2009*

## MANAGEMENT APPROACH

### Economic Performance

The financial year 2008-09 was fraught with unprecedented challenges. The economic meltdown in the developed economies resulted in consumer cutbacks, severe unemployment, collapse of financial markets and banks, business crisis and rising bankruptcies. In contrast, our steadfast economic performance earned us a place in the latest Forbes 200 Most Respected Companies in the World.

At Mahindra we approached the dire global situation by going back to basics and questioning every move to ensure that we select better, more economical and sustainable alternatives. The focus was on reengineering of costs, increasing cash flow and managing them efficiently. This contributed to positive economic returns for our shareholders and helped maintain a healthy liquidity position.

**Despite the economic slowdown, the year witnessed new product launches like the 'Xylo' and the refreshed version of 'Scorpio' and a series of national and international acquisitions.**

List of Acquisitions in 2008-09

#### INDIA

**a tractor company, and a two wheeler company**

#### ITALY

**a gear manufacturing company and a two wheeler design company**

#### CHINA

**a tractor company**

However, the Group results for the year under review were affected by the downturn in the automotive & auto-components industry and the steep decline in the value of the Rupee. At the same time some of the Group companies like Tech Mahindra & Mahindra Finance significantly improved their performance over the previous year in terms of revenue as well as profit. This proves the efficacy and determination of the Mahindra Group across all business to deliver excellence even in tough times.



## MANAGEMENT APPROACH

### Environmental Performance

Mahindra's mainstream activities have traditionally been manufacture of automobile, farm equipment, spare parts and components. Compliance of all laws and regulations relating to environment has always been ensured in letter & spirit.

The endeavour has always been to go "Beyond Compliance" and in order to ensure that, we stay ahead of local laws. This approach has been practised by all Group companies; especially those having significant environmental impacts like Infrastructure Development Sector.



All our manufacturing plants in Automotive, Farm Equipment, System & Mahindra Intertrade are either ISO 14001:2004 certified; or in the process of obtaining certification. Environmental Impacts of our products & services has always been an important criterion for our Research & Development.

**Mahindra has always been conscious of its environmental impacts and the GRI framework has helped us to consolidate and articulate our environmental performance.**

Our environmental policy ensures commitment to continual improvement in minimising negative impacts, achieving long term sustainability & enhancing the local environment of the communities in which we function.

**We adhere to the UN Global Compact principles on environment:**

**Principle 7**

Businesses should support a precautionary approach to environmental challenges

**Principle 8**

Undertake initiatives to promote greater environmental responsibility

**Principle 9**

Encourage the development and diffusion of environmentally friendly technologies

We have incorporated Green IT guidelines in 2008-09 for the environment-friendly use, management and disposal of IT equipment. All Mahindra Group IT agencies and users need to adhere to these guidelines

## MANAGEMENT APPROACH

### Society

The social fabric of the world today is being stretched in different directions. On one hand global warming and climate change not only cause natural calamities, but also stir up conflict situations. On the other, financial crisis caused by financial improprieties in one part of the world affects societies across the globe. The domino effects of such situations are felt the most by the economically vulnerable sections of society. The need of the hour is to continue to give high priority to these disadvantaged communities.



Corporate Social Responsibility (CSR) has been integral to the Mahindra Group's philosophy since 1945. For the Mahindra Group, CSR encompasses designing socially responsible products, engaging in socially responsible employee relations, being sensitive towards the society and making responsible investments in the communities it serves. For over six decades, values such as good corporate citizenship, professionalism, focus on human resources, quality and dignity of the Individual have formed the bedrock on which the Company has been built.



The Corporate Social Responsibility Council and the CSR department are responsible for all the company's social initiatives. At Mahindra we have empowered our employees to be the change agents through the Employee Social Options (Esops) program. As of March 2009 we had 24,879 Esops volunteers in total. Esops coordinates with local CSR departments to engage in social initiatives relating to environmental protection, education and health issues. We actively engage with our other stakeholders and encourage our suppliers and dealers to participate in some of our programs.

## MANAGEMENT APPROACH

### Society

The Corporate level CSR department further coordinates the activities of the CSR departments in each of our business sectors with the support of Esops champions.

We are actively contributing to public policy by being corporate members to several trade and industry associations and organisations such as CII, BCCI and FICCI. A number of Directors and Senior Executives represent Mahindra on governing councils, executive committees and various other committees of these organisations.

Mahindra is involved in sports through the Mahindra United Football Team and in theatre and performing arts through Mahindra Excellence in Theatre Awards (META).

We partner with local communities, schools and NGOs in all possible activities.

### Product Responsibility

#### QUALITY, DURABILITY & RELIABILITY

Our core purpose is to be known world over for the Quality, Durability and Reliability of every Mahindra product and service is. To achieve high standard products and services, we have devised a comprehensive approach that integrates management technology, process technology and product technology in manufacturing, vendor management & product development and marketing. Customer health and safety is also a core commitment integrated into our products and services.

We are committed to comply with all applicable products & service regulations and adhere to the product & service labelling, marketing & communication requirements and laws inclusive of promotions, sponsorships and advertising.

Mahindra Quality System ensures quality, durability, customer satisfaction and reliability of our products and services. Mahindra Institute of Quality is equipped to train and share quality principles and practices.



## MANAGEMENT APPROACH

### Product Responsibility

**A part of the Mahindra & Mahindra Quality Policy states that we shall:**

- Deliver innovative products and services offering high value in terms of fit and function, performance and life, costs, quality, safety and environmental performance throughout the product life cycle.
- Improve the quality and timing of product and process information throughout the development cycle.
- Strive towards creating global benchmarks in process technology through use of innovative and ingenious engineering tools and techniques.
- Offer excellent products and services by anticipating diverse needs and keep our focus on customer satisfaction and loyalty.

**This policy is deployed through the Mahindra Quality Systems and the sector president is responsible for adherence to all quality principles.**

### Social Impacts

We ensure that any new project or location undertaken by Mahindra adheres to social, environmental or legal compliance. All locations or projects are carefully analysed through impact assessment before commencing the same.

## ALTERNATIVE ENERGY

From the frontline staff to those in the back office, from the reception desk to the directors' cabin, from the management executive to the man on the shop floor;

**every Mahindra employee is an individual powerhouse of renewable ideas, inexhaustible innovation and sustainable growth.**

Each is an engine with enough horsepower to propel the business and its vision far into the future.

Our employees are our assets and generate the real value of our business. We consider it an integral responsibility to continuously demonstrate, 'equity of respect' for all employees, recognise merit, compensate fairly, ensure equal opportunity and provide a safe, healthy and creative work environment.

At Mahindra the success of our business is directly proportional to the satisfaction of our employees and hence employee satisfaction is one of our material issues. Two of our five core values address employee care - 'Professionalism' and 'Dignity of the Individual'.

We nurture our talent pool across the business terrain by fuelling their drive through significant improvements in work ambience, infrastructure, talent management and employee engagement.



## ALTERNATIVE ENERGY

**All our HR policies focus on making Mahindra 'a great place to work'.**

Enhanced employee satisfaction was witnessed in the satisfaction score of **Gallup Survey** which increased to **4.03 in 2008-09 from 3.65 in 2007-08** on a scale of 5.

We ensure that working at Mahindra is a rewarding experience for all employees by enhancing the work environment through various initiatives like cafeteria, comfortable commutation, flexi-timings, Les Concierge desk service, improved performance management system aligned to goals, enhanced reach-out of senior management and employees, training & development through Management development centres like Bodhivriksh & Mahindra Institute for Quality and awards etc.

We comply with all laws at places where we operate and the entry level wages in most cases are greater than the applicable minimum wages.



## TALENT MANAGEMENT

At Mahindra we believe that a business is as good as the people who run it. Therefore fostering and mentoring talent is a key business imperative for long-term organisational success.

Talent Management is one of the material issues for Mahindra's business and we are implementing various measures to upgrade & retain talent.

Employee retention is a daunting challenge today with changing workforce dynamics. The industrialisation and globalisation

have led to an intense competition for the best talent and attrition rates are rising across industry year on year.

Mahindra with a business footprint across 5 continents in 25 countries, offers global exposure to the talented individuals and needs a seamless global leadership pool. Therefore it becomes a necessity to nurture and revitalise talent so as to create a mutually rewarding environment in terms of business performance and individual performance.



To help our employees perform at their peak a system has been put in place whereby we:

- 1** Continuously identify and review our requirements for business leaders in critical positions at various levels, at present and over the next three to five years, in the context of our strategic business plans.
- 2** Review whether we have the in-house personnel for these critical positions and if not, find ways to address the gaps.
- 3** Do succession planning for each of these critical positions.
- 4** Plan and implement talent management interventions, including job rotations.
- 5** Periodically review the reward and recognition architecture to ensure our competitiveness in the job market for these critical positions.

PREVIOUS SECTION < 1/5 >

## TALENT MANAGEMENT

### Developing Talent

As described last year we undertake various talent development initiatives such as the 360° Feedback, Development Centres and Leadership Development Programs (LDP). While the 360° Feedback forms the basis of 'person specific talent management', Development Centres identify the capabilities and potential of senior employees as business managers, through a range of assessment instruments and simulation exercises.



A 360° feedback workshop was conducted for executives, as a follow-up action to the 360° Feedback survey process. The program was conducted in two batches on 5th & 6th May, 2008.

The objectives of the workshop were to:

- a** Gain insights about self and build on strengths
- b** Get insights on coaching framework to build coaching as an integral part of one's DNA
- c** Maximise and leverage the benefits from the 360° initiative
- d** Come up with an individual Development Action Plan (IDAP)

This interactive and insightful workshop was facilitated by Mr. R.R. Nair, a senior HR Professional and a reputed facilitator on OD and Change.



Discussions, role plays, analysis and reflection on self profile vis-à-vis group profile, a work interest test, etc. helped participants add perspectives to self and also ascertain their own motivation profile. Conceptual inputs on the coaching framework including the GROW model were provided. Participants were also facilitated in preparing an IDAP.

PREVIOUS SECTION < 2/5 >

Special programs are conducted at the Mahindra & Mahindra Development Centre, "Bodhi Vriksha" in Nasik by international faculties through partnerships with world-class business schools such as University of Michigan Business School. These global programs on leadership development include:

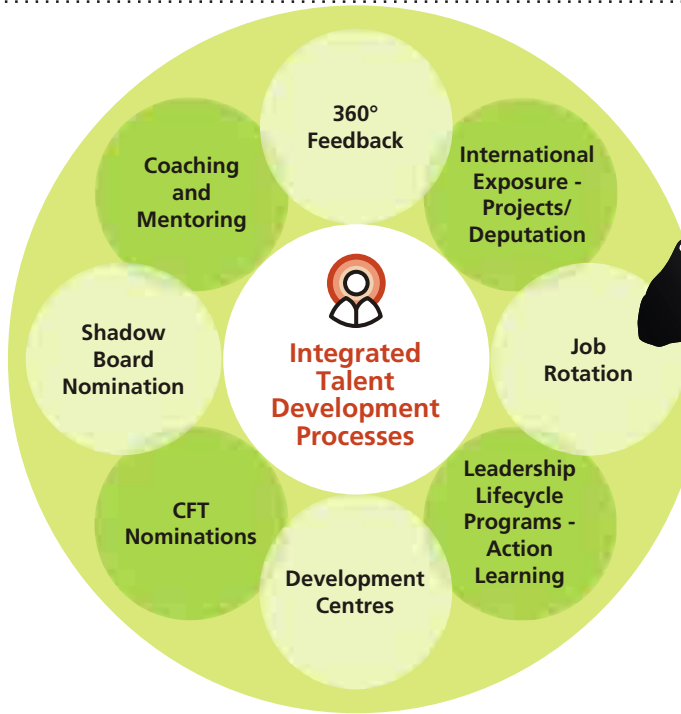
**Strategic Leadership Program**  
Domestic Consortium of Companies

**Global Leadership Program**  
An International Consortium of Companies

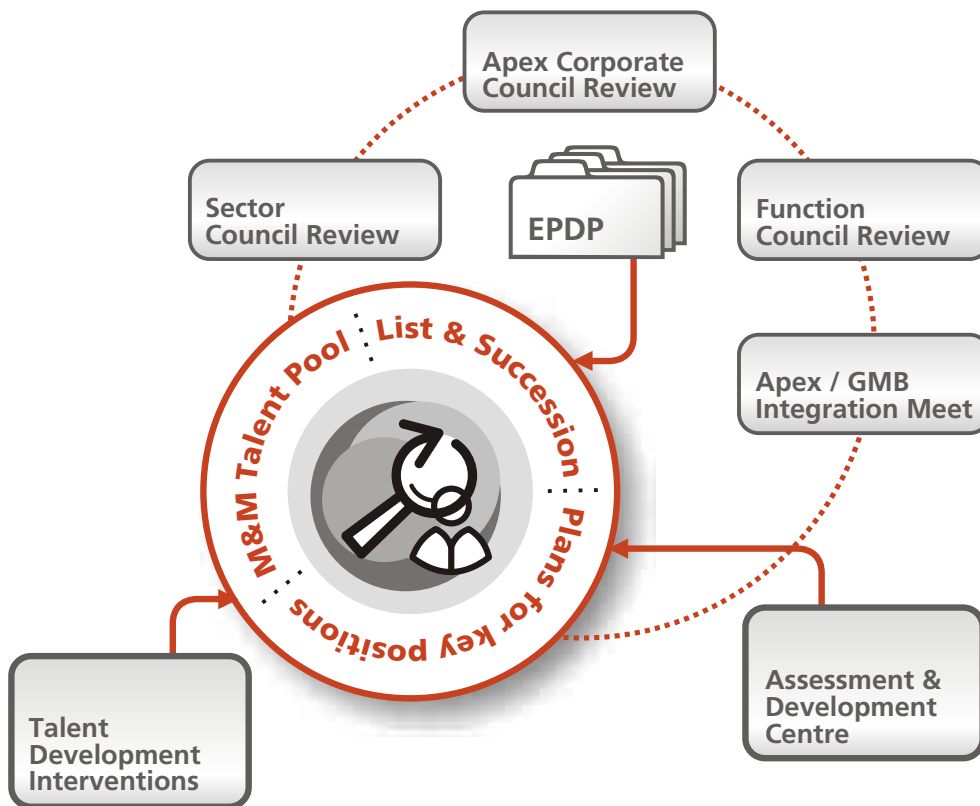
'The Mahindra Way'

**Unnati - HR Upskilling Program**

August 1, 2008, was a Red Letter Day for the **Bodhi Vriksha** (the Mahindra Management Development Centre & Mahindra Institute of Quality) as it received the coveted ISO 9001 : 2000 certification for Facilities Management by TUV India (a subsidiary of TUV NORD formerly RWTUV of Germany).



**Implementation Structure**



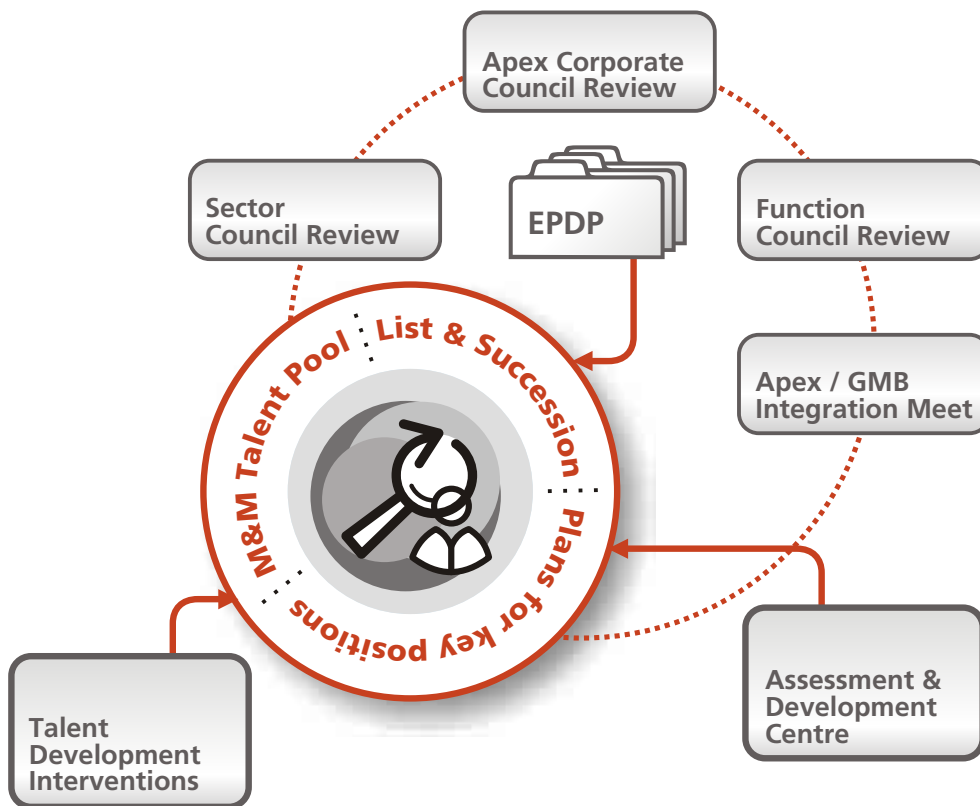
Each business has a **Sector Talent Council (STC)** to identify the talent pool within their sector.

At the Group level there are **Functional Talent Councils (FTC)** to consider functional roles such as International Operations, R&D, Quality, Finance and Human Resources. The FTCs evaluate the breadth and depth of talent in each sector with an objective to play an active role both in terms of helping the business develop functional talent and in facilitating cross-Sector employee transfers.

At the top is the **Apex Corporate Council (ACC)** to give strategic direction and guidance, benchmark processes against international practices, ensure synergy and consistency across the councils and consider cross-sector movements.

Finally, to further strengthen the Talent Management process, an integrated approach is used in which the **Apex Corporate Council and GMB** review talent in each Sector to provide a wide array of career choice to high potential managers.

The talent management process has grown in strength during the year. It has helped empower the employees and optimise workforce productivity. Succession planning for critical positions, use of 'development centres' and creating a pool of coaches and mentors and cross business rotation of employees continued to be high on the agenda.

**Implementation Structure**


The talent management process has grown in strength during the year. It has helped empower the employees and optimise workforce productivity. Succession planning for critical positions, use of 'development centres' and creating a pool of coaches and mentors and cross business rotation of employees continued to be high on the agenda.

**Results**

Some developmental measures which we offer to our talent pool:

- Overseas assignments - short and long term
- Shadow board representations
- Nominations to cross-functional teams
- Mentoring and coaching
- Job rotation
- Permanent officer training: 22,419 mandays (AS), 11,722.5 mandays (FES), 325 mandays (MIL), 360 mandays (MLDL), 364 mandays (MHRIL), 1121 mandays (MMFSL), 53 mandays (MWCJ), 386,702 mandays (Tech Mahindra) and 3,535.7 mandays (Systech).

We are closely tracking other talent management metrics such as succession management and internal appointments for critical positions. These metrics now form part of the HR dashboard that the GMB reviews.

At Mahindra all our procedures, policies & systems have been developed to ensure that working with us is a pleasant and enriching experience.

A central HR council composed of business sector HR heads is responsible for handling all matters concerning labour practices. Each Group company adheres to the following policies:

- **HR & Administration**
- Employee Relations
- Collective Bargaining Agreements
- Period of Notice for Operational Changes
- Safety & Occupational Health
- Human Rights Policy
- Green IT Guidelines


**HR & Administration**

This policy ensures that our Human Resources perform at peak potential. For this purpose we have set up the following training and development programs, services and mechanisms:

- Employee development (productivity training) to enhance skill and update employees' technical knowledge and provide opportunities to utilise multiple skills.
- An effective grievance redressal mechanism
- Employee counselling services
- Sexual Harassment Committee to ensure that any cases of sexual harassment are resolved effectively and quickly.

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### Employee Relations

- Established to achieve organisational goals with the active involvement of employees.
- Focus on attracting, retaining and nurturing people with relevant skill-sets and competencies.
- Creates a mutually beneficial and productive industrial climate.
- Manages employees fairly and transparently.
- The Sector President is responsible for comprehensive implementation of the ER policy in their Sector.
- The Heads of P&IR (Personnel and Industrial Relations) at each manufacturing location are responsible for ensuring that the Employee Relations Policy is being followed.

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### Collective Bargaining Agreements

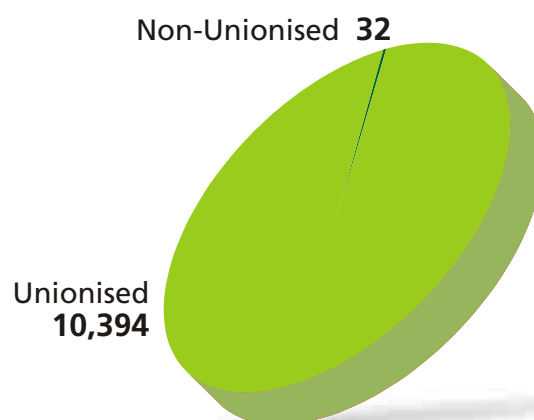
As mentioned in the previous year's report; our employee relations policy promotes non-interference with employees' rights to form unions and encourages collective bargaining. Most of our employees are unionised and we do not in any way discriminate against these employees. Within our various business units, our employees are

primarily members of the following organisations:

- Bhartiya Kamgar Sena (BKS)
- Mahindra & Mahindra Workers Union
- Mahindra & Mahindra Employees Union
- Centre of Indian Trade Unions (CITU)

As committed last year; this year we are reporting the total number of members of each union as well as the total percentage of unionised Mahindra employees.

### Employees covered under Collective Bargaining Agreements





## POLICIES

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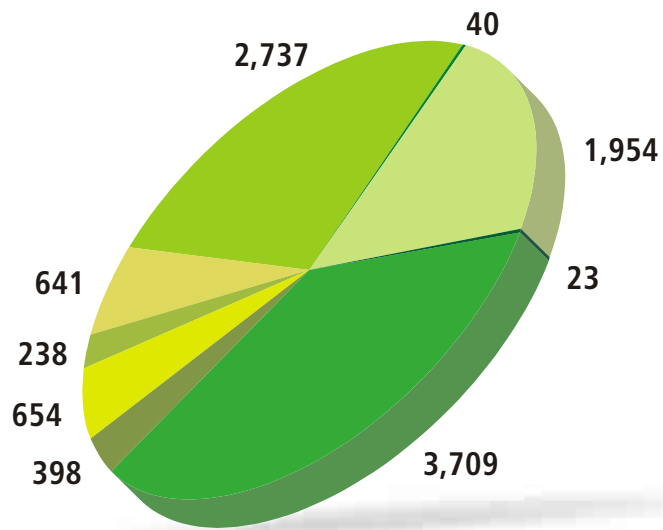
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### Collective Bargaining Agreements

#### Break up of Unionised Employees



- Bhartiya Kamgar Sena (BKS)
- Centre of Indian Trade Unions (CITU)
- Mahindra & Mahindra Workers Union
- Kamgar Utkarsha Sabha
- Mahindra & Mahindra Employees Union
- Maharashtra Rajya Rashtriya Shramik Kamgar Sangathana (INTUC)
- Guj. Engg. Gen. Kamgar Union (AITUC)
- Pune Zilla Kamgar Sangh – BMS
- Internal Union

## POLICIES

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### Period of Notice for Operational Changes

During the reporting period, all our companies which employ unionised labour followed the letter and intent of all pertinent regulations. The Industrial Disputes Act, 1947 is one such statute that applies to labour relations. It specifically mentions a three-week notice period for all operational changes. There are consultation and negotiation opportunities during the notice period. If consent is given, only then can the agreement be signed to reflect the changes.

The types of changes covered under this policy include:

- Wages including the period and mode of payment.
- Contribution paid, or payable by the employer to any provident fund or pension fund or for the benefit of the workmen under any law for the time being in force.
- Compensatory or other allowances.
- Hours of work and rest intervals.
- Leaves with wages and holidays.
- Starting, alteration or discontinuance of shift-working other than in accordance with standing orders.
- Classification by grades.
- Withdrawal of customary concessions or privilege, or change in usage.
- Introduction of new rules of discipline or alteration in existing rules, except when they are provided for in standing orders.
- Rationalisation, standardisation or improvement of plant or technique which is likely to lead to retrenchment.
- Any increase or reduction (other than casual) in the number of persons employed or to be employed in any occupation or process or department or shift (not occasioned by circumstances over which the employer has no control).

## POLICIES

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### Safety & Occupational Health

#### Policy highlights:

- Covers all our manufacturing facilities
- Ensures process safety, use of protective equipment
- Promotes occupational health in order to maintain a safe working environment.
- The sector president has the overall responsibility for employee safety and plant managers have specific responsibility for their respective plants.

The Health & Safety Policy strictly adheres to the following objectives:

- To provide and maintain equipment and systems that ensures a safe and healthy working environment for all employees.
- To provide necessary information, training and supervision as required for this purpose.

- To comply with all relevant statutory provisions pertaining to safety, health and the environment.
- To regularly conduct safety audits and risk analysis in order to assess the status of safety and health at the work environment.
- To integrate safety and health issues into all decisions concerning purchase of equipment, machinery, materials and also into the selection, placement and training of personnel.

#### Additional health and safety topics covered with unions

As reported previously; we engage in constructive dialogue with our employees on issues regarding occupational health, workplace and general plant safety. We proactively work to rectify the issues. Specific issues such as the use of personal protective equipment, sanitation, equipment safety and education measures are outlined in formal agreements with our worker unions. We have a grievance redressal

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### Safety & Occupational Health

mechanism for health and safety topics in some of our operations. We have dedicated EHS officers, who follow a comprehensive Environmental Health & Safety policy applicable at all our manufacturing operations, to handle day-to-day issues.

#### AIDS Awareness

In continuation with our last year's efforts, this year too employees in

the Auto and Farm Equipment Sectors received basic AIDS awareness training along with development programs. Within the various sectors, additional education, training and counselling on HIV/AIDS is given to varying degrees. In some units of the Auto and Farm Equipment Sectors this coverage is extended to employees' family members as well as the surrounding community. Furthermore, in certain FES units, employees, their families and community members also receive preventive measures and treatment in relation to HIV/AIDS.

## POLICIES

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- | **Human Rights Policy**
- | Green IT Guidelines



### Human Rights Policy

Mahindra released a human rights policy to guide economic decision making in May 2009. The same will be integrated in our system from ensuing year. However the screening processes for investment agreements that include human rights clauses are likely to be incorporated in our system in the year after.

At Mahindra, discrimination, child labour and forced labour is unacceptable. We have an active Grievance Cell to address any such issues. During the year no instance of grievance was reported.

## POLICIES

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- | **Green IT Guidelines**



### Green IT Guidelines

- Established for environment friendly use, management & disposal of IT equipment.
- Focuses on power management, environment friendly vendors & products etc.
- Promotes procurement of PC, Laptops with Energy star 4.0 rating high efficiency UPS, green data centres etc.
- Ensures environment friendly disposal of IT waste, only to the authorised E-waste handlers / recyclers.
- The IT Head of each company is responsible for compliance of the Green IT policy.

**WORKFORCE SNAPSHOT**

In view of exhaustive scope of this report the number of employees covered is 54,456 as against 42,198 employees covered in the previous year.

	Total Employees	Attrition Rate
2007-2008	42,198	14.7%
2008-2009	54,456	22%

Note: all figures as on March 31st 2009


**WORKFORCE SNAPSHOT**
**Employment Distribution**

- Employment Type
- Employee Category
- Age Composition
- Gender Composition
- Employment Grade

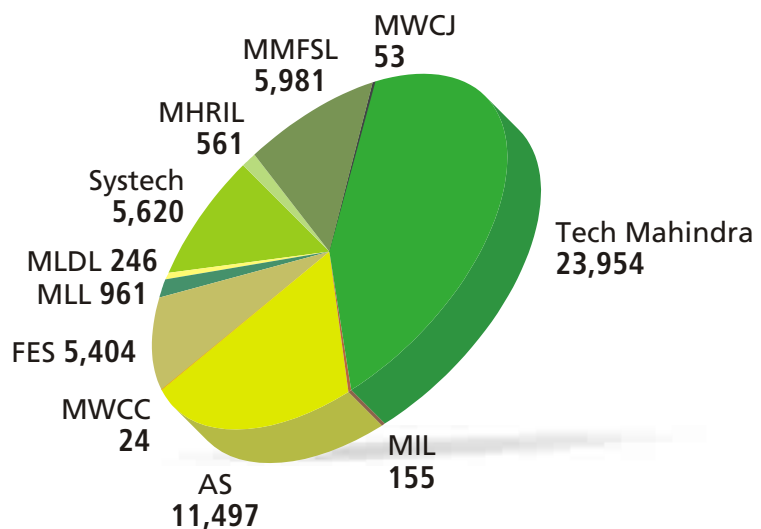
**Officer Statistics**

- AS
- FES
- Systech
- MIL
- MLL
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- MLDL
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- Tech Mahindra

To substantiate the diversity of our employees and employment opportunities, following are the graphical representations categorically.

**Employment Distribution**

Groupwide



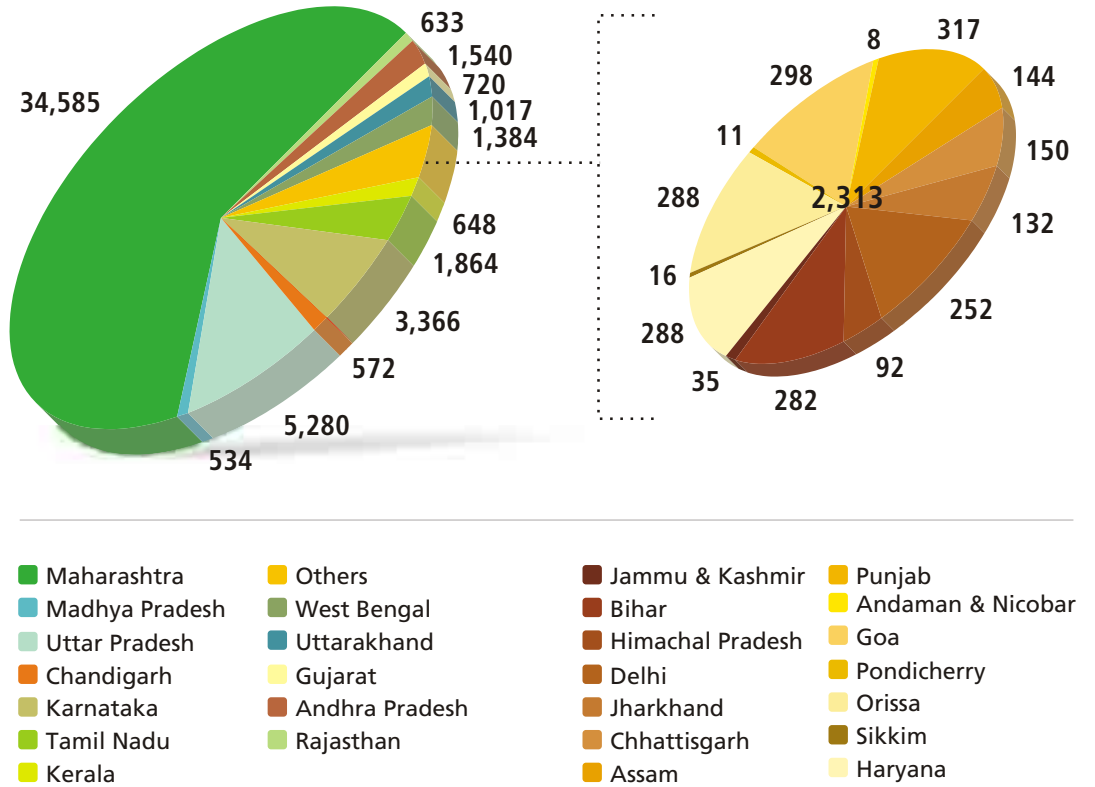
## WORKFORCE SNAPSHOT

### Employment Distribution

- Employment Type
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- Employment Grade
- Officer Statistics
  - AS
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### Employment Distribution

#### Regional Distribution

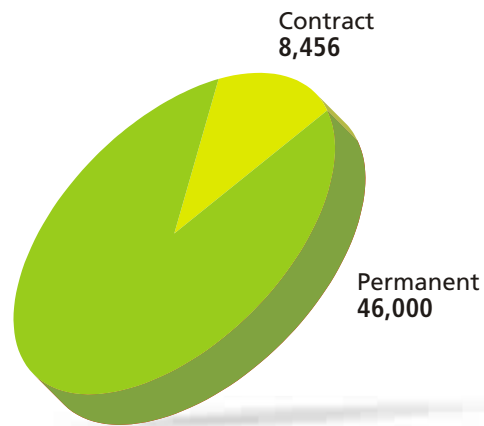


## WORKFORCE SNAPSHOT

- Employment Distribution
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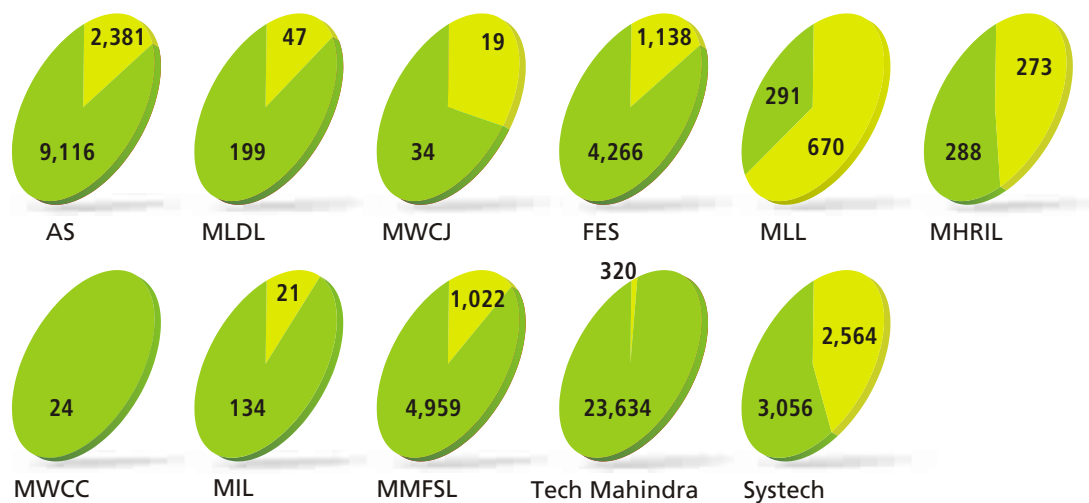
### Employment Type

#### Groupwise



#### Sectorwise

Permanent Contract



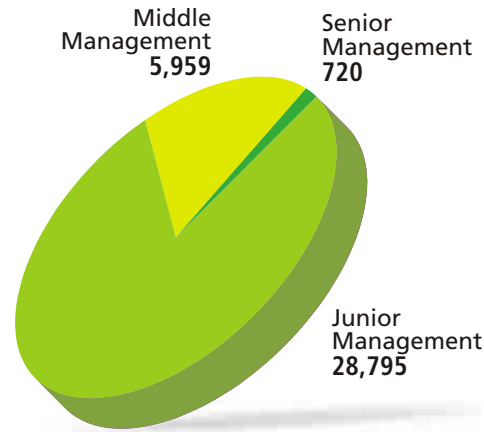
**WORKFORCE SNAPSHOT**

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- Officer Statistics

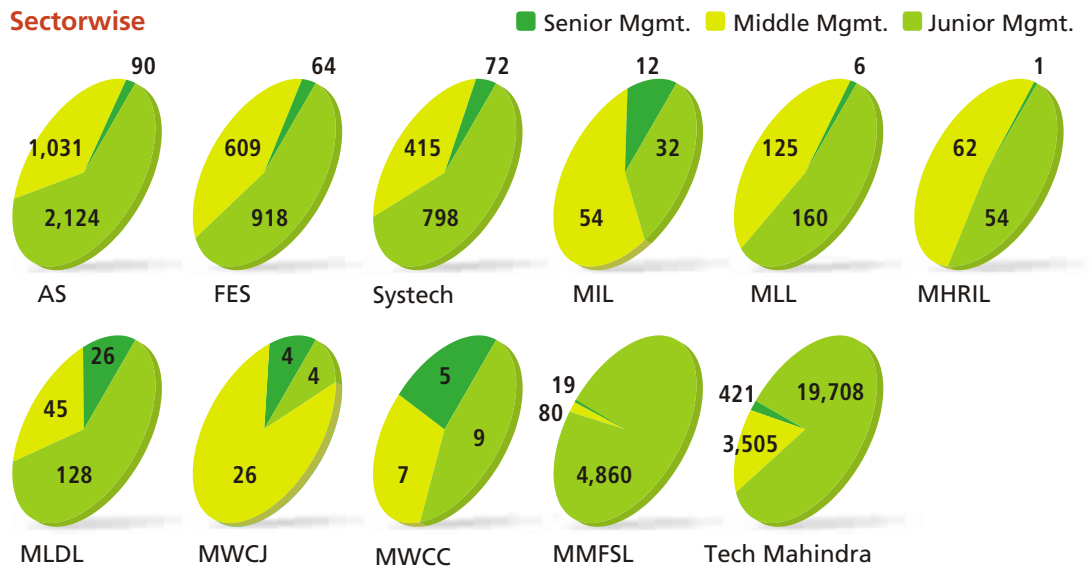
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**Employee Category**

Groupwide



Sectorwise



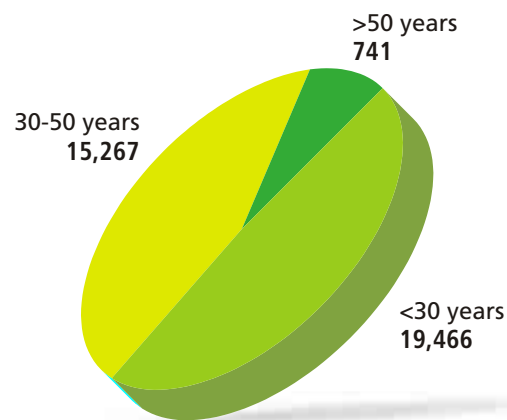
**WORKFORCE SNAPSHOT**

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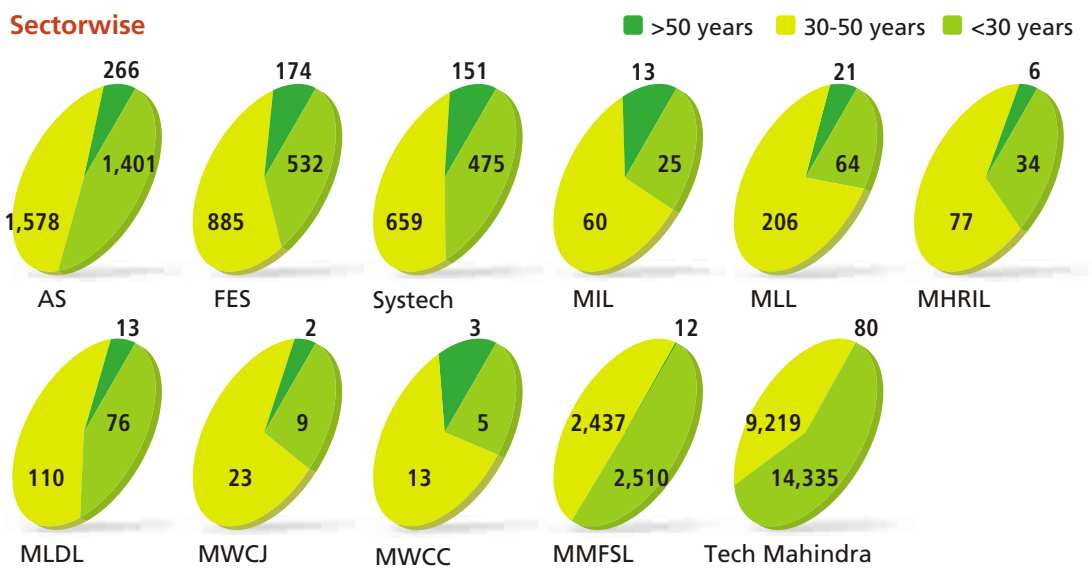
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**Age Composition**

Groupwide



Sectorwise

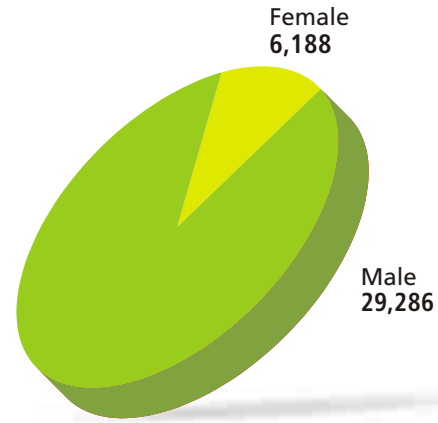


- Employment Distribution
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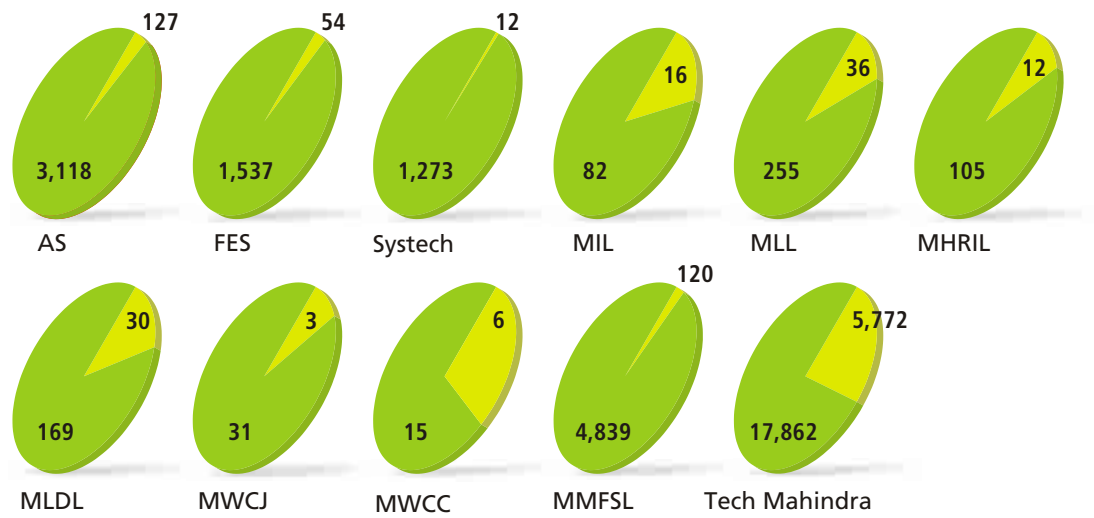
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Gender Composition

Groupwide



Sectorwise

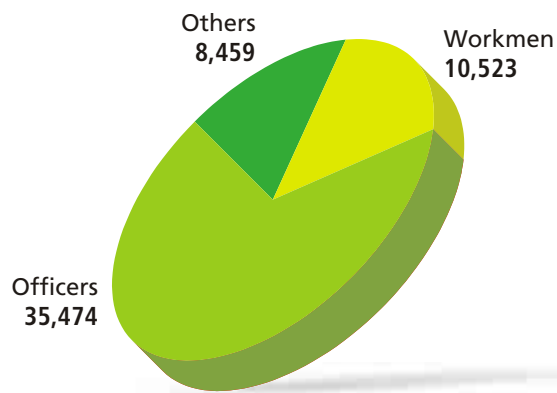


- Employment Distribution
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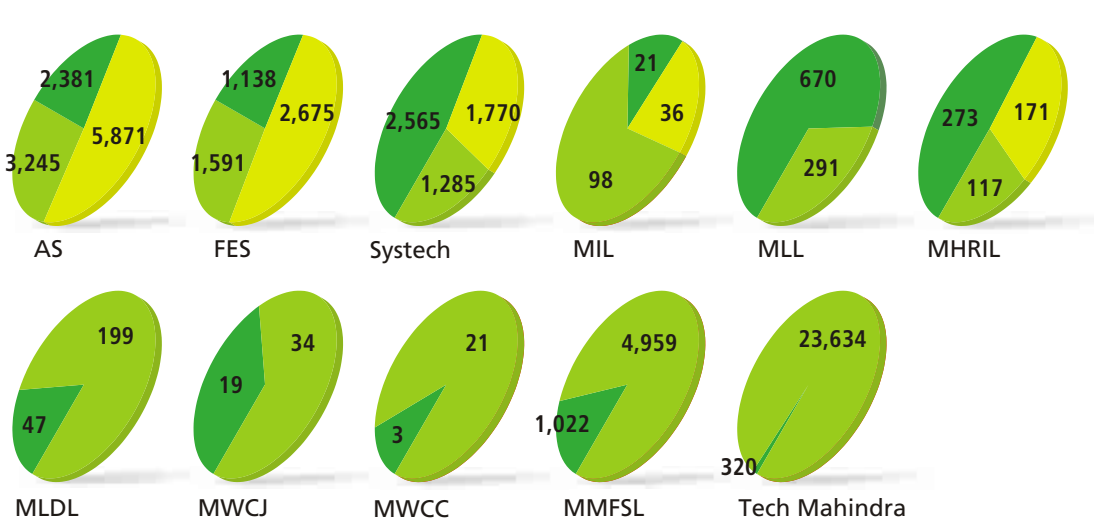
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Employment Grade

Groupwide



Sectorwise

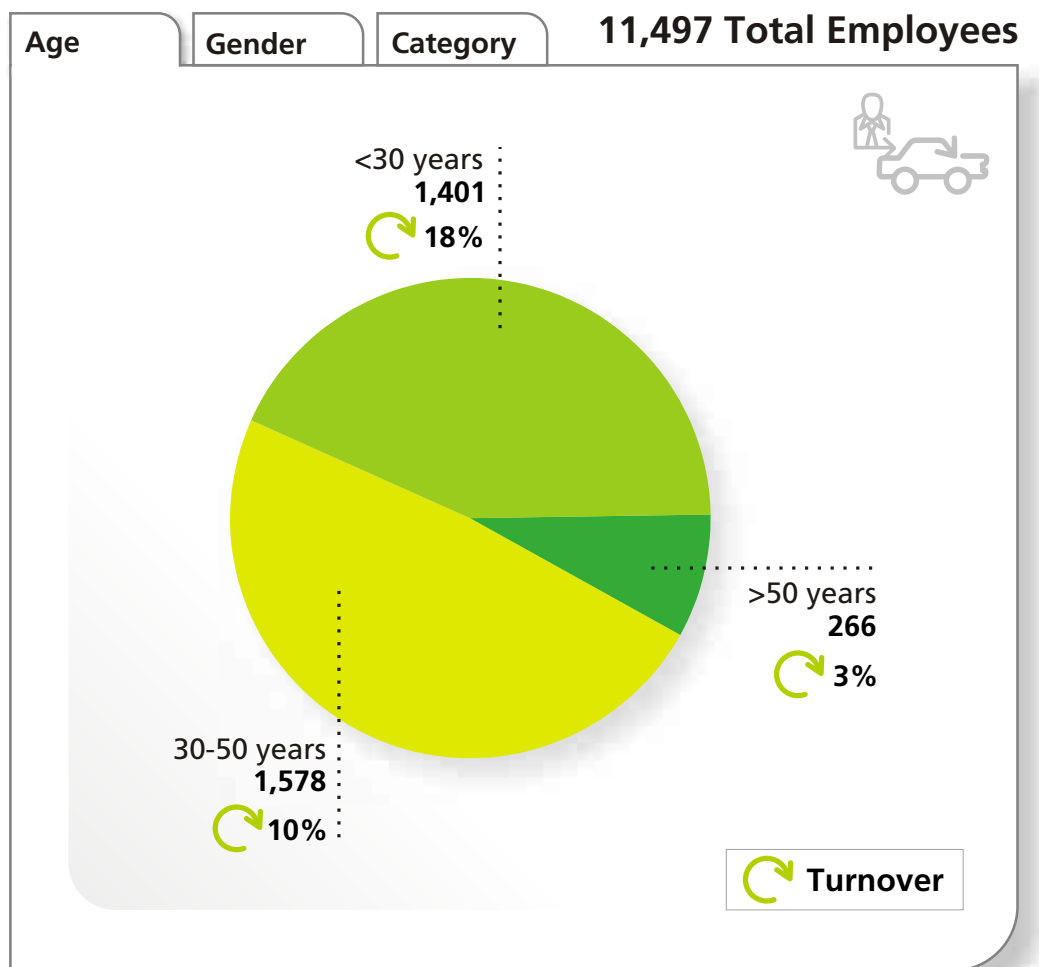


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**Officer Statistics**

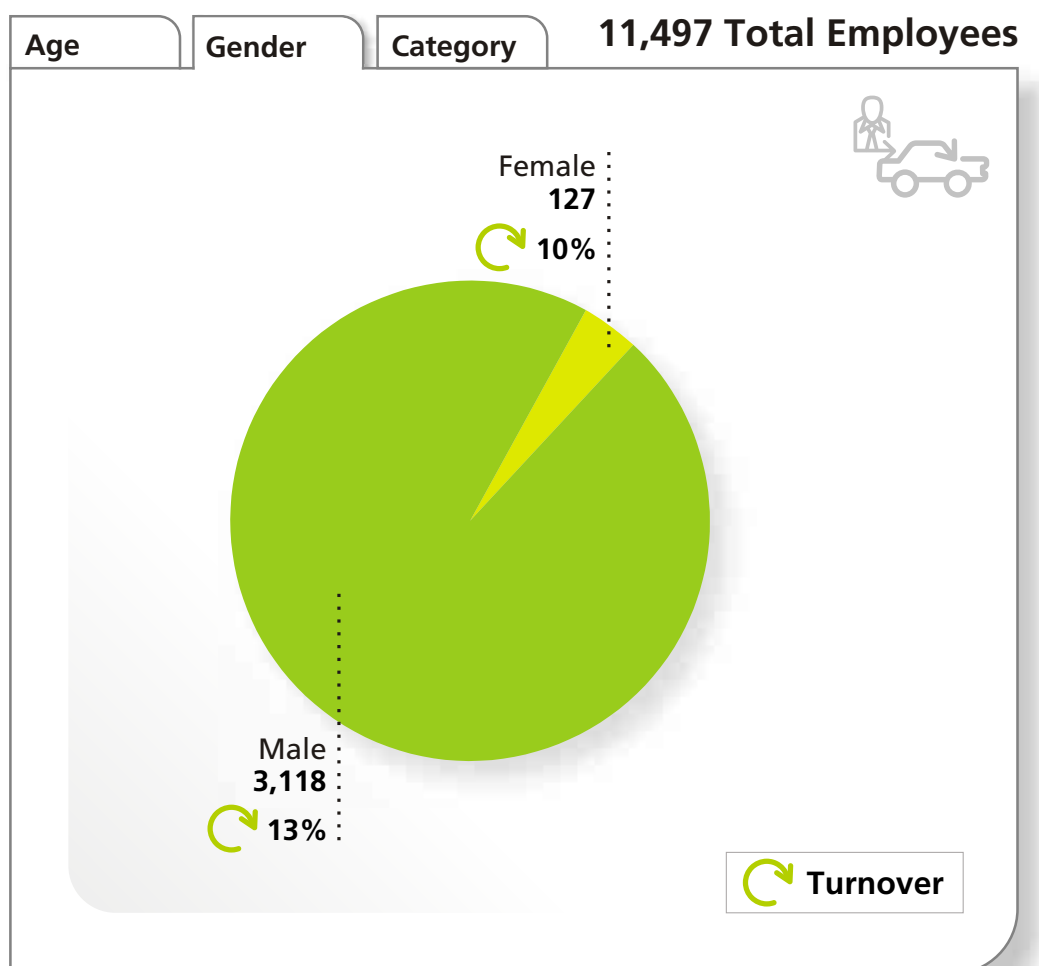
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**Officer Statistics - AS**

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**Officer Statistics - AS**


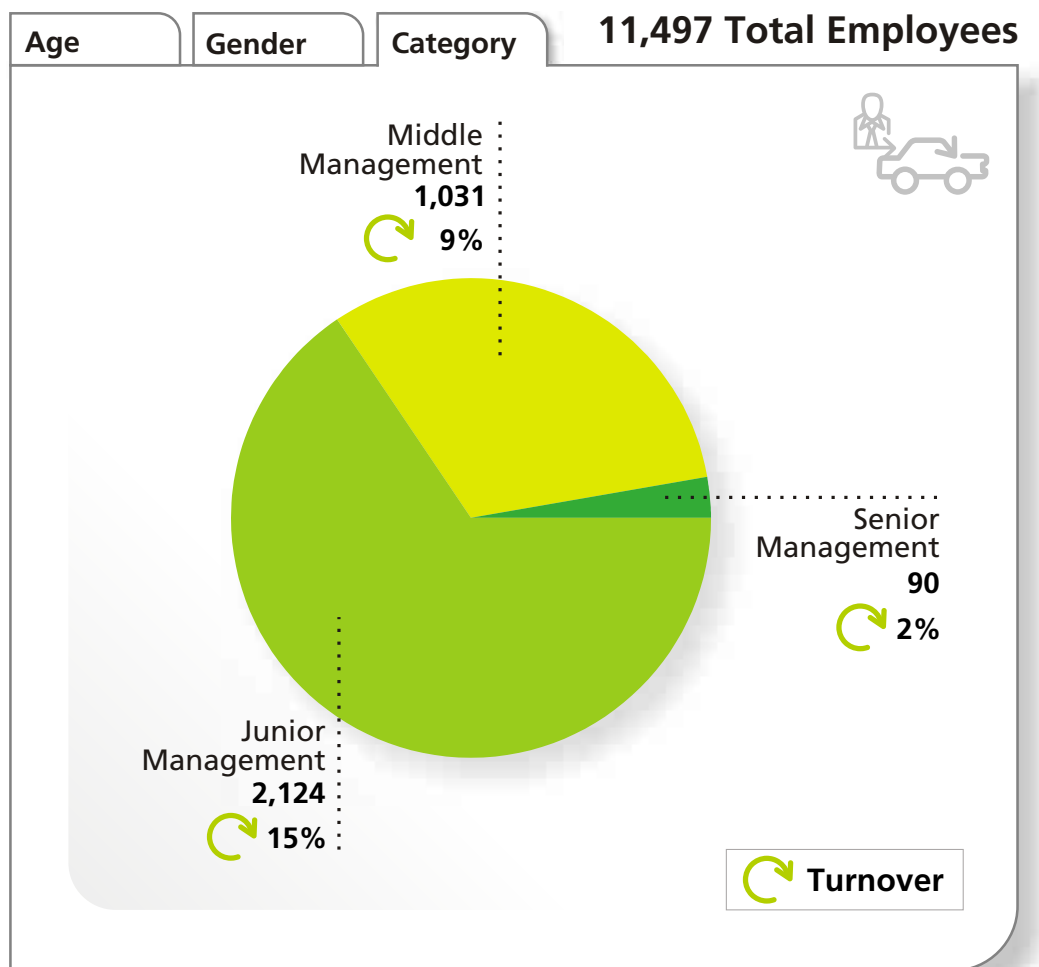


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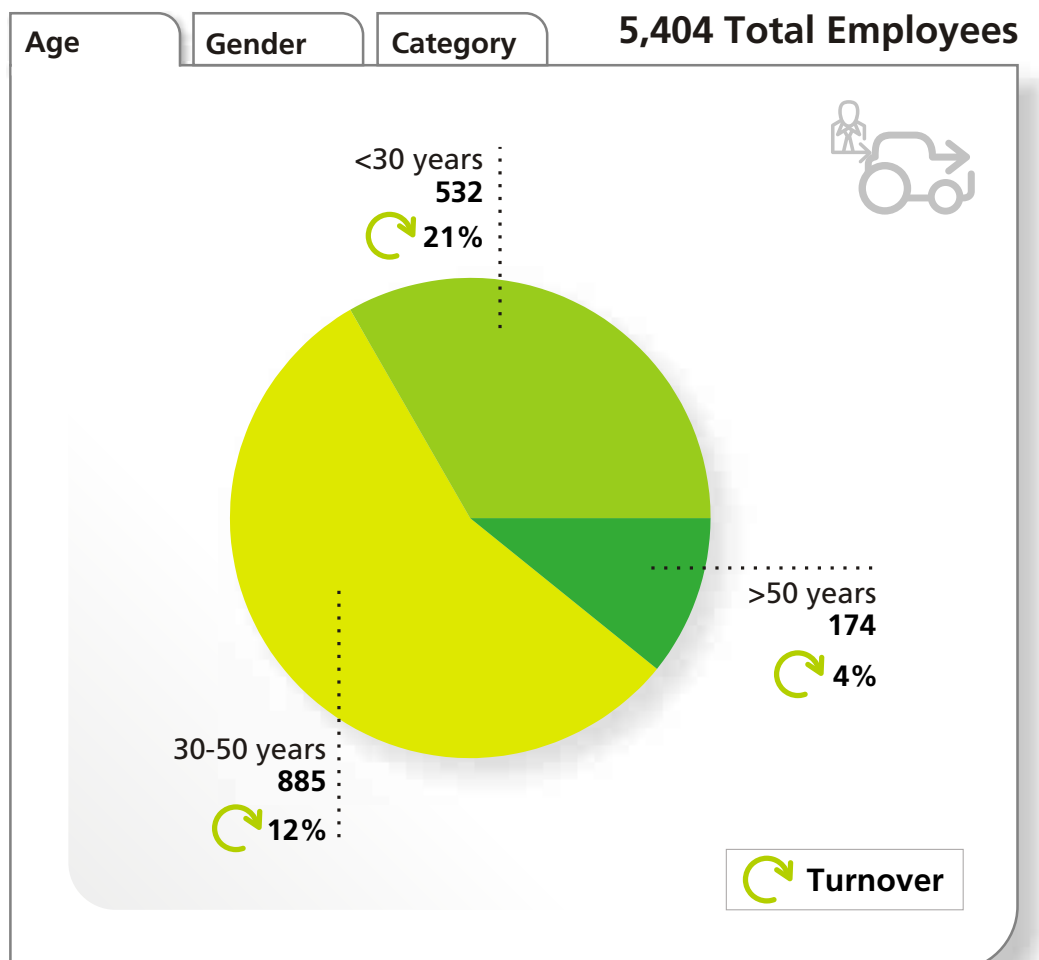
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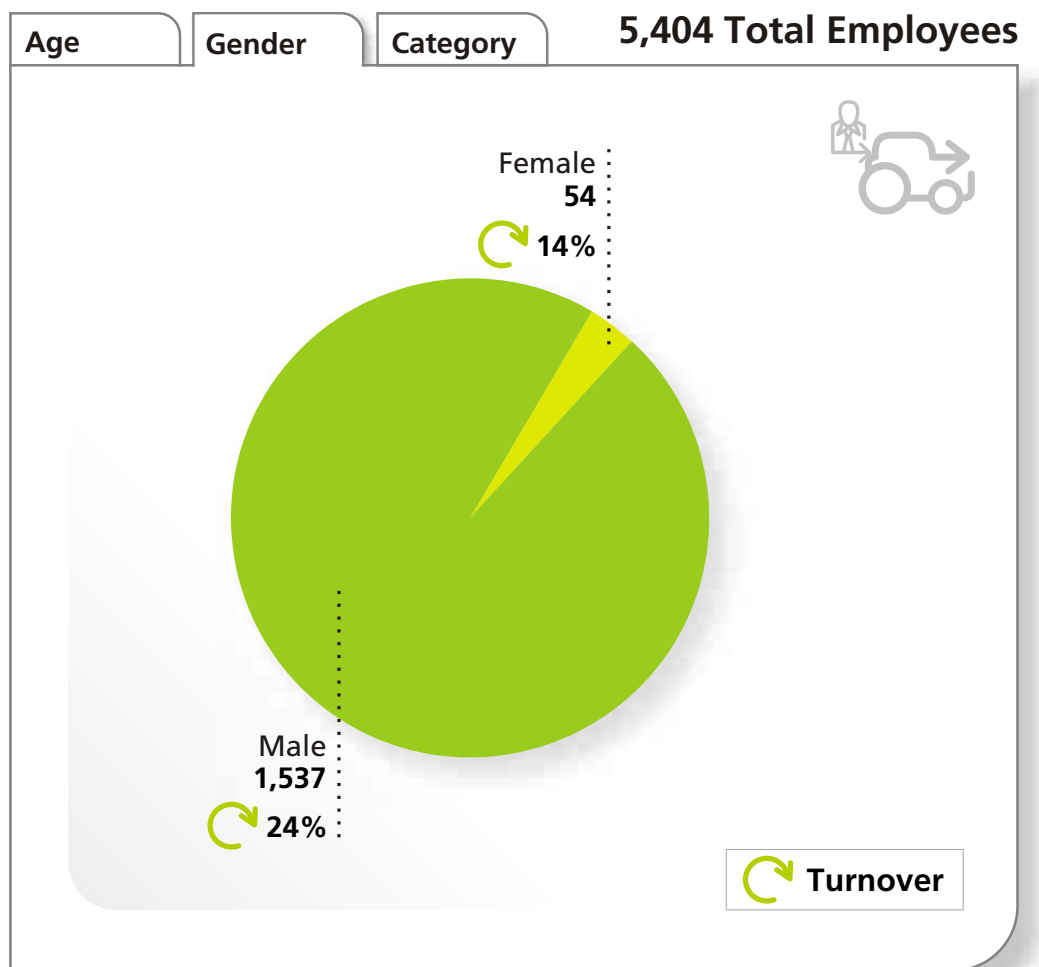
**Officer Statistics - FES**


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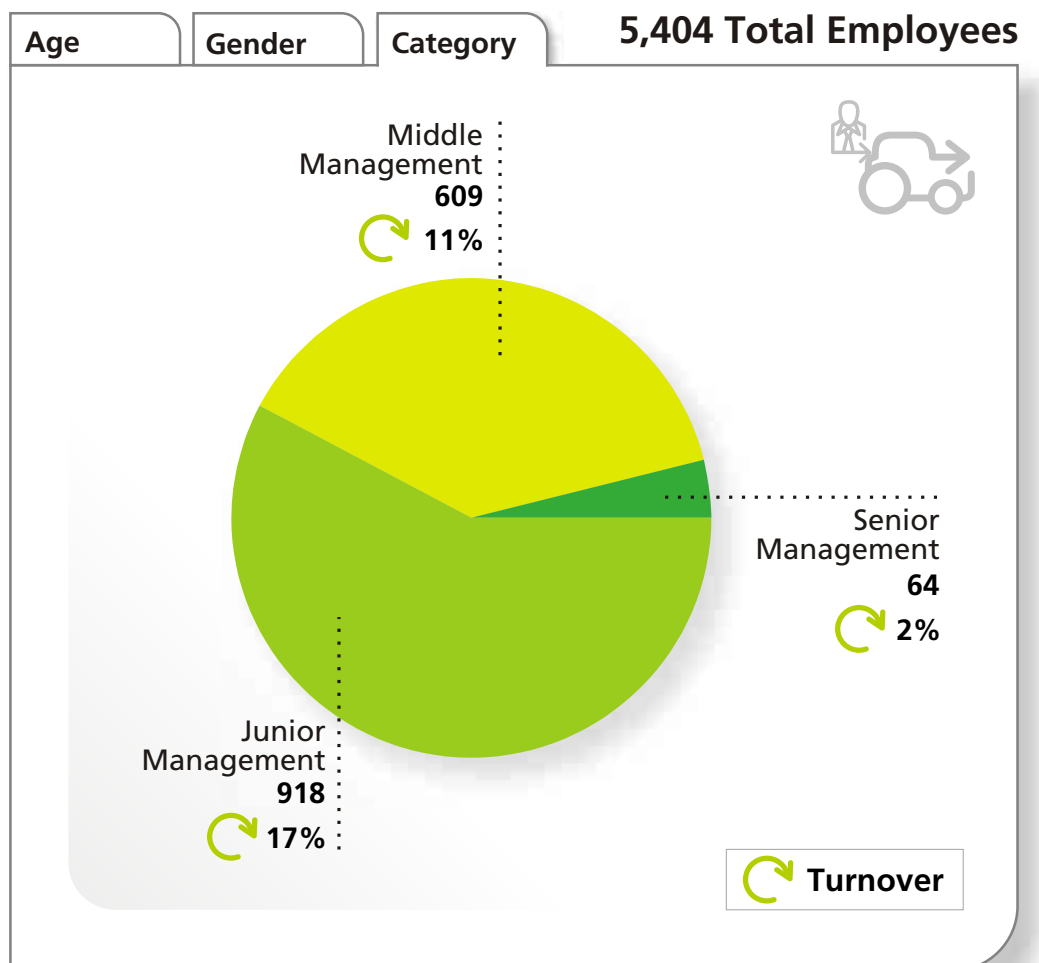
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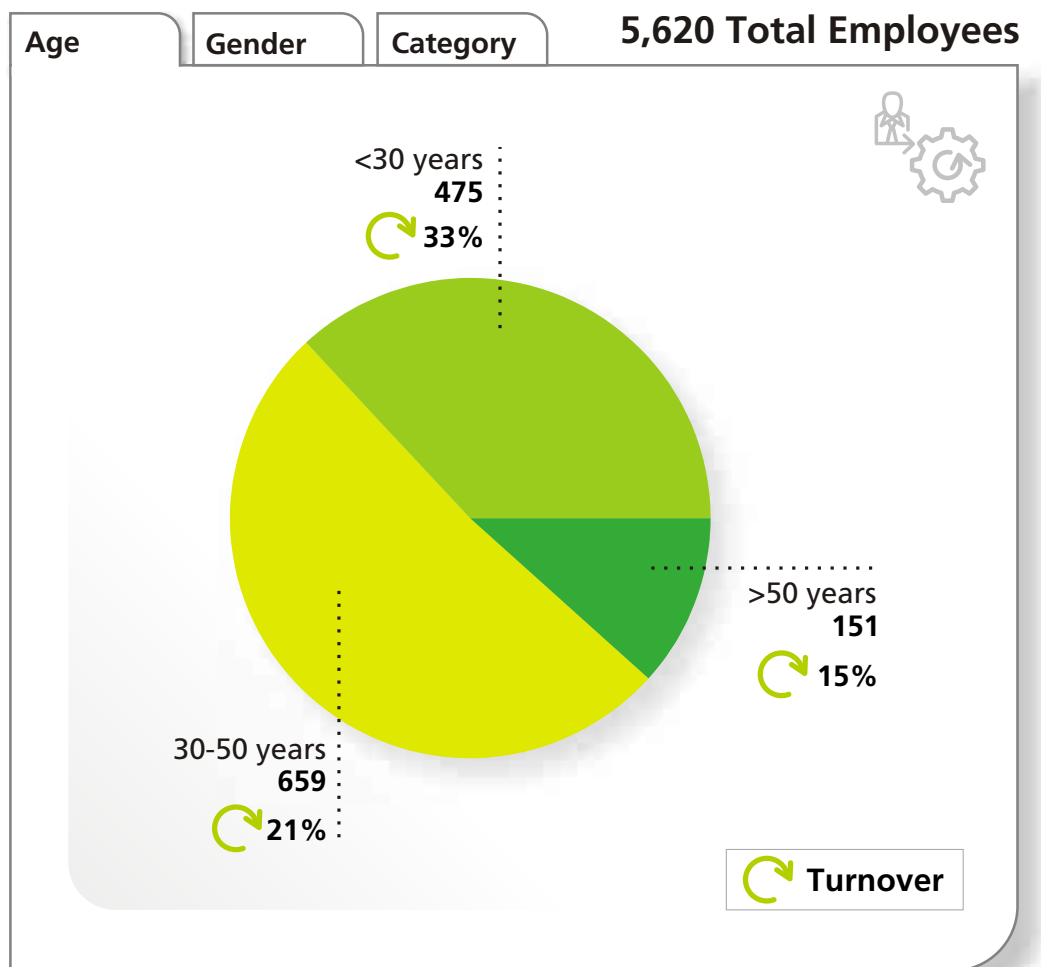
**Officer Statistics - FES**


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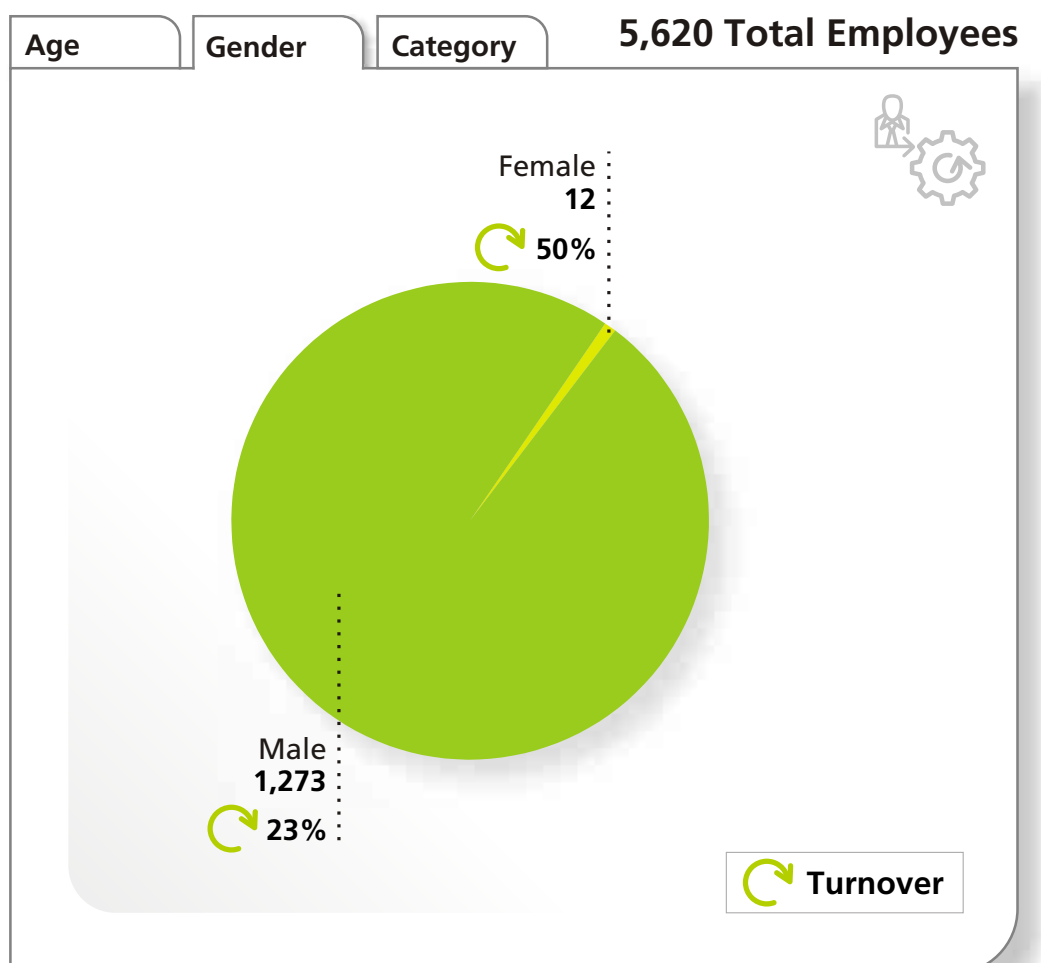
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**Officer Statistics - Systech**

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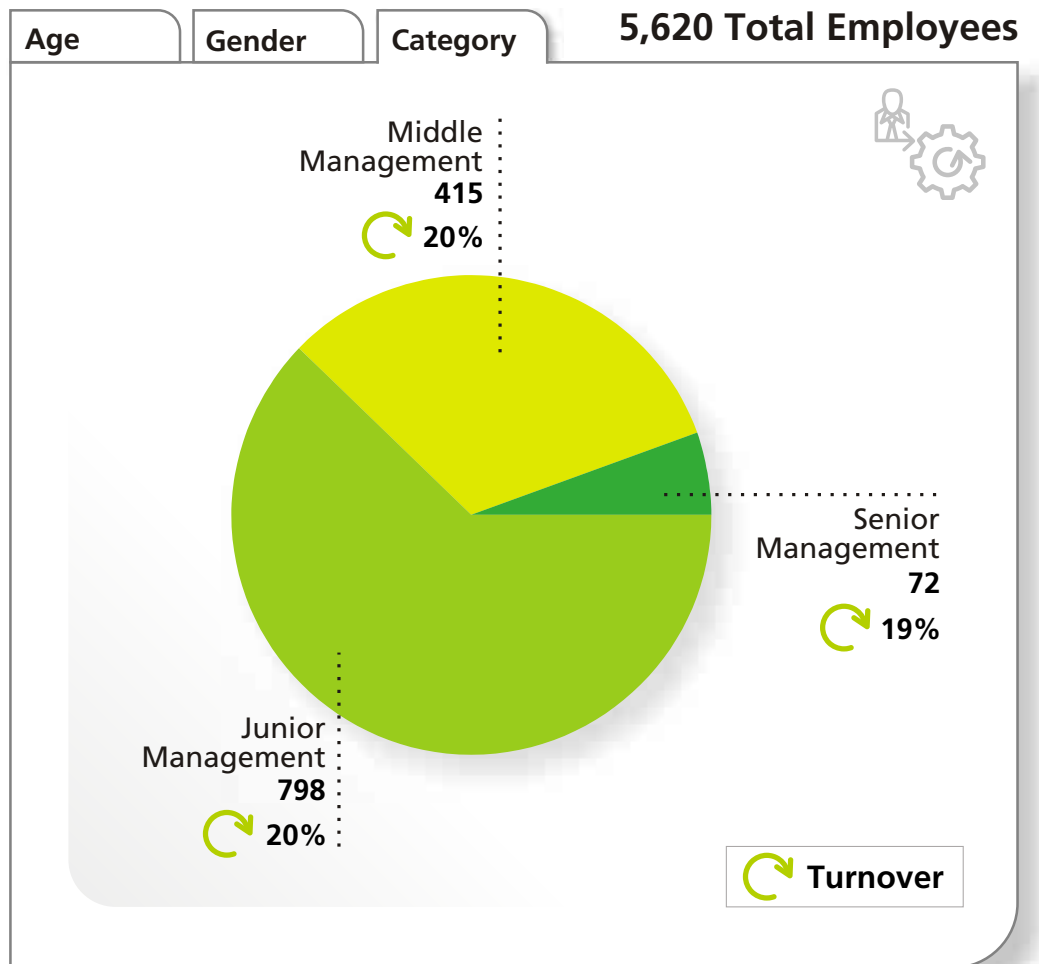
**Officer Statistics - Systech**


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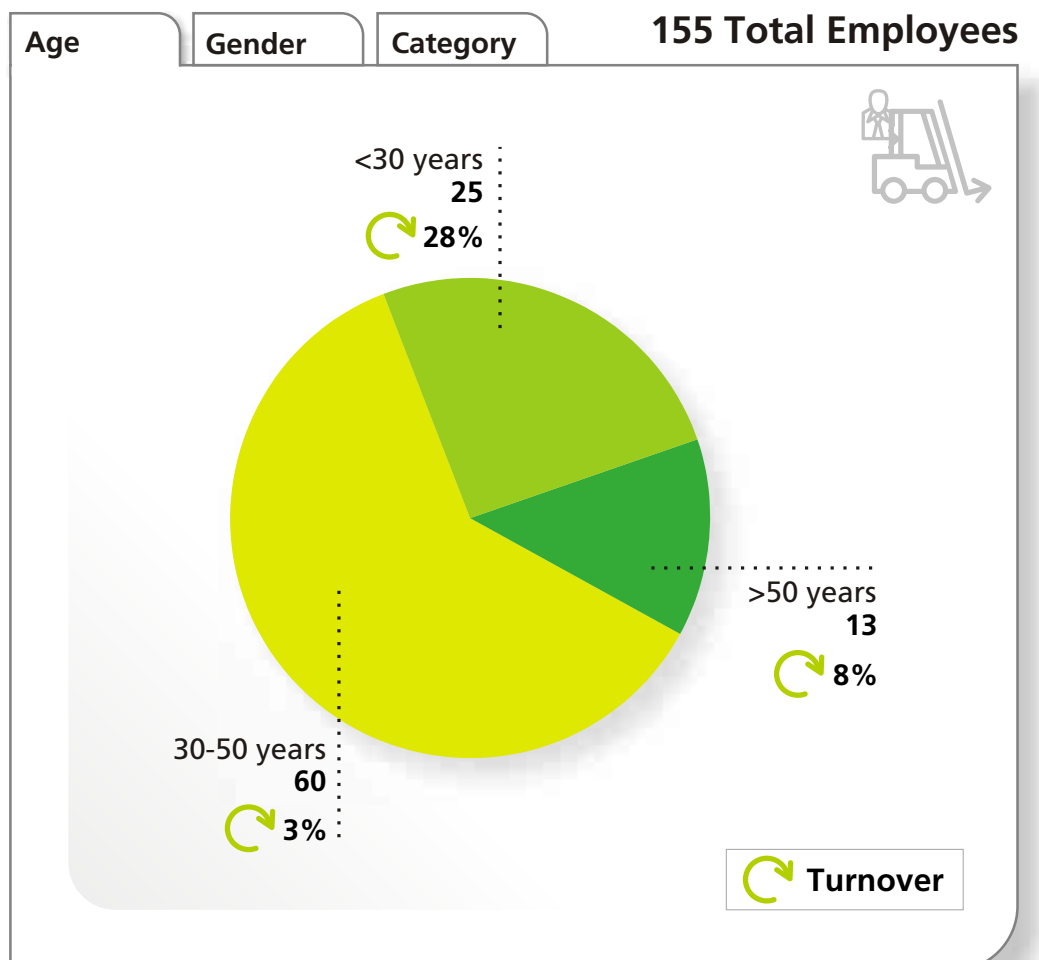
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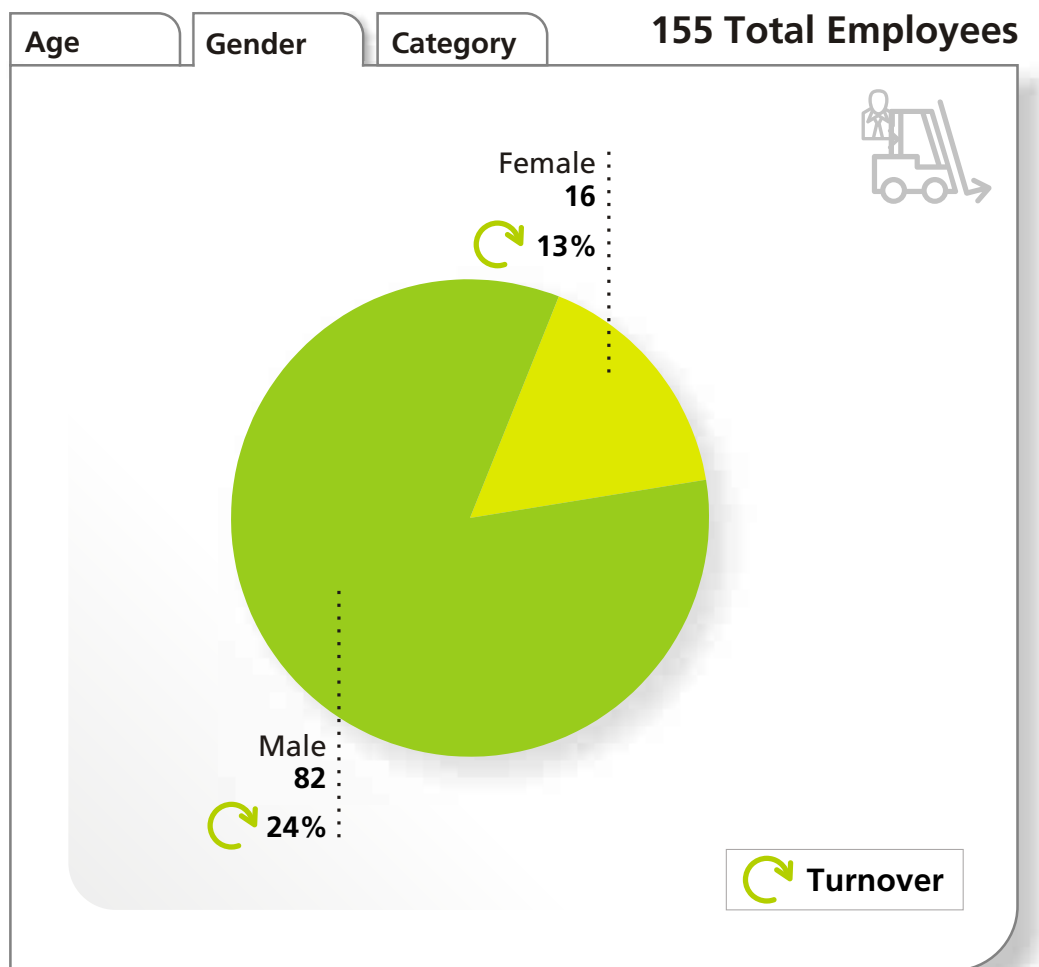
**Officer Statistics - MIL**


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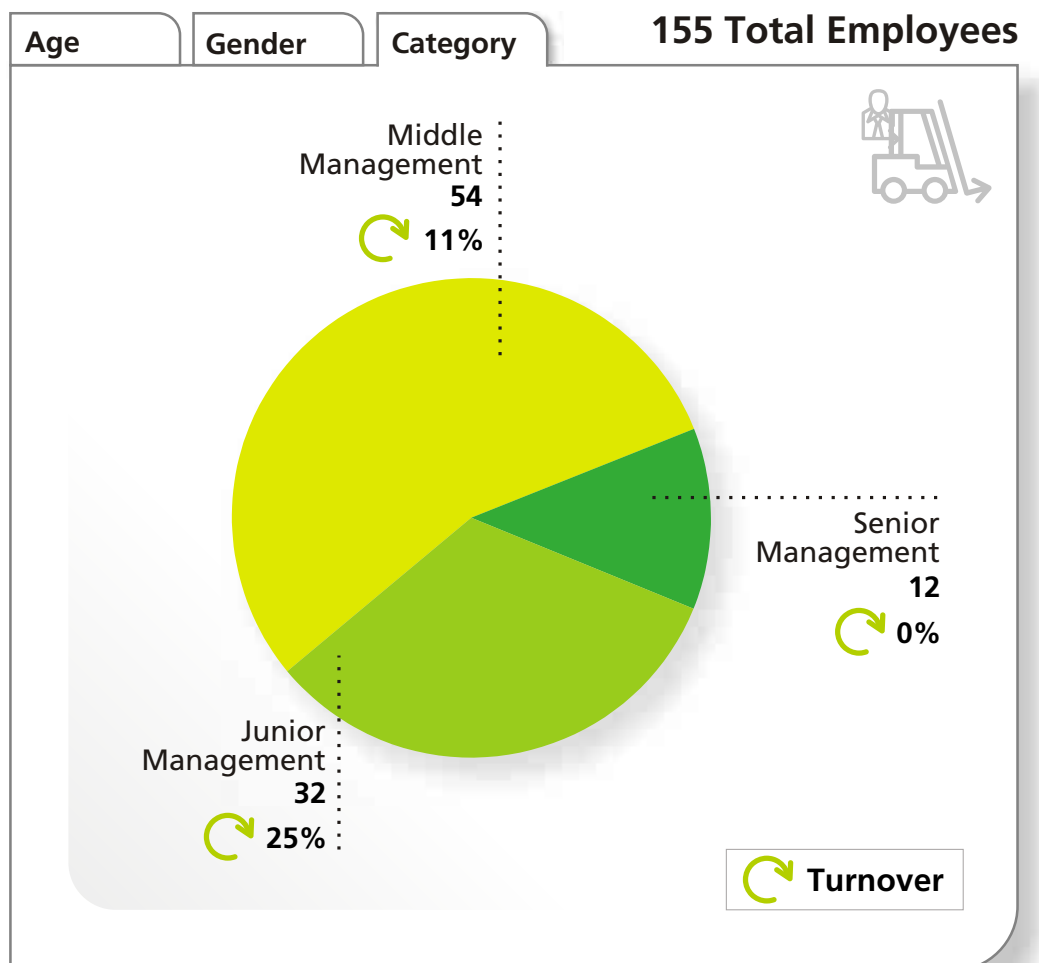
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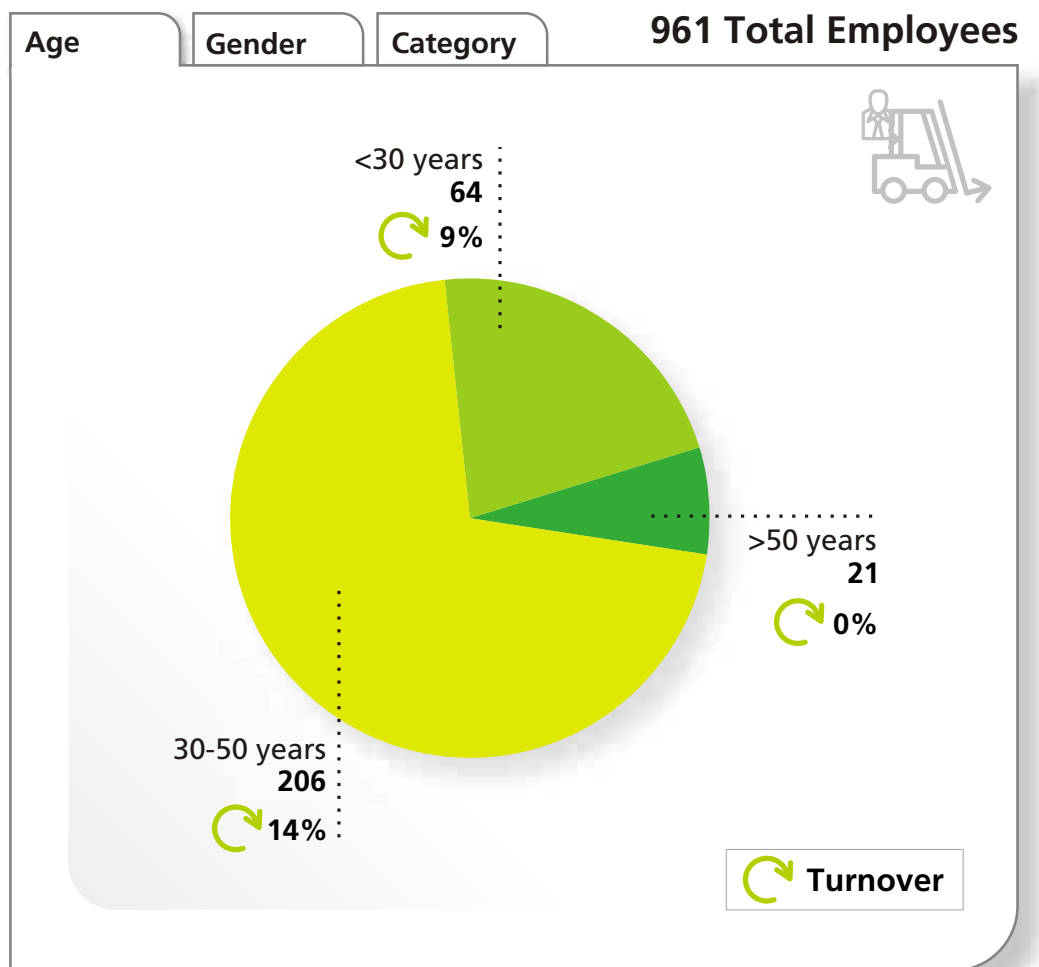
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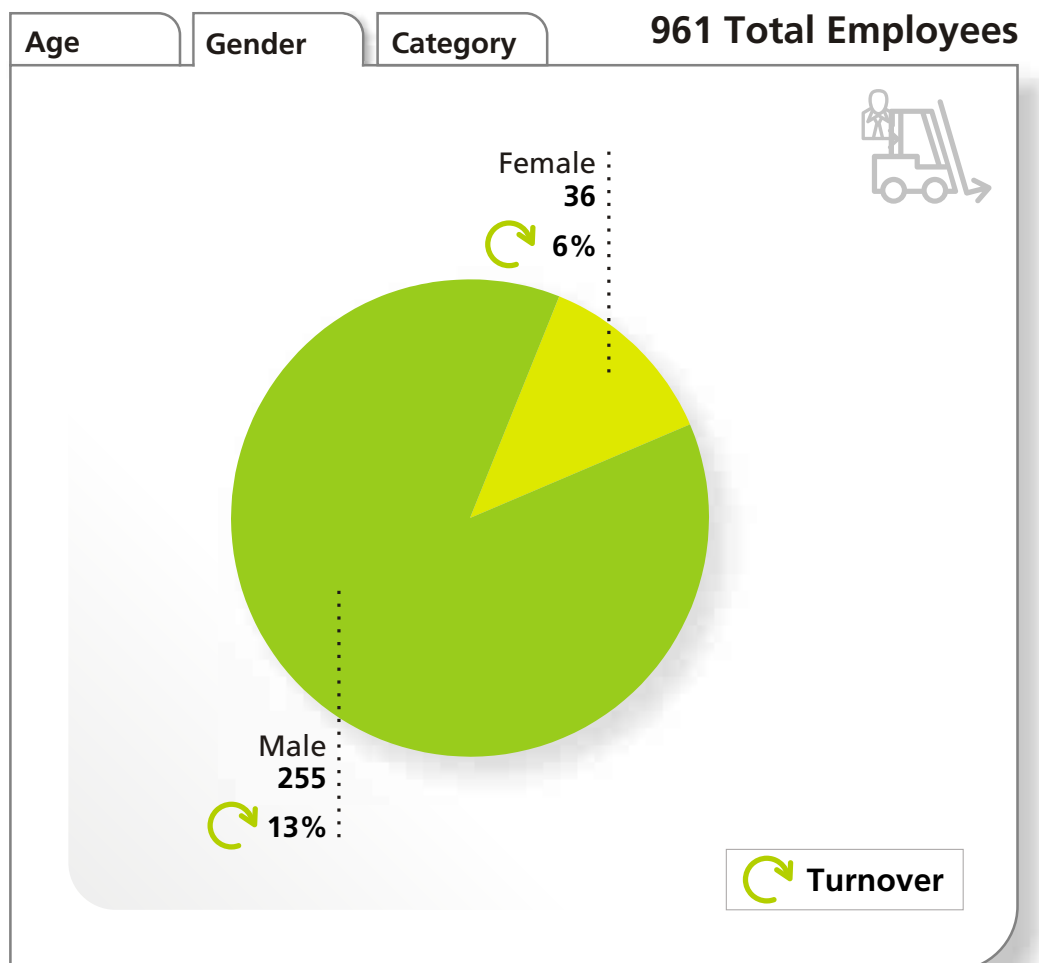
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**Officer Statistics - MLL**

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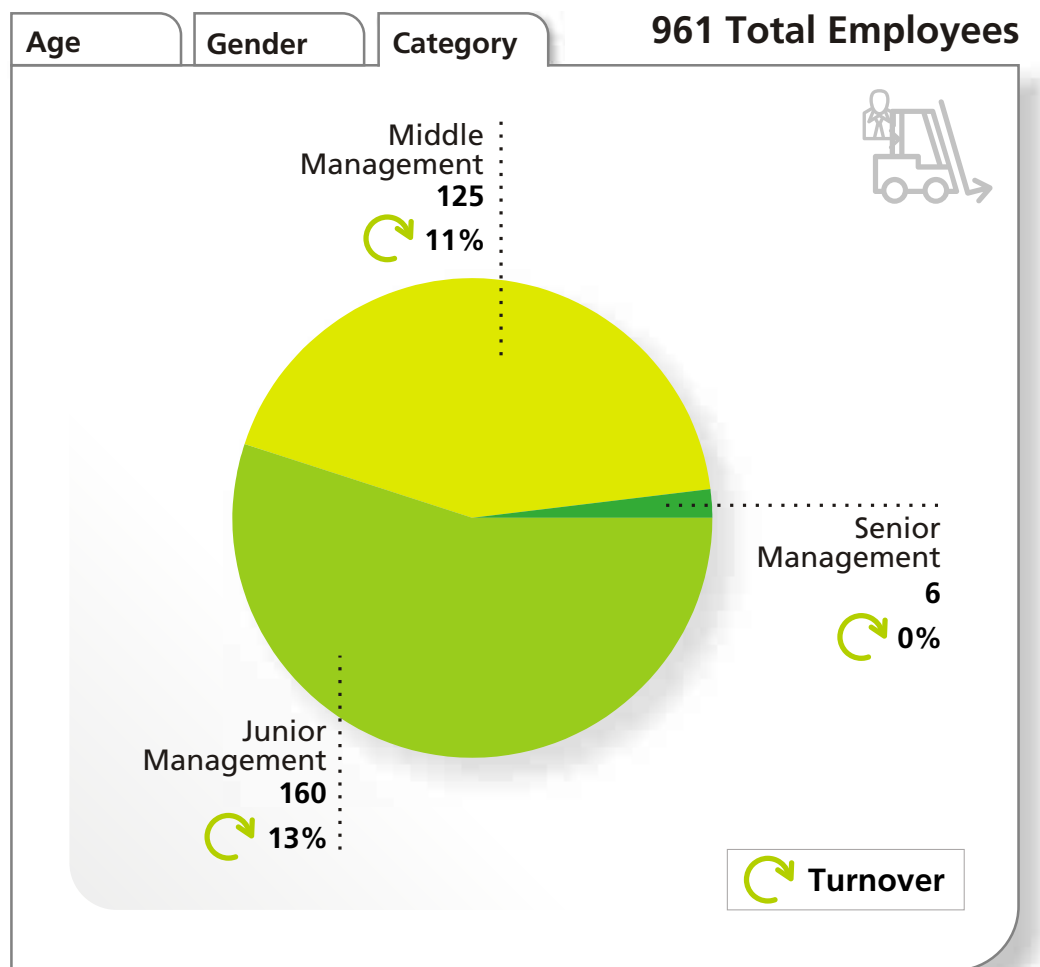
**Officer Statistics - MLL**


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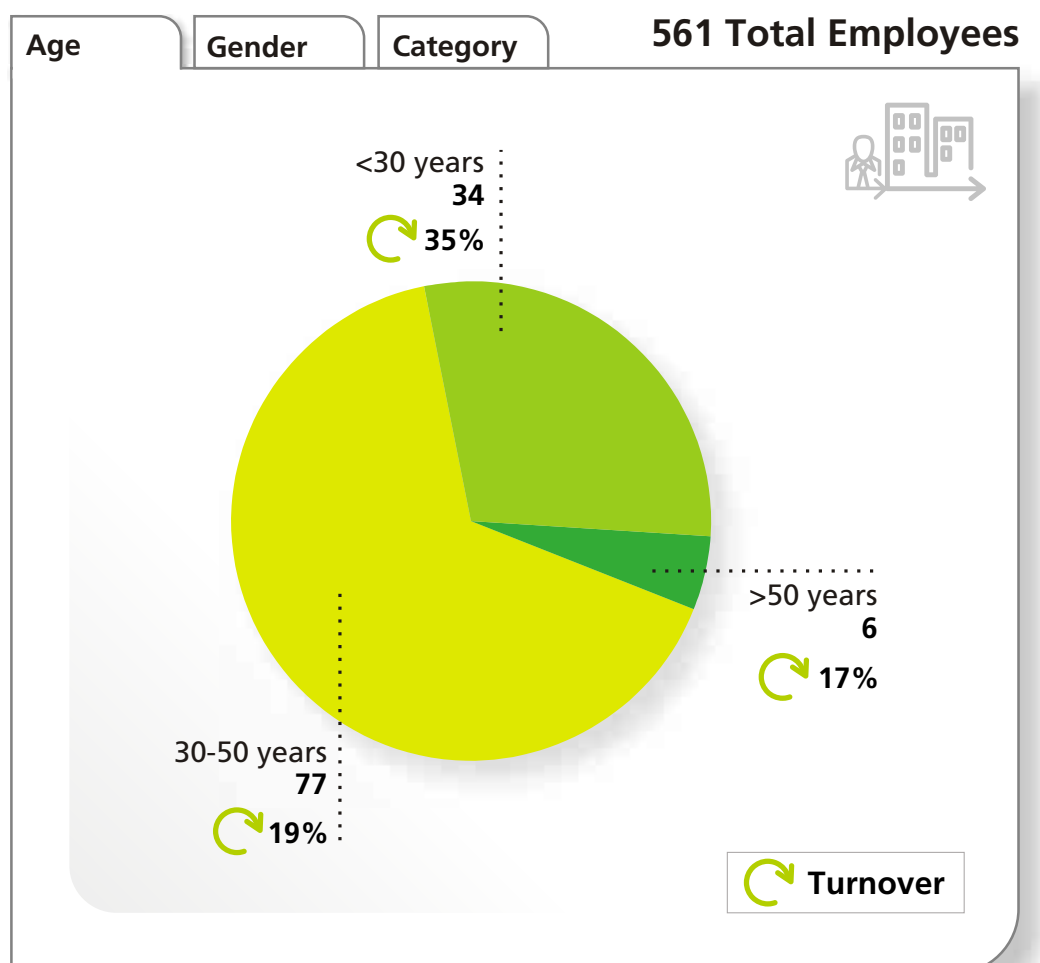
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- MHRIL**
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- MWCJ
- MWCC
- MMFSL
- Tech Mahindra

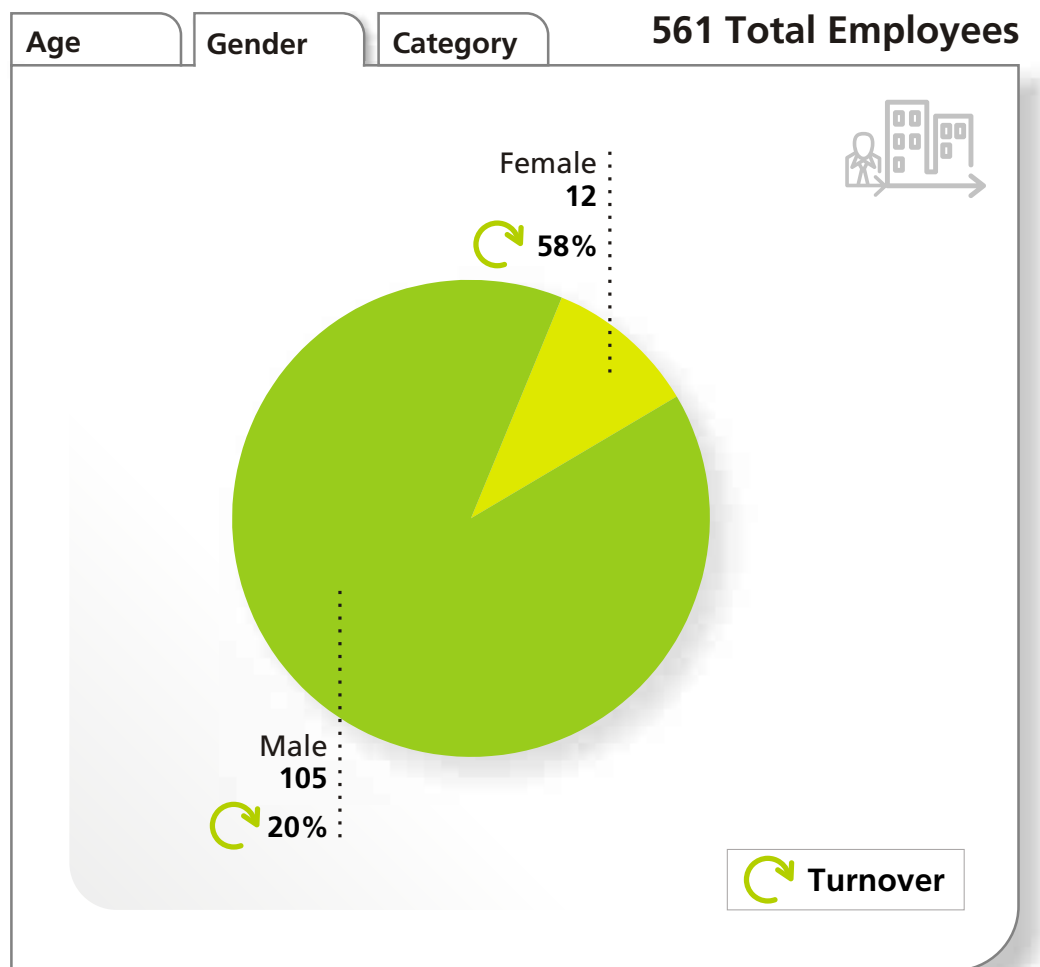
**Officer Statistics - MHRIL**


**WORKFORCE SNAPSHOT**

- Employment Distribution
- Employment Type
- Employee Category
- Age Composition
- Gender Composition
- Employment Grade

**Officer Statistics**

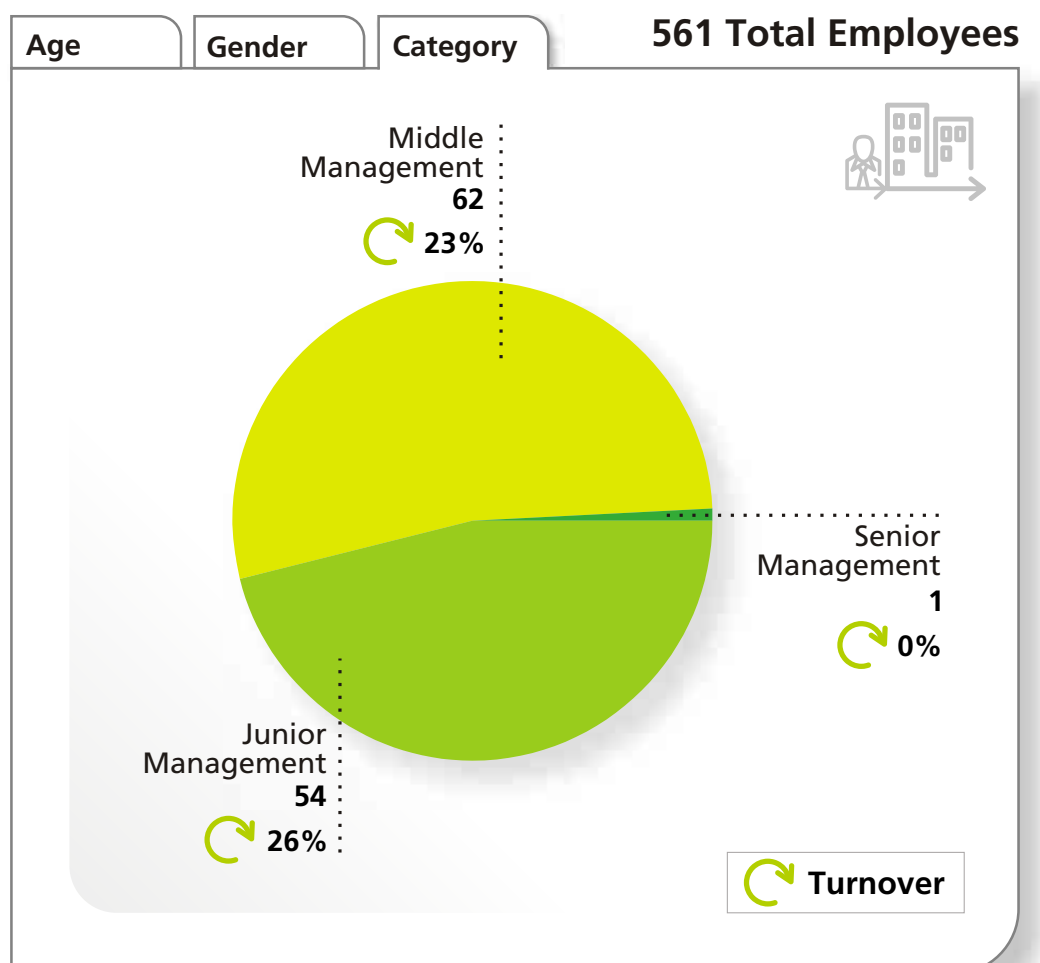
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**Officer Statistics - MHRIL**


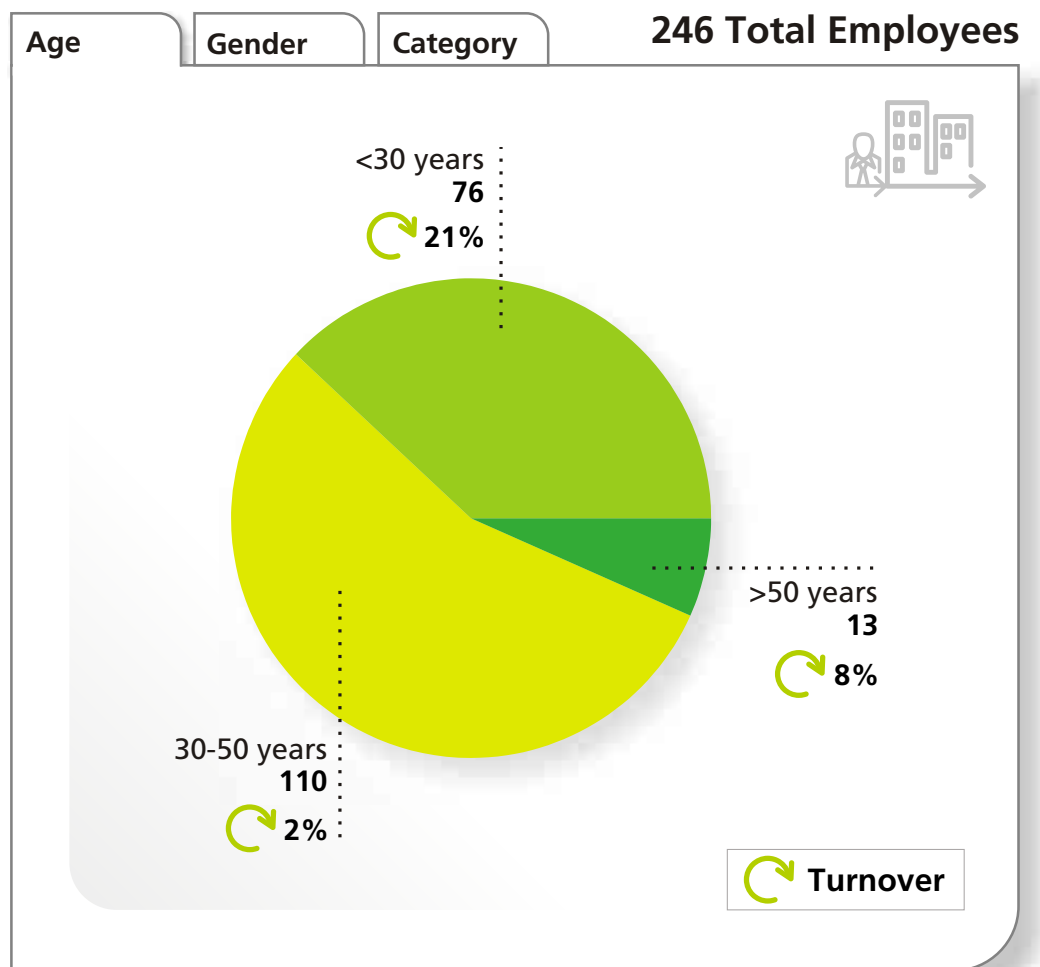


**WORKFORCE SNAPSHOT**

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- Employment Grade

**Officer Statistics**

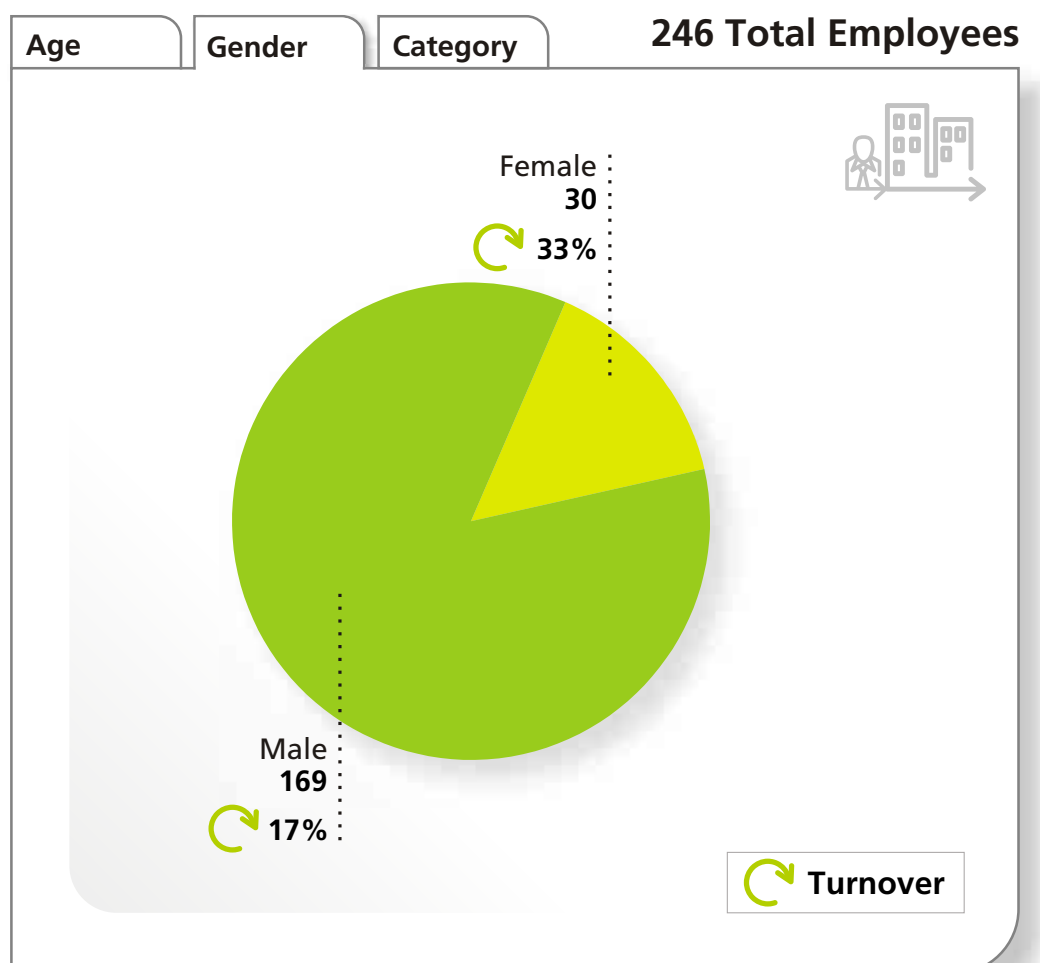
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- MLDL**
- MWCJ
- MWCC
- MMFSL
- Tech Mahindra

**Officer Statistics - MLDL**

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- Employment Grade

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- MWCJ
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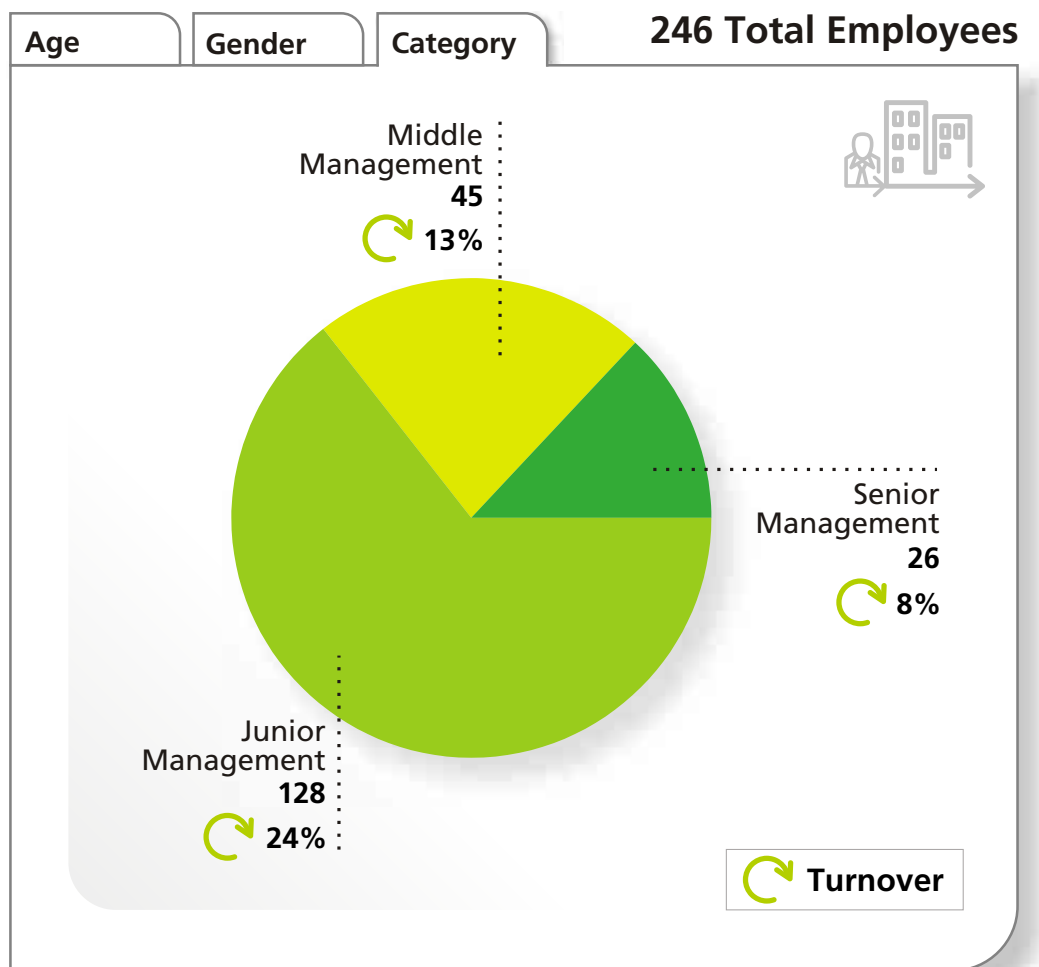
**Officer Statistics - MLDL**


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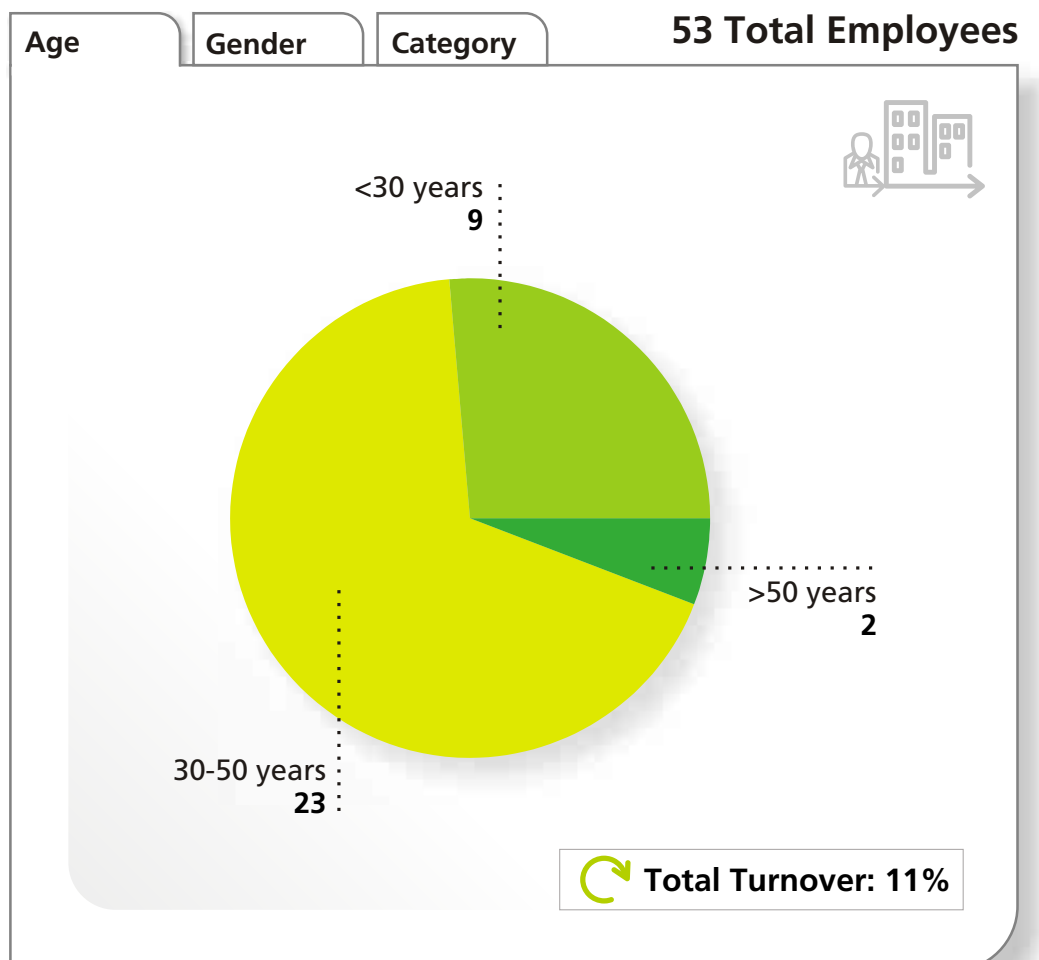
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**Officer Statistics - MLDL**

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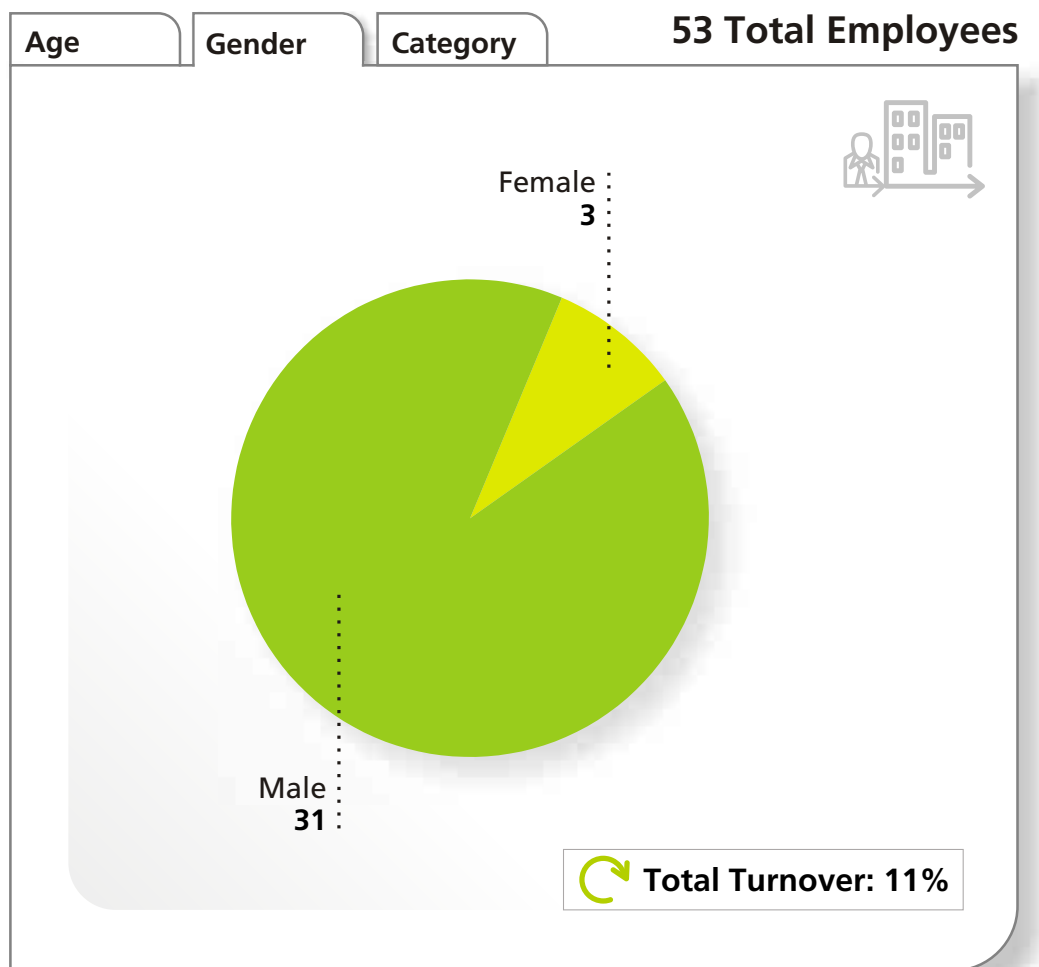
**Officer Statistics - MWCJ**


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- Employment Grade

**Officer Statistics**

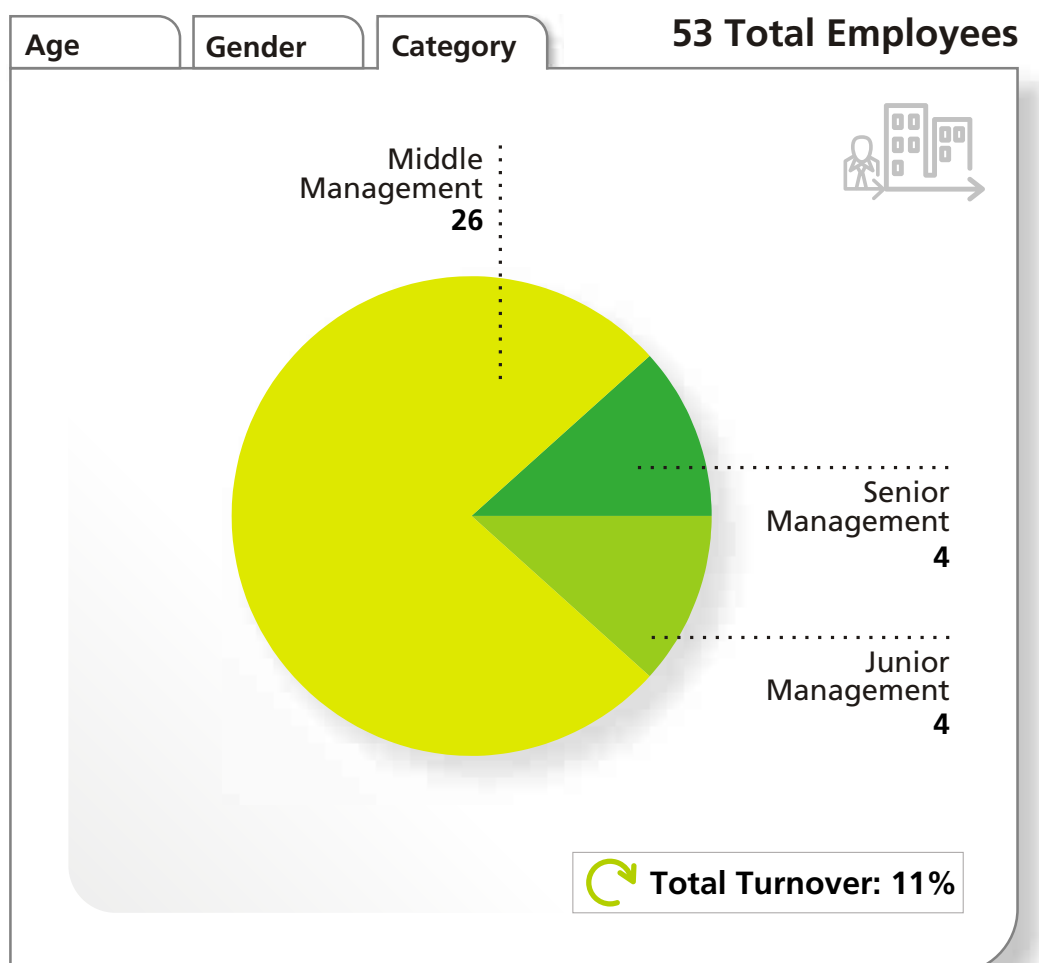
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**Officer Statistics - MWCJ**

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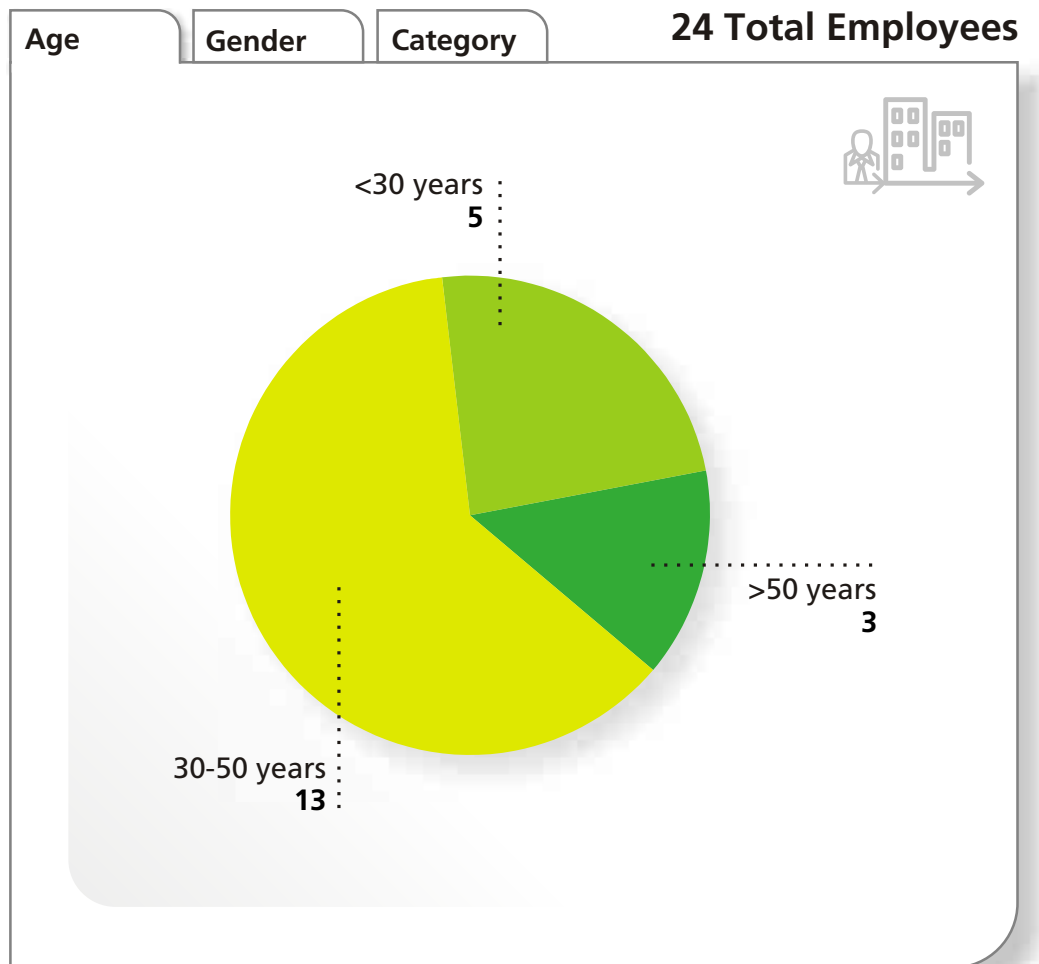
**Officer Statistics - MWCJ**


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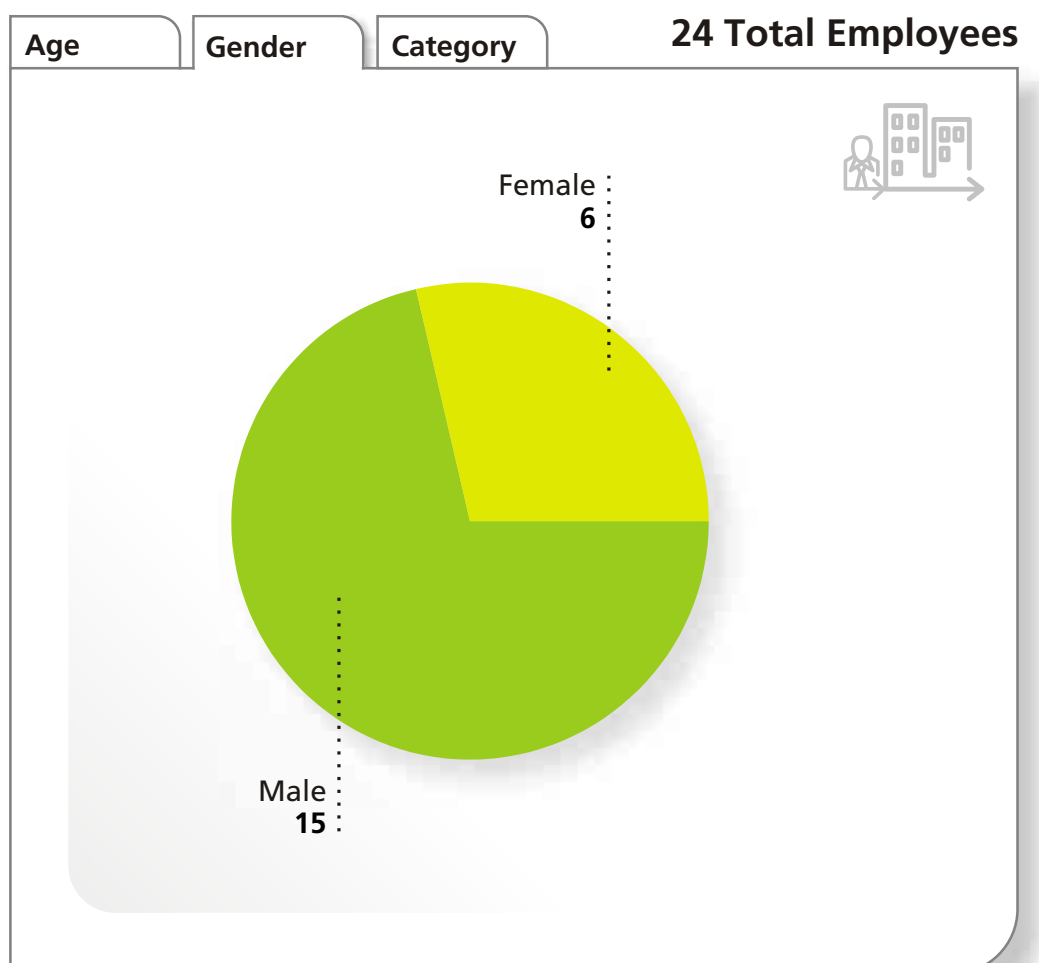
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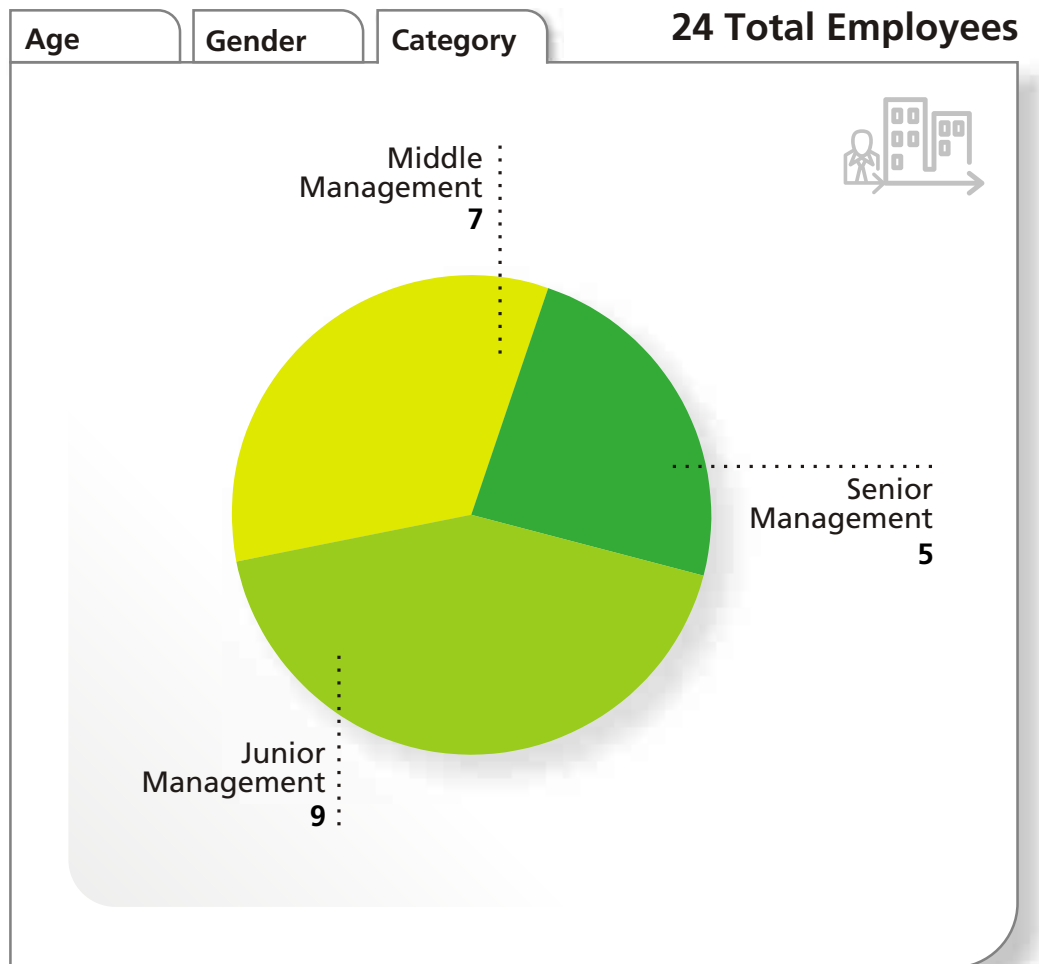
**Officer Statistics - MWCC**


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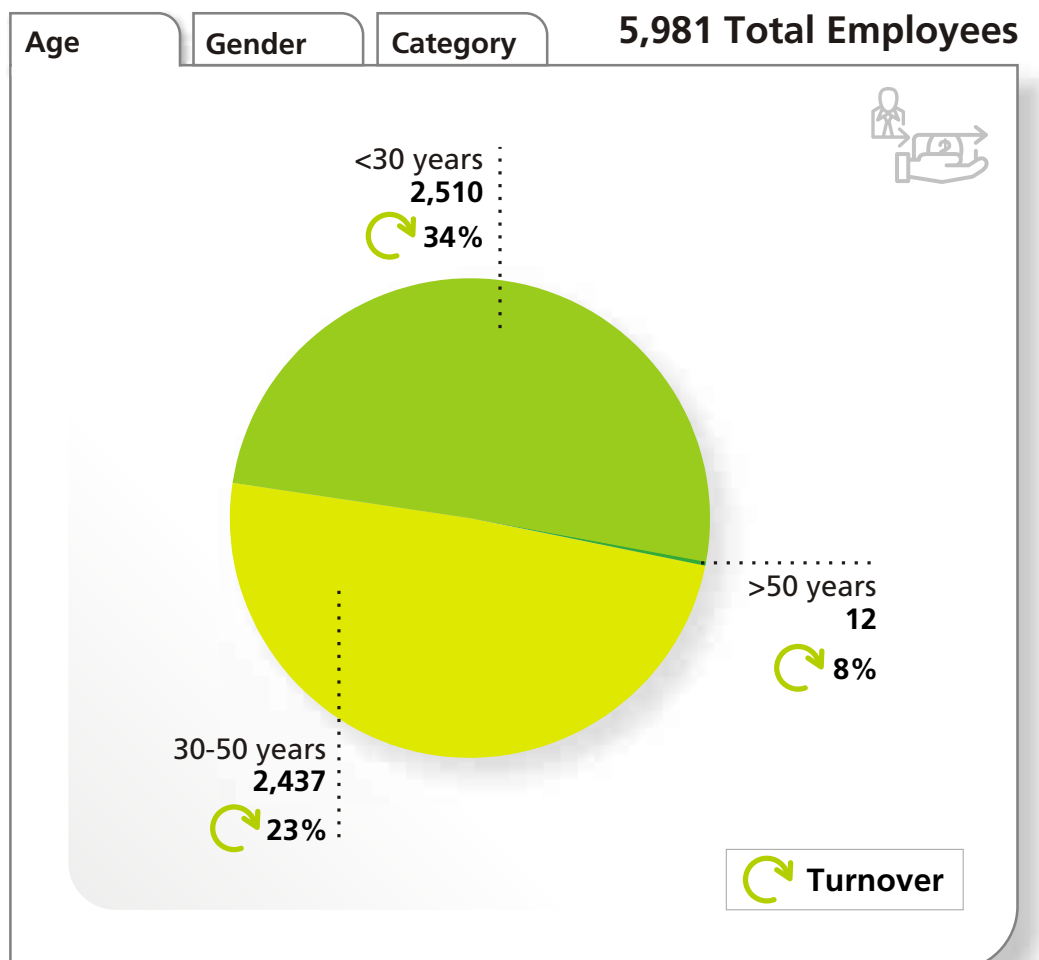
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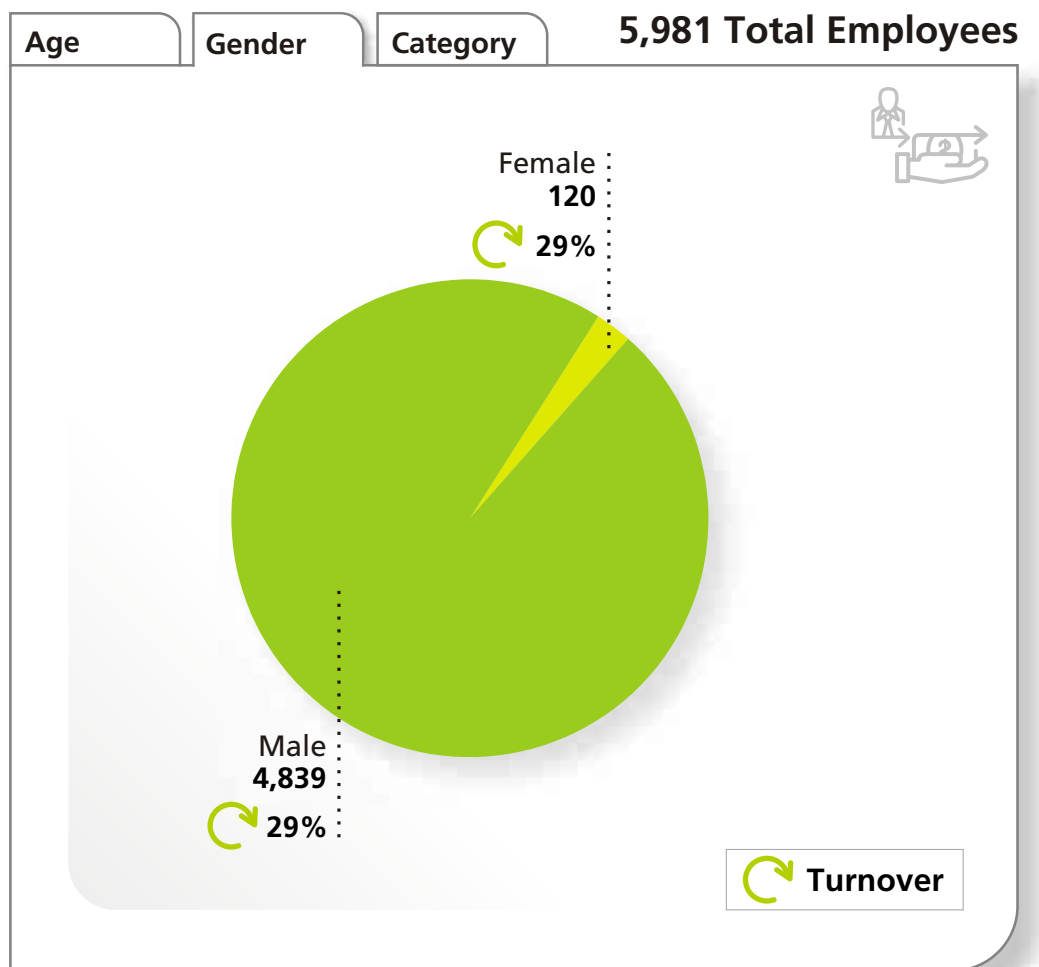
**Officer Statistics - MMFSL**


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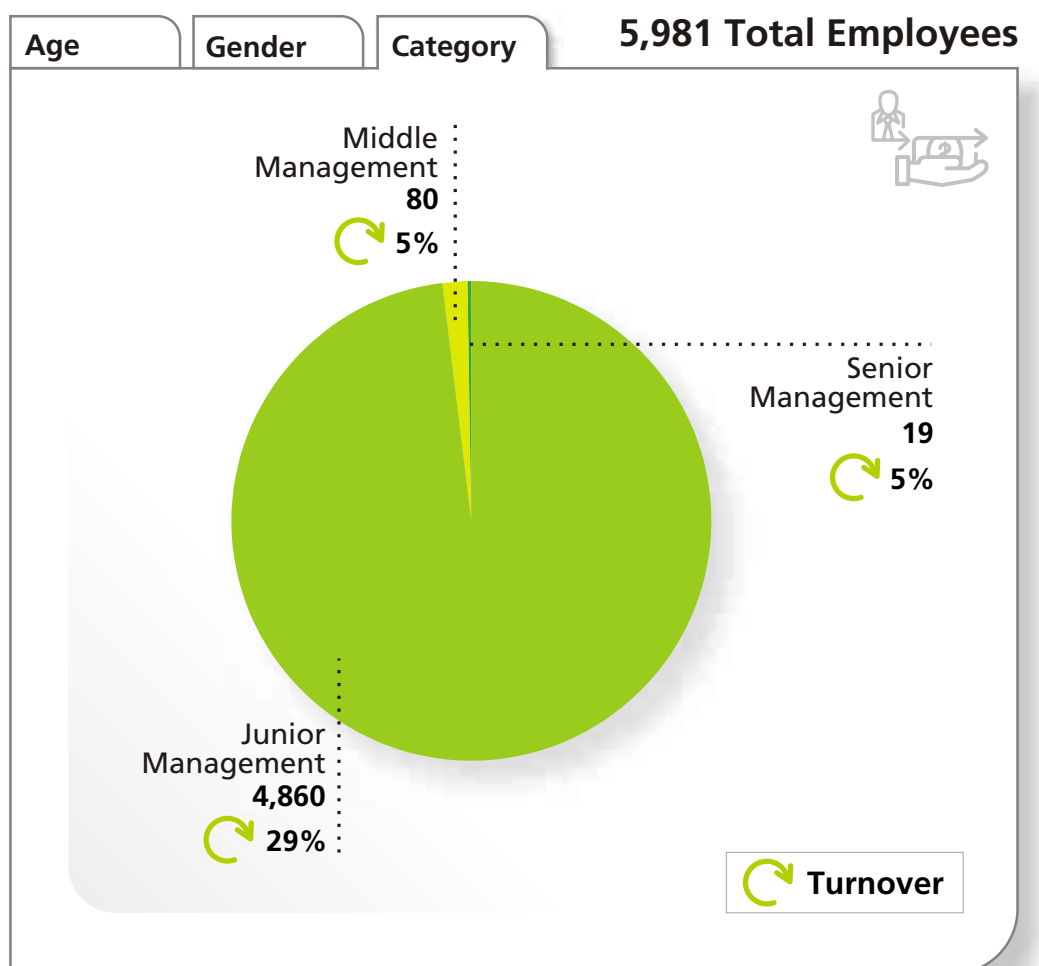
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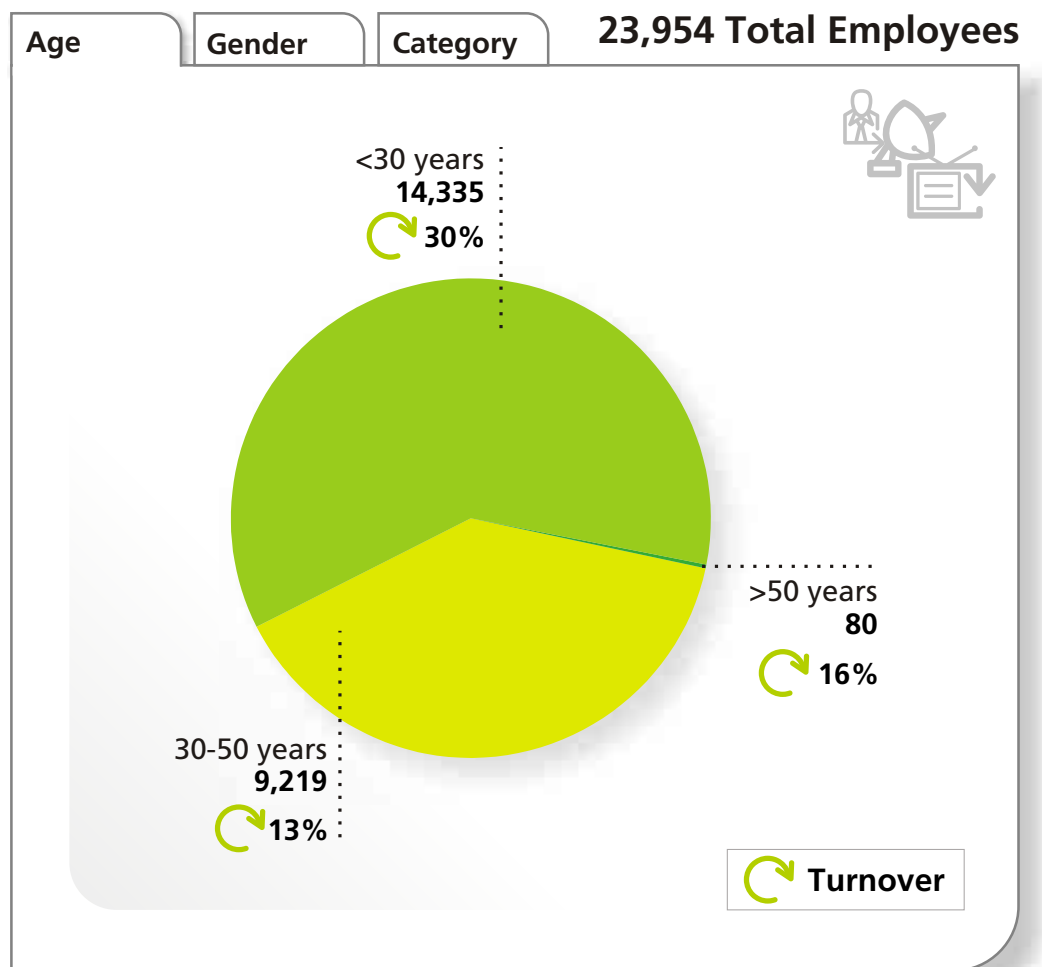
**Officer Statistics - MMFSL**


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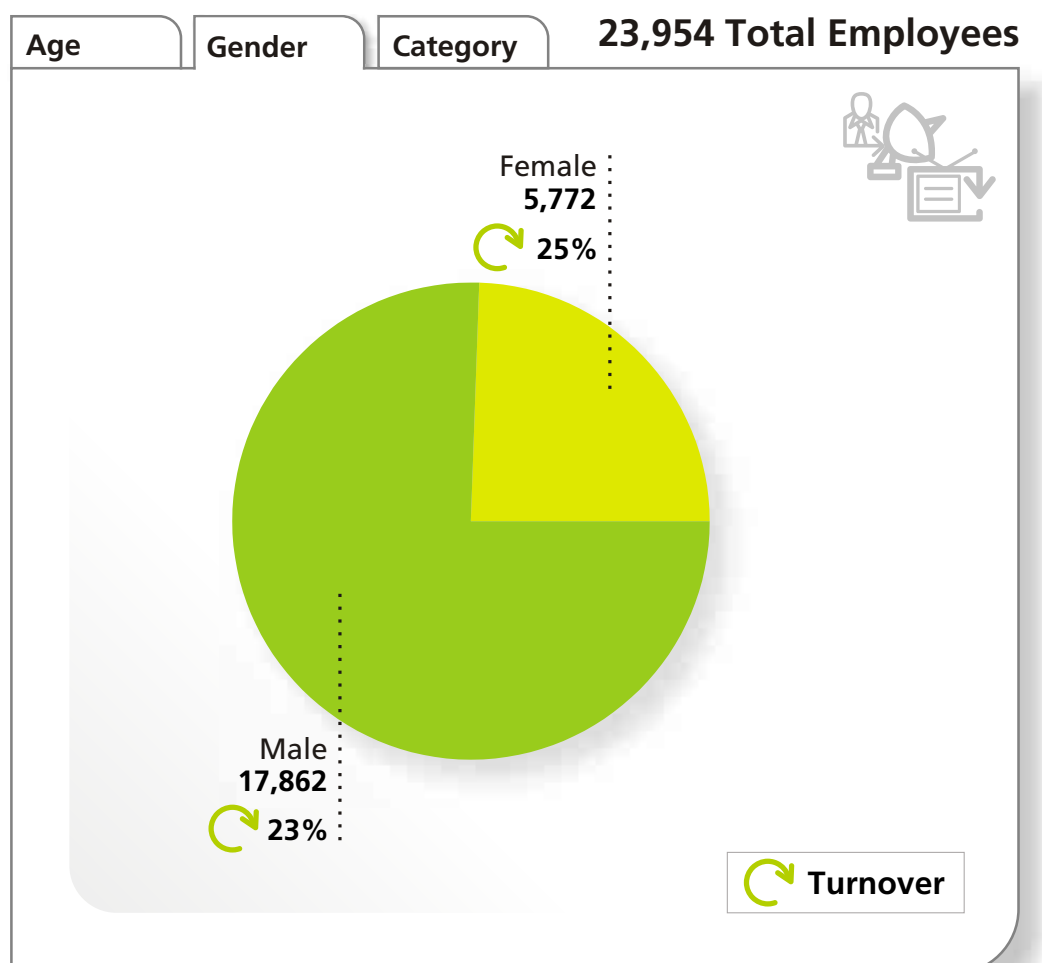
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**Officer Statistics - Tech Mahindra**


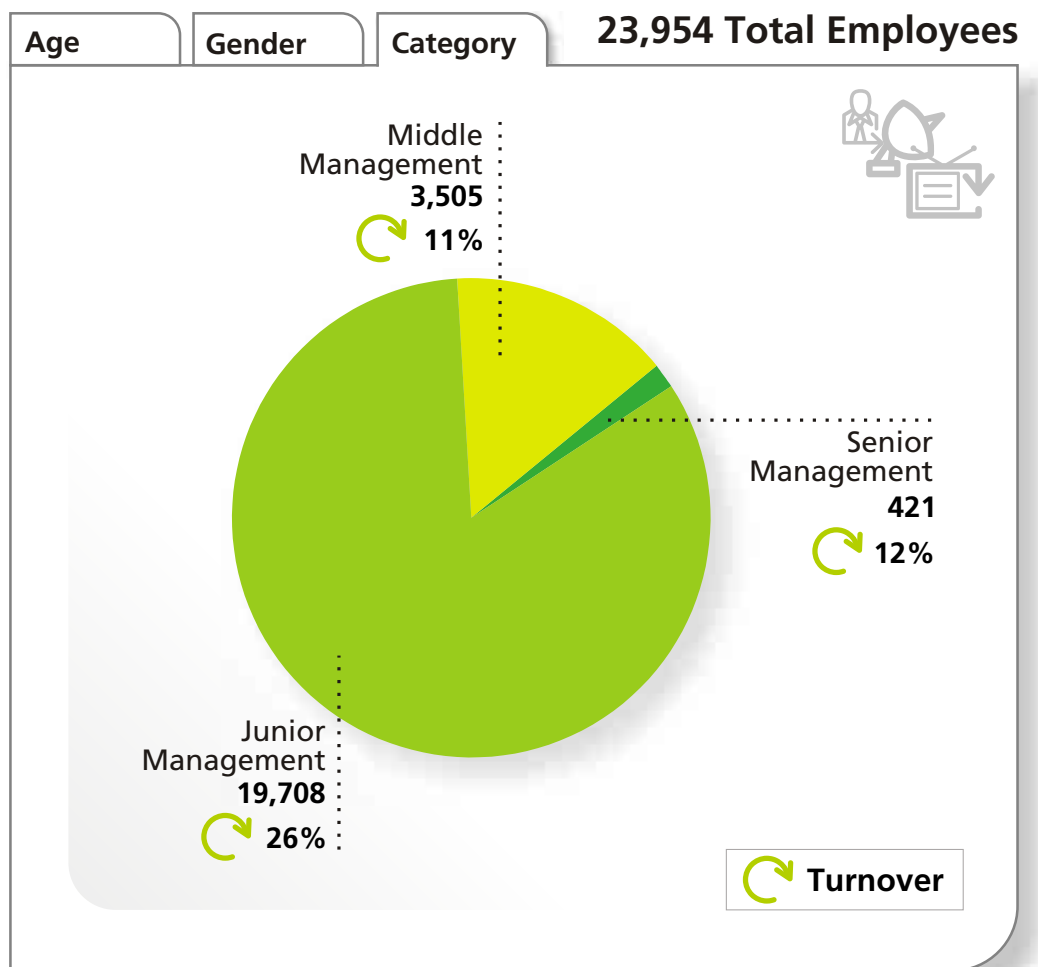
## WORKFORCE SNAPSHOT

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### Officer Statistics - Tech Mahindra



## HEALTH AND SAFETY

**At Mahindra, we strive to achieve an accident-free workplace and are proactive in instituting measures to prevent workplace accidents. We foster a safety culture, maintain systems and processes that align safety objectives and optimise the health and safety of every employee.**

During the reporting period there were no lost time injuries in sectors like MWCJ, MWCC, MLDL, MHRIL and Tech M. As per the nature of the business, Companies such as MMFSL generally have low injury rates, therefore they currently do not track health and safety figures. The performances for our manufacturing businesses are:

Sector	Lost time Injury rate	Lost days rate
AS	0.08	3.02
FES	0.22	23.85
Systech	1.58	68.68
MLL	1.48	16.82
MIL	1.09	654.86



*Lost time injuries considered were as defined in the Factories Act, 1948*

*The factor of 200,000 used in calculation of above rates is derived from 50 working weeks @ 40 hours per 100 employees to ensure that the resulting rate is related to the number of employees and not the number of hours.*





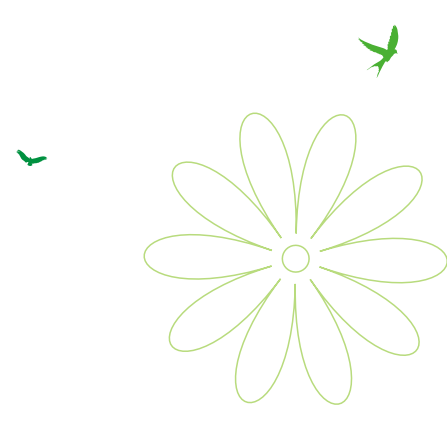
# HOLIDAY

We all retreat to spectacular destinations to rejuvenate ourselves and revitalise bonds with loved ones. But as we escape our way of life in cities, we unknowingly end up bringing our city ways to these pristine places.

**As we holiday without 'a care in the world', serene retreats are in danger of becoming**

# dump yards of 'recreational waste'.

With the rise in affluence and increase in the number of holidayers, the ecological stress on these places and their residents is also rising.



alternative

# HOLIDAY

**An alternative holiday is one where you not only de-stress yourself,**



fun. family. forever.



# but also the destination

A holiday full of care and compassion

for the local community and the ecology of the destination.

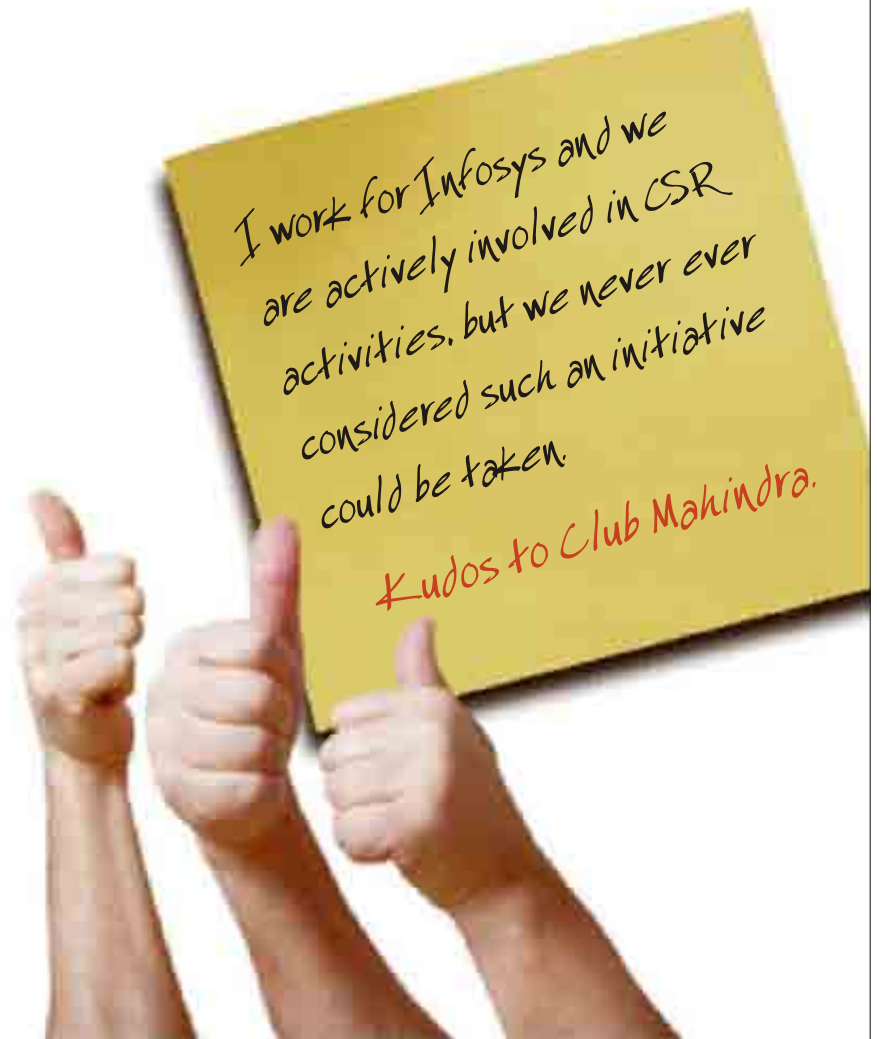


## The CHEERS program (Contributors to Health, Education and Environment to Revitalize Society)



CHEERS (Contributors to Health, Education and Environment to Revitalize Society), an initiative of Mahindra Holidays & Resorts India Ltd. (MHRIL) enables tourists and club members to engage in environmental and social activities in and around a Club Mahindra resort while they are on a holiday.

MHRIL Resorts are generally located, in pristine locations in the lap of nature and away from the hectic city life. While these locations provide the well-deserved succour to city weary travellers, they also need social interventions to uplift the local communities who have been kept away from the fruits of development.



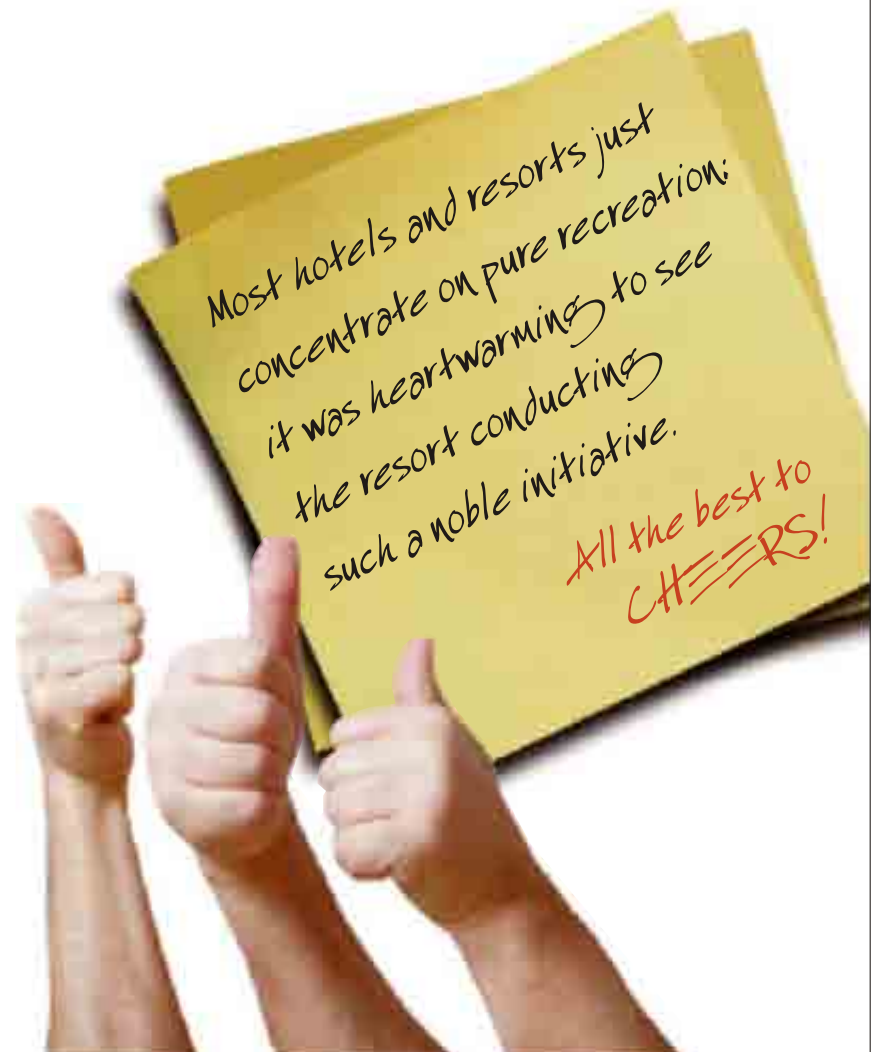
## The CHEERS program (Contributors to Health, Education and Environment to Revitalize Society)



Under CHEERS, the guests give a few hours from their period of recreation to participate in activities that contribute to the betterment of society and environment. The platform to participate is provided by Club Mahindra.

Through CHEERS Club Mahindra also supports local artisans and craftsmen. A dedicated space has been allocated at Mahindra Holiday Resort souvenir shops for selling locally made goods.

This initiative ensures that members not only take back good memories but also the goodwill of the people at these destinations.



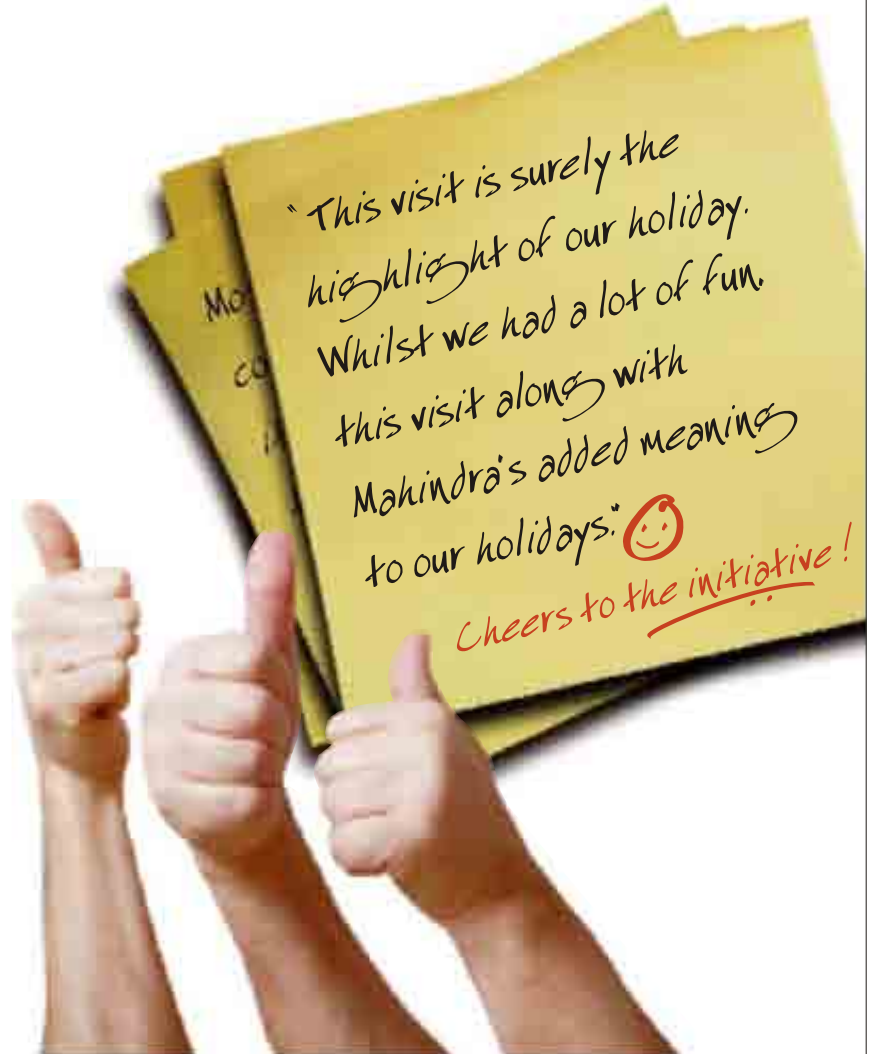
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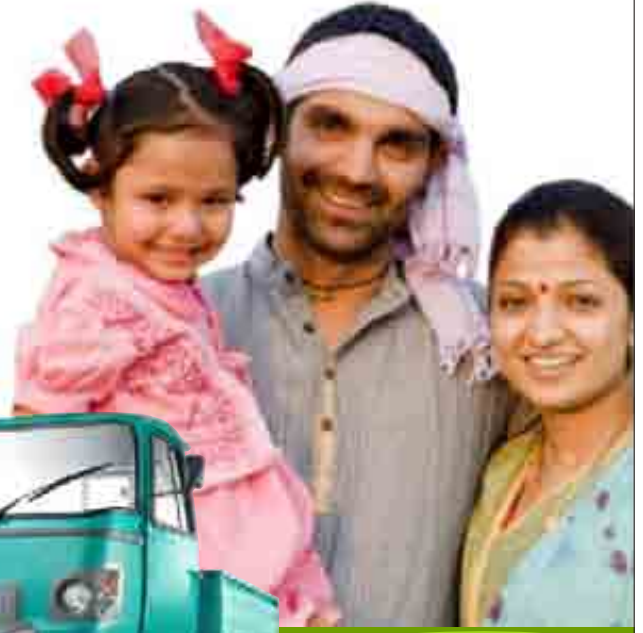
**"Quality is the key to delivering value for money to our customers. We will make quality a driving value in our work, in our products and in our interactions with others. We will do it first time right."**

This statement encapsulates our commitment and is one of our Core Values that the Mahindra Group stands for. Reputation is built upon performance and consistent performance becomes a hallmark. Our products are our competitive edge and we take a three dimensional view of our products in terms of quality, durability and usability. This is a value that resonates in each of our product offerings, be it goods or services.

All our products & services are primed for customer delight. Our Research & Development departments and strategy departments work in cohesion with our execution team to meet customer expectations. Sustainable mobility, alternative propulsion technology, green homes, environmentally responsible world cities, green data centres, rural finance etc. are examples of our continuing endeavour towards sustainable product & service performance.

The Automotive Sector is engaged in continuous research and development to improve the conventional power-train technologies and produce fuel efficient engines, low friction transmissions and drivelines. The

ongoing endeavour is to be future ready by downsizing engines and using light weight materials to cut CO<sub>2</sub> emissions, meet emission norms in India, as well as EU standards. These initiatives have been listed in detail under the section 'Alternative Fuel'. The initiative of recycling of waste water using batching process finds a detailed mention in the 'Mahindra Splendour' case study.



**Environmental Impacts of Products & Services**

M&M Ltd. is sensitive to the environmental impacts of its products and services and takes specific measures to identify and mitigate their environmental impacts. Several initiatives have been introduced at our R&D centre in Nashik to reduce the harmful impacts of various materials that are used in our vehicles.



Mahindra is progressively working to balance business growth and efficient material consumption. Optimised supply and logistics are helping to reduce our environmental impact. Procedures and process are in place to enhance material efficiency and reduce dependency on virgin raw material. Virgin input material is being replaced with recycled material, thus shrinking the carbon footprint caused by production.



## HEALTH AND SAFETY IMPACTS

Health and safety impacts of our products and services are addressed during the early stages of product conception. This allows us to preempt health and safety issues and eradicate hazards.

### Auto and Farm Equipment

#### Systemtech

#### MLDL



### Automotive and Farm Equipment Sector



The Automotive and Farm Equipment Sector define the development of the product concept, research & development and product certification as key stages for assessing and augmenting the health and safety of our vehicles.

The automotive division closely administers compliance with applicable Indian regulations and the major vehicle safety regulation standards of India, including those relating to seatbelt anchorage, head impact, steering impact and pendulum impact. Additionally, 40% of our vehicles, meant for the export market, are designed in accordance with major European and American federal motor vehicle safety standards and regulations such as front, offset, side and rear impact with dummy injury criteria and pedestrian impact. EURO IV emission norms

have been achieved for all export vehicles. We launched a refreshed range of Scorpio, our flagship SUV, with India's first BS-IV (Bharat Stage IV) compliant engine. 13 mega cities of the country are slated to be brought under the Bharat Stage IV emission norms from April 2010.

For domestic market vehicles, Farm Equipment Sector monitors compliance with applicable Indian regulations viz. CMVR, including those for emissions, noise and safety. For export oriented vehicles, compliance is monitored with applicable OECD & country specific regulations including those for emissions, noise and safety.



## HEALTH AND SAFETY IMPACTS

Health and safety impacts of our products and services are addressed during the early stages of product conception. This allows us to preempt health and safety issues and eradicate hazards.

### Auto and Farm Equipment

#### Systemtech

#### MLDL



### Systems & Technologies Sector (Systemtech)

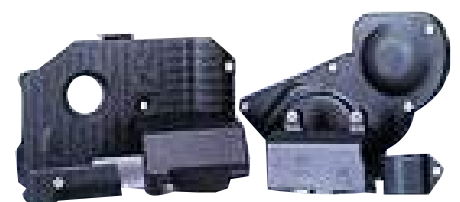


Systemtech companies, specialising in casting, forging, composite manufacture and steel processing, have different approaches to health and safety issues.

Our steel and composite companies focus mainly on manufacturing and production processes to ensure that applicable health and safety requirements are met. Our casting division investigates health and safety issues early in product lifecycle, with special emphasis during concept development and research & development.

They follow directives on the restriction of hazardous substances and on the use of perfluoro-octanesulfonates (PFOS), persistent organic chlorinated compounds that are considered toxic.

**Our casting division investigates health and safety issues early in product lifecycle, with special emphasis during concept development and research & development.**



## HEALTH AND SAFETY IMPACTS

Health and safety impacts of our products and services are addressed during the early stages of product conception. This allows us to preempt health and safety issues and eradicate hazards.

### Auto and Farm Equipment

### Systech

### MLDL



### Mahindra Lifespace Developers Limited (MLDL)



At Mahindra Lifespace Developers Ltd. (MLDL) we develop our products i.e residential and commercial buildings as per the National Building Code (NBC), Government of India. Our buildings are designed, developed and constructed as per NBC and relevant IS codes for safety. During the design & development stage, we incorporate the following elements to ensure complete health and safety for the end users:

- An earthquake resistant structure
- Fire exits and fire extinguishing facilities
- Building material specifications that meet required fire rating
- Proper lighting and ventilation as per requirement of NBC Part 8. Ample window space to floor ratio is provided for better comfort
- Proper disposal of solid waste generated within project location
- Designed for maximum use of natural light
- Better exhaust systems for kitchens & bathrooms

Our future projects will incorporate low Volatile Organic Compound (VOC) based paints, sealants, adhesives and insulations to reduce adverse health impacts and enhance productivity of the resident.

Service sectors like Mahindra Finance, Mahindra Logistics & Tech Mahindra don't have considerable health & safety impacts. Wherever applicable adequate measures are being adopted to address the health & safety impacts of our services.

## COMPLIANCE

### Health and Safety Regulations

Mahindra ensures compliance with regulations and voluntary codes concerning health and safety throughout the product life cycle. Our goal is zero non-compliance, and we work with all our potential to reach this goal.

There was no reported incidence of product & service non-compliance in the current year.



### Product and Service Information

At M&M Ltd. we endeavour to comply with required disclosures and product labelling warranted by procedures. Our product brochures and other marketing information clearly list out the known potential risks associated with use of the product or service and mention ways to diffuse or eliminate the risks.

All our businesses follow procedures to collect and furnish product and service information on the following:

- Sourcing of components
- Content, in particular with regard to substances that might pose an environmental or social impact
- Safe use of the product or service
- Disposal of the product and its environmental and social impact

## COMPLIANCE

### Product and Service Information

**Farm Equipment Sector** relates to safe use of tractors, while those in Mahindra Forgings and Composites are related to sourcing and disposal.

**Mahindra Lifespaces** maintains a checklist for the use and reuse of construction material. This checklist shows the quantity of material reused within site or recycled / reused through approved vender.

In future we shall provide a "Home User Guide" for the occupants comprising of information on design, construction and operational features of the building. This guideline will also list the sustainable features of the building considered during its design, construction and commissioning.

**MUSCO Steel** provides test certificates with all their products. The test certificate describes the composition and chemistry of the product, which ensures safe disposal with minimal environmental and social impact.

**Mahindra World City Developers Ltd** provides product & service information on its website & product brochures. The information is also posted on our customer friendly community portal "myworldcity".

**Mahindra Holidays & Resorts Ltd's** IATA certified customer friendly portal provides all the required information of their services including available international packages, cruises documentation, accommodation, air tickets etc.

**Mahindra Finance, Tech Mahindra and Mahindra Logistics** being service sectors provide their service information on their websites and specific business agreements. Customer centricity, information security, high quality & timely delivery are the key aspects of the service information.



## COMPLIANCE

### Marketing Communications and Product Information

**At Mahindra, we ensure adherence to all the statutory laws and standards related to marketing communication, advertising, promotion and sponsorship.**

- We believe that effective communication is vital to avoid any kind of misrepresentation, incorrect statements or misleading impressions. All communication material is based on adequate support documentation.
- We provide reliable and meaningful information about our products, services, operating procedures, shareholding structure and other activities to our stakeholders voluntarily and as may be required by law.
- We continually maintain communication with our employees through our internal communication systems and by the consultative process.
- Our Auto, Farm Equipment & Infrastructure Development Sectors strictly adhere to the code of conduct defined by the Advertising Standards Council of India.
- From this year onwards our IT sector has developed a branding manual consisting of marketing & communication guidelines.





## MEANS

Deteriorating health of the workforce is deteriorating wealth of an organisation.

**Thus it's no surprise that good companies**

**invest in requisite safety gear**  
for their employees.

The policies are drafted and the posters displayed. But alas the means don't reach the end.



alternative  
**MEANS**

**The chief hazard to safety is lack of buy-in from the individual on the frontline. New workplace hazards and safety concerns**



**need innovative solutions**  
to handle them effectively.





**'Prevent Silicosis'** (A film to create awareness on occupational health disease and safety)

At Mahindra we faced a similar situation in the Auto Sector. Employees handling Silica were vulnerable to Silicosis - a dangerous occupational health disease caused due to inhalation of free crystalline Silica particles or fibres.

In spite of being provided with personal respiratory protective equipment, there was reluctance to use it. The ignorance of the severity of this disease resulted in a very casual approach.



e-mail at [patil.naresh@mahindra.com](mailto:patil.naresh@mahindra.com) to request a CD



There was an urgent need to deploy alternative means to innovatively educate our workforce about this danger. The Automotive Sector, Zaheerabad, grabbed the opportunity to write and direct a film on "Prevent Silicosis". Produced by National Safety Council, Andhra Pradesh Chapter, it is the first film in India on the subject.

**A film being a more engaging form of communication effectively illustrated the harmful effects of inhaling Silica and helped motivate employees to use protective equipment through a process of self-realisation.**

**KEY HIGHLIGHTS**

Good economic performance is a core sustainability objective for Mahindra. In spite of the global economic downturn the Group has posted healthy financial results. The gross revenues and other income for the year ended 31st March, 2009 grew by 8.9% to INR 2,90,997 million (USD 6.3 billion) from INR 2,66,000 million (USD 6.7 billion) in the previous year. The profit before tax for the corresponding period is INR 23,305 million (USD 506.2 million) as compared to INR 27,933 million (USD 693.2 million) last year.



Key Highlights	FY 2007-2008	FY 2008-2009
Revenues of companies featured in this report	209,630.00	227,860.80
Net turnover	244,452.90 ▲ 36.80%	269,198.10 ▲ 10.21%
Profit before exceptional items and tax	27,983.00	23,305.10
Foreign exchange earnings*	8,835.60	6,912.50
Amount spent on R&D	2,453.30	5,156.50

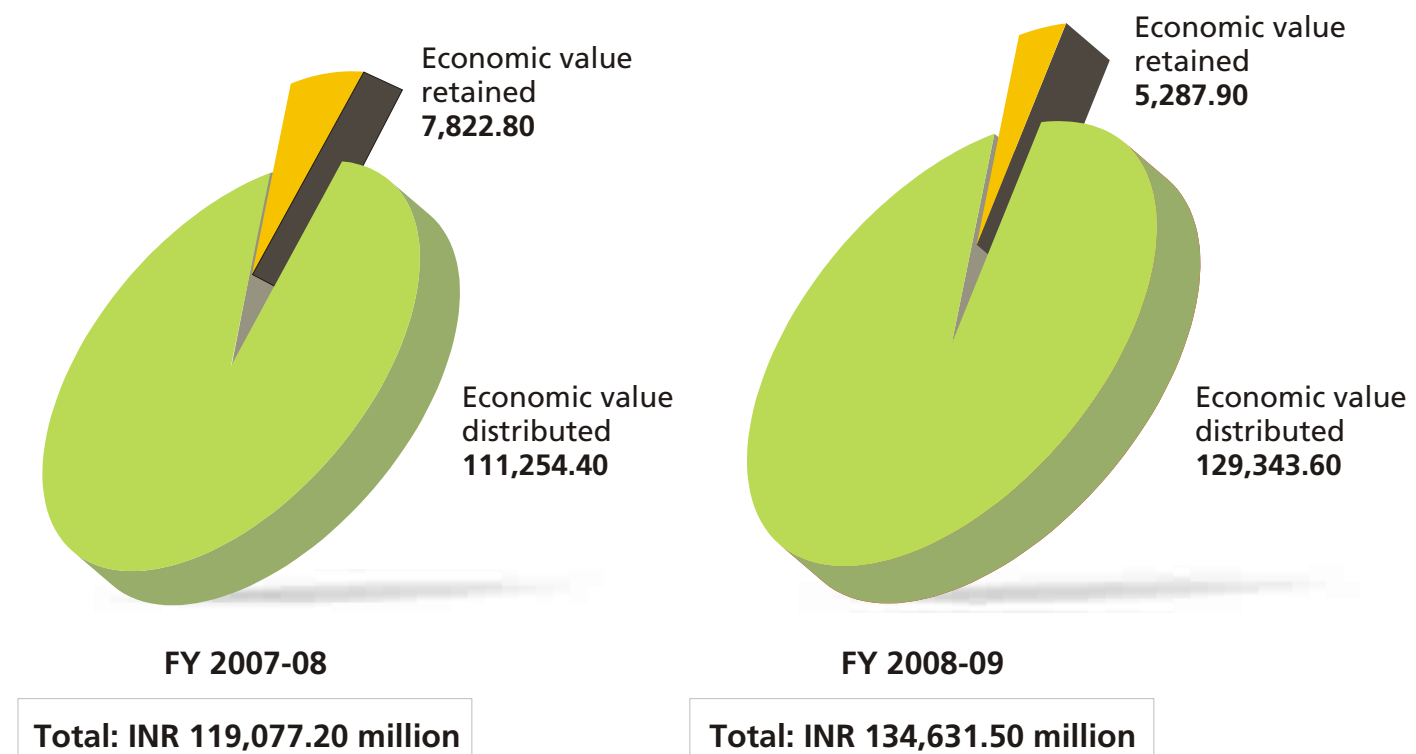
\*for M&M Limited

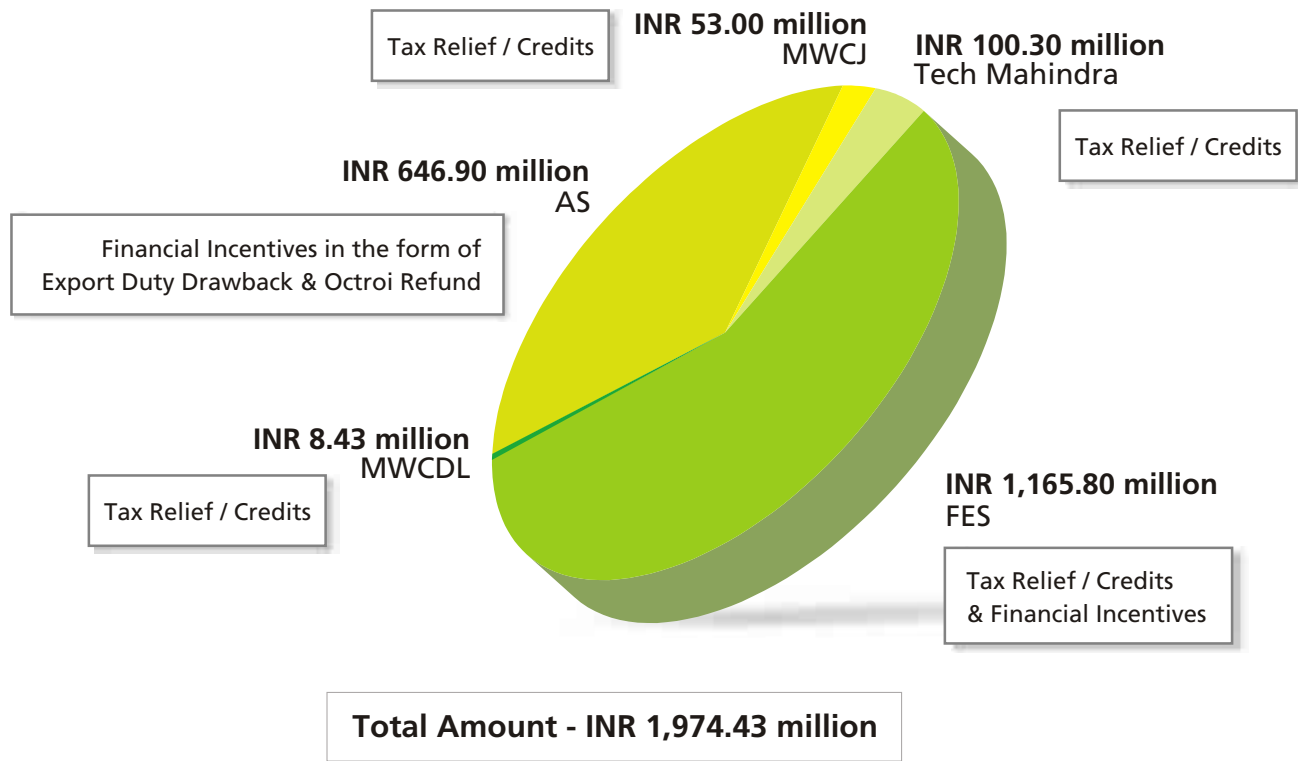
**KEY HIGHLIGHTS**
**Economic Value Retained**

The economic value retained for M&M, Ltd. is calculated as economic value generated less economic value distributed and represented in INR (million).

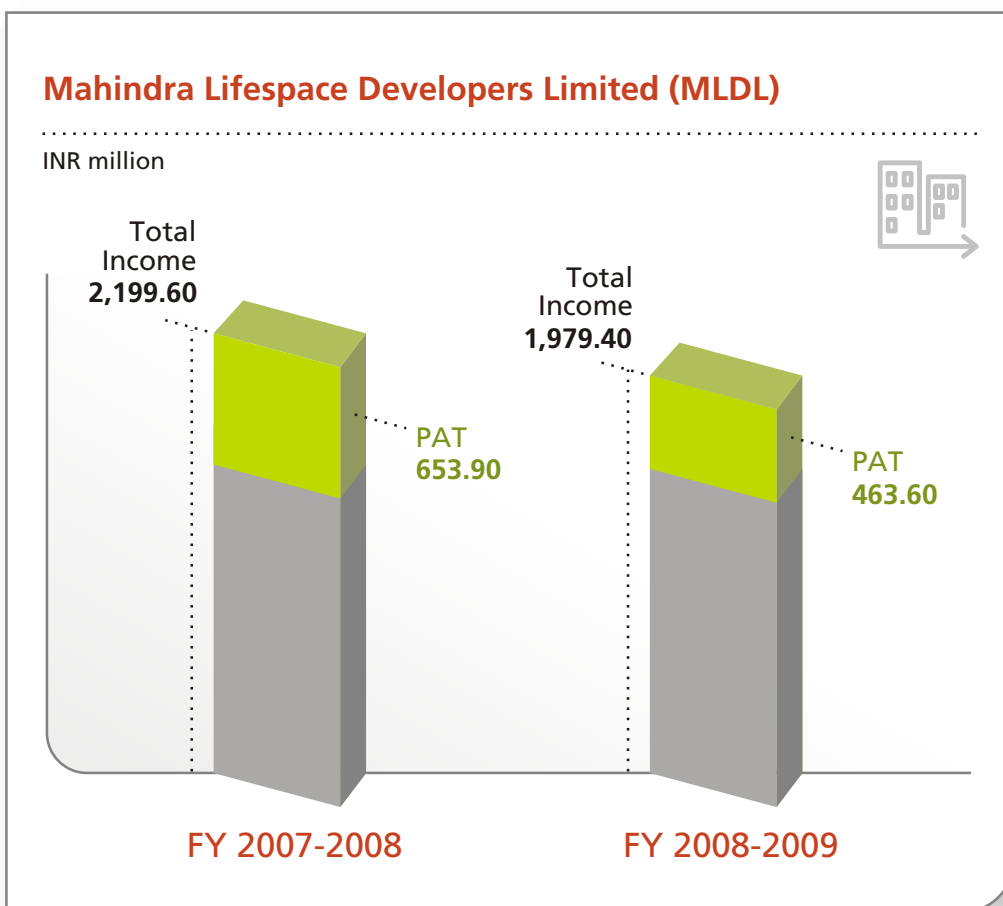
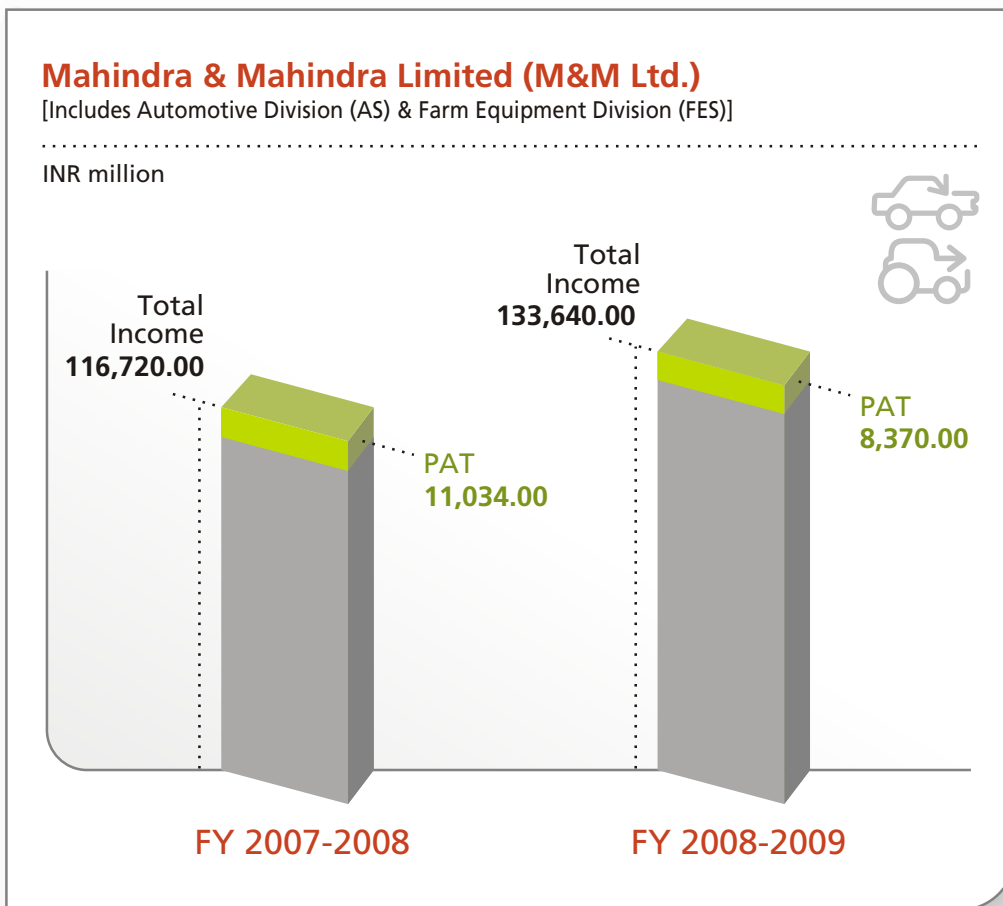
**Direct economic value generated (revenues)**

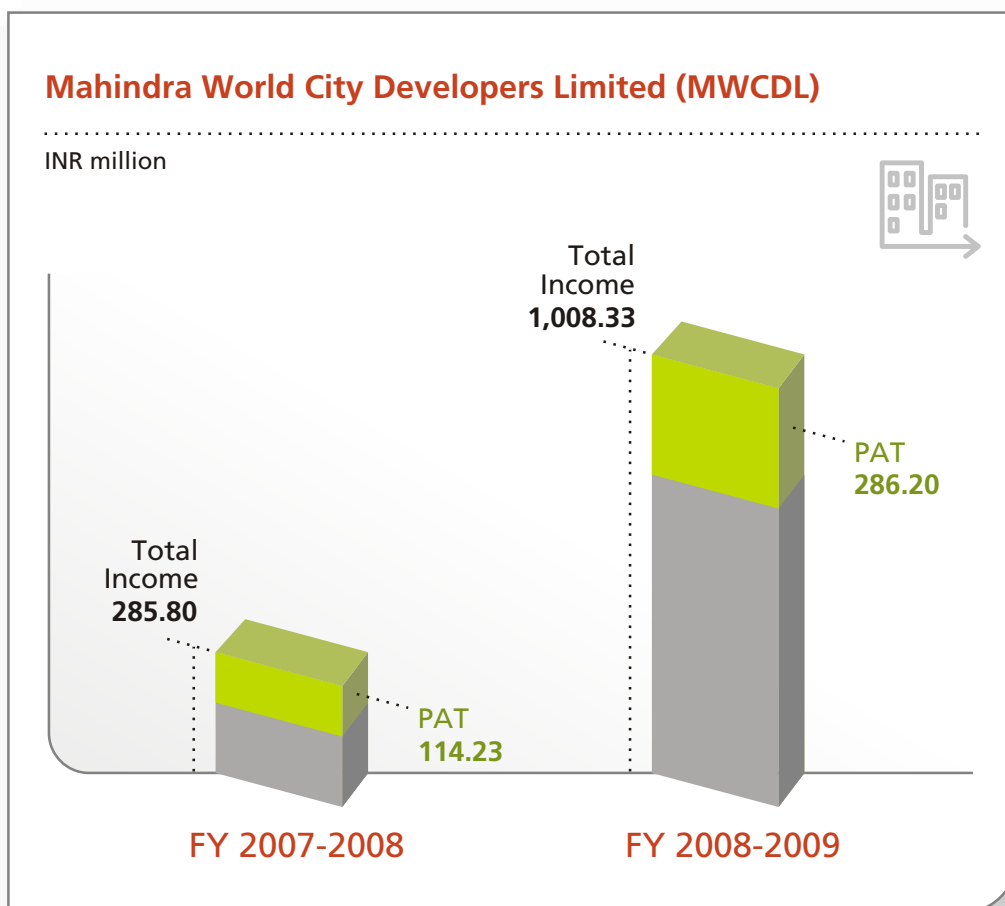
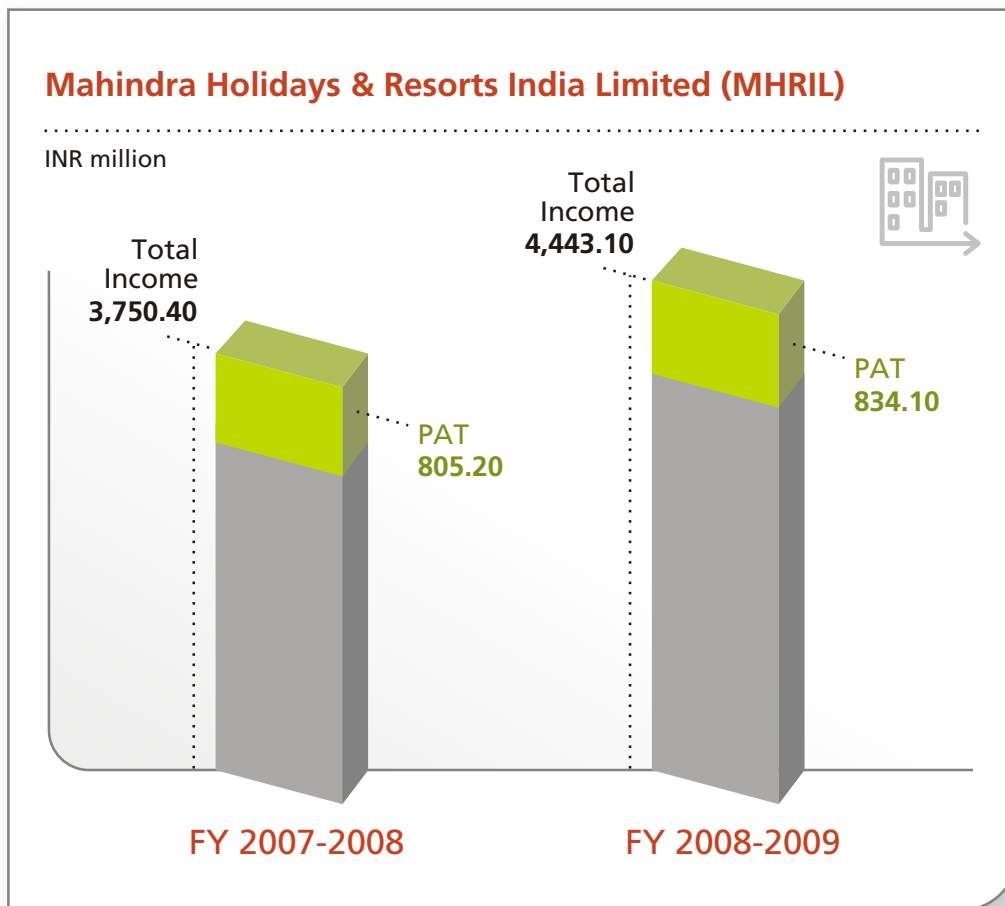
INR million

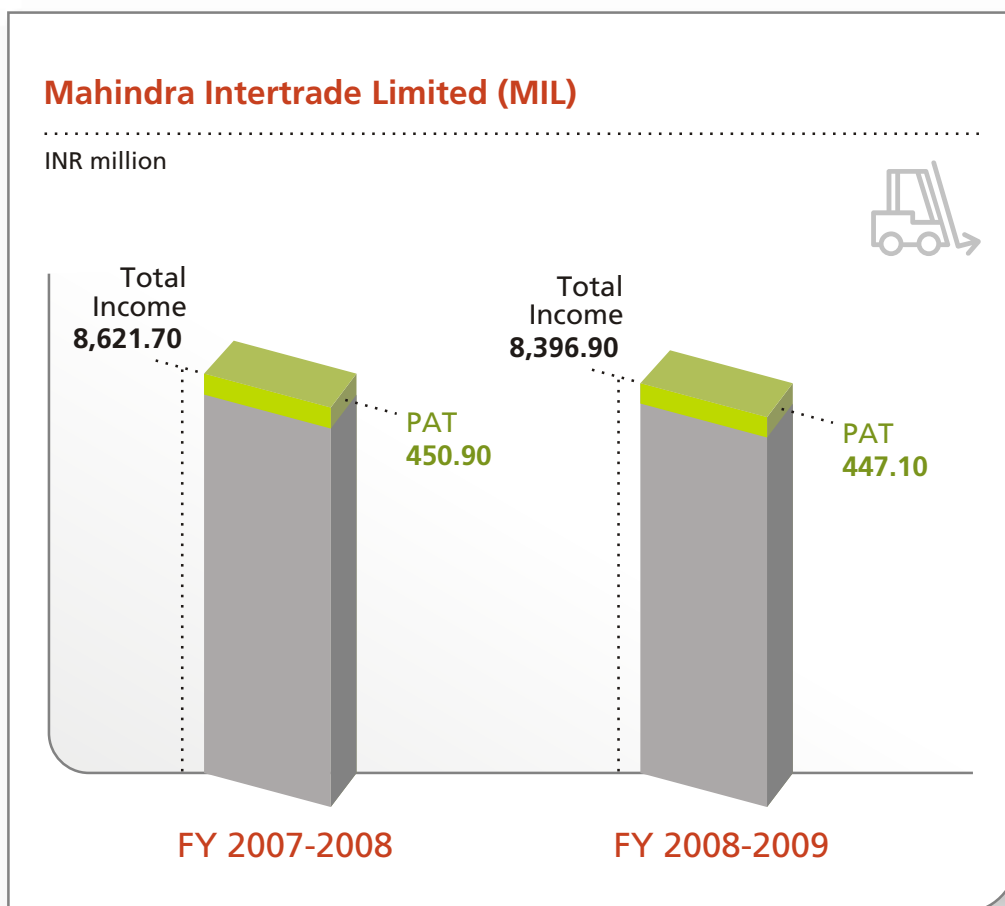
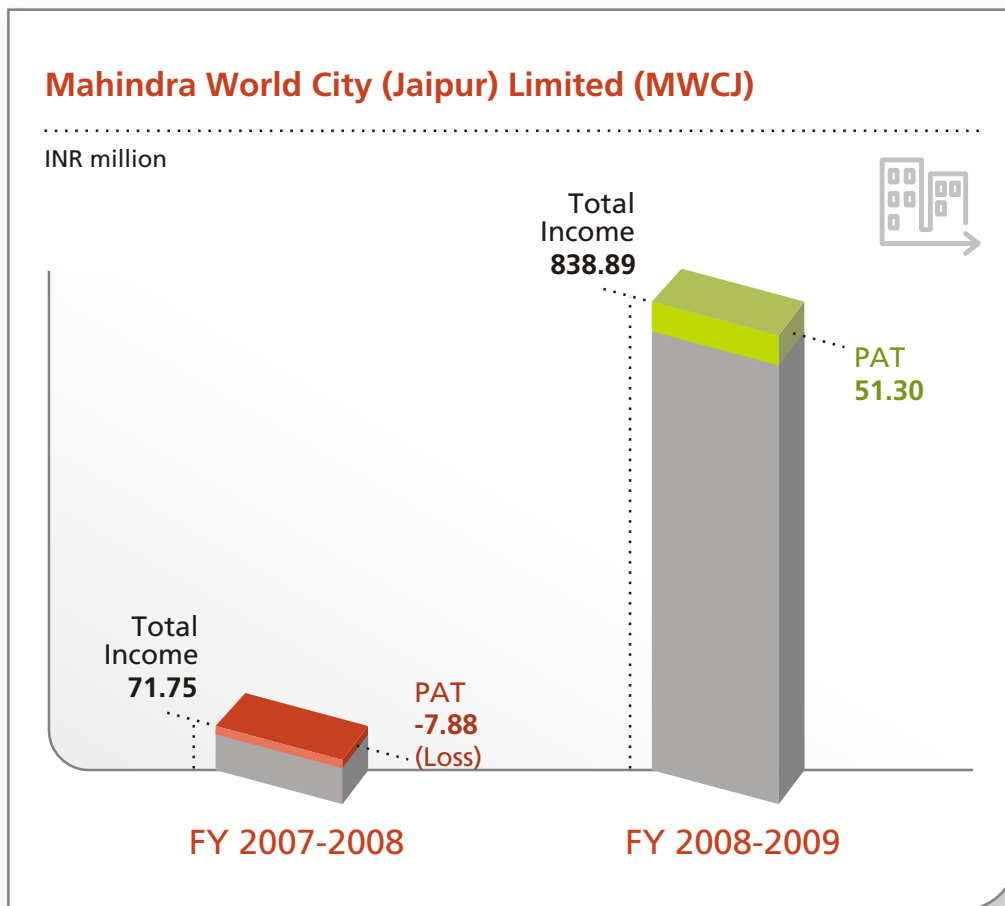


**KEY HIGHLIGHTS**
**Financial Assistance received from the government**

**BUSINESS HIGHLIGHTS 2008-2009**

M&M Ltd.	MLDL	MHRIL	MWCDL	MWCJ
MIL	MSSCL	MLL	MMFSL	Tech Mahindra
MCPL	MUSCO	MFL	MSAR	Mahindra Composites

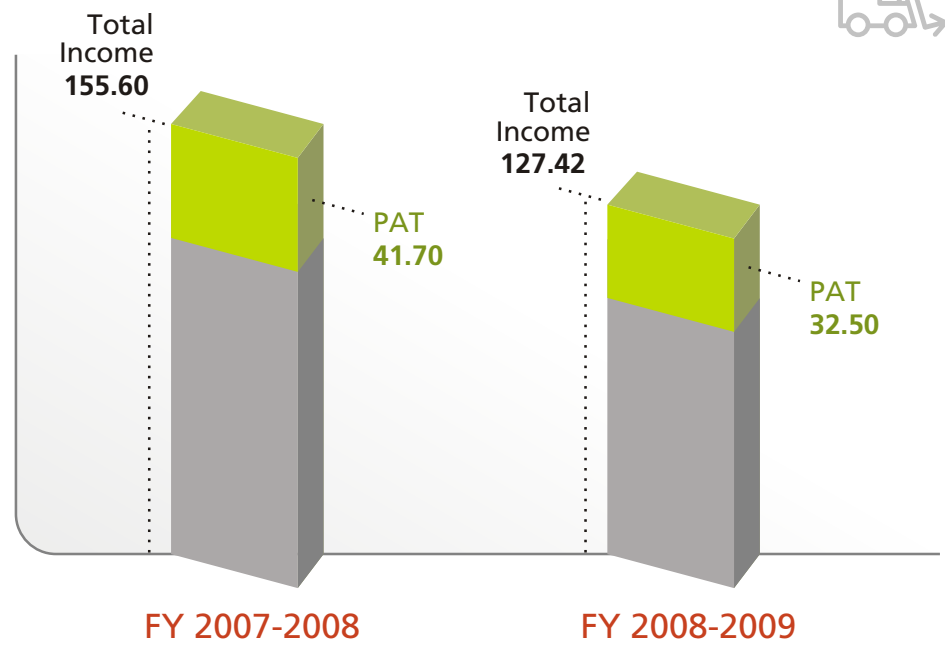






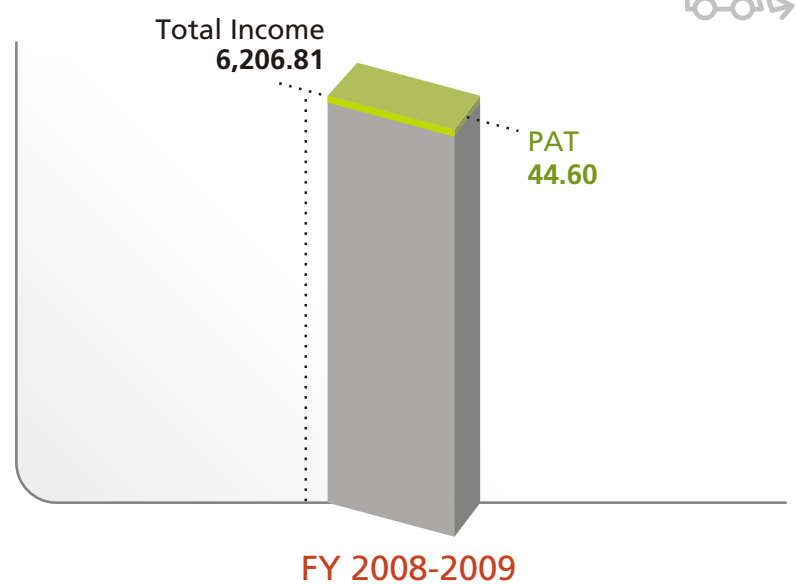
**Mahindra Steel Service Centre Limited (MSSCL)**

INR million

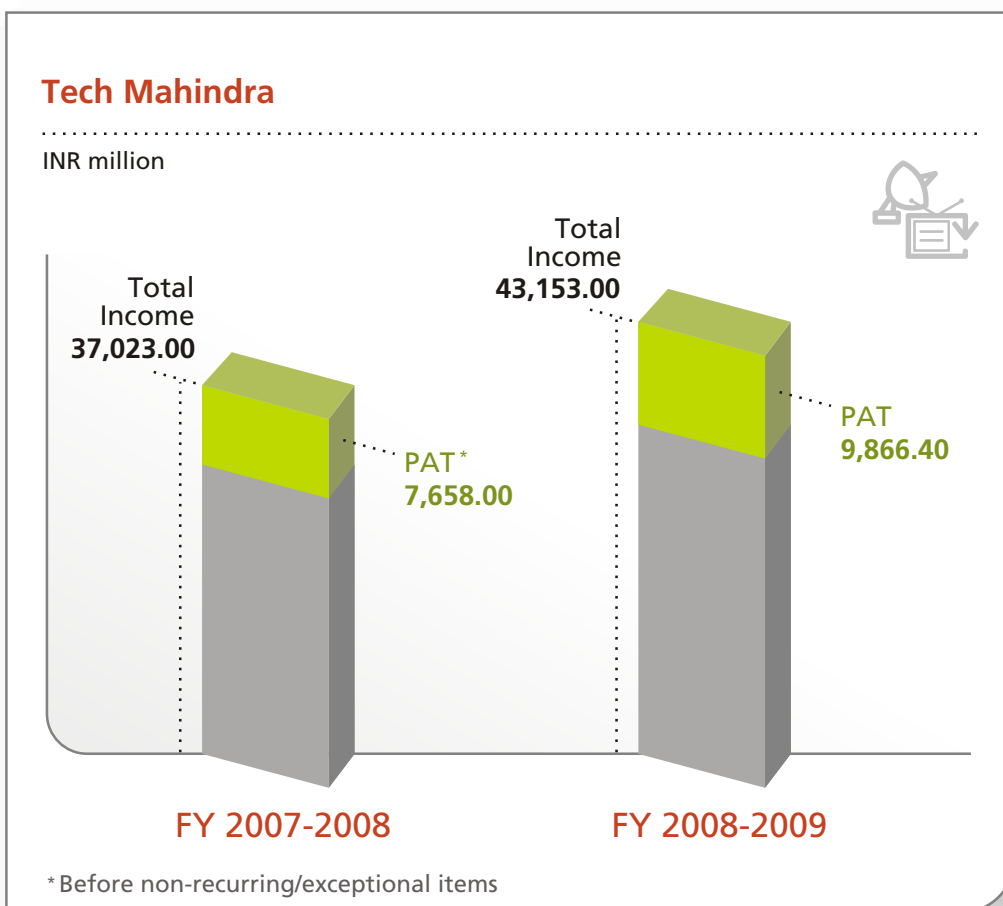
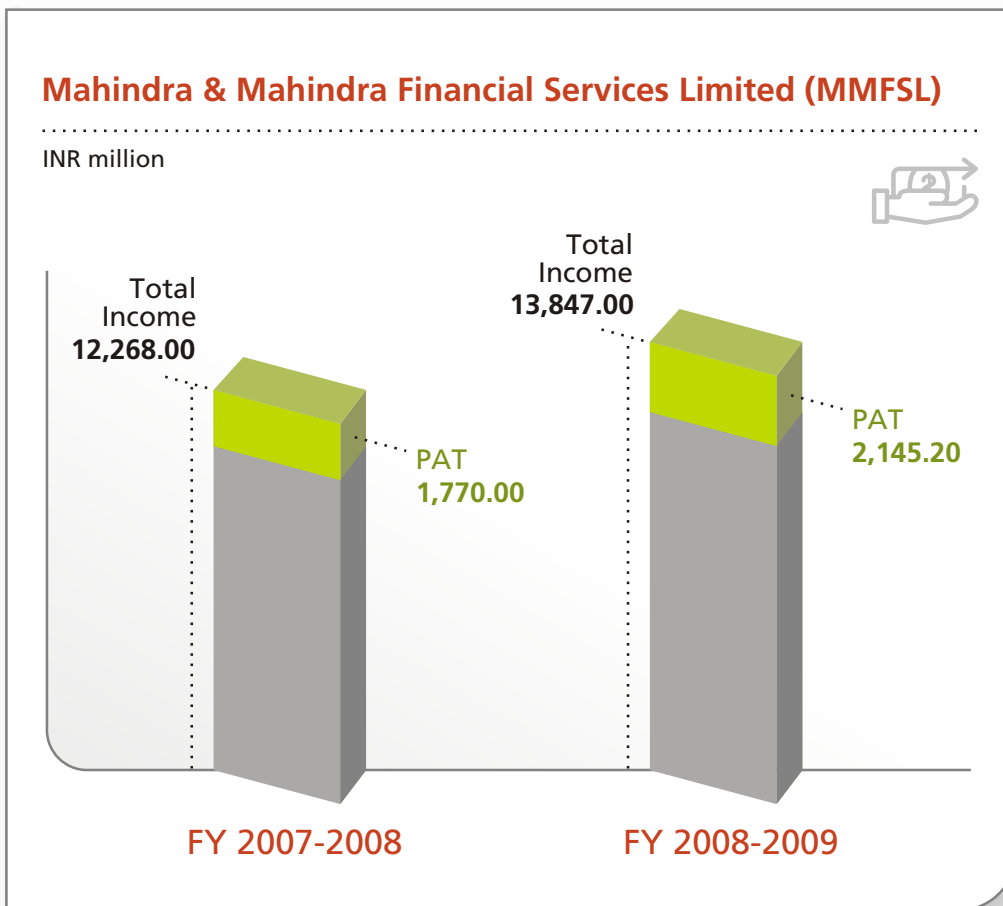


**Mahindra Logistics Limited (MLL)**

INR million



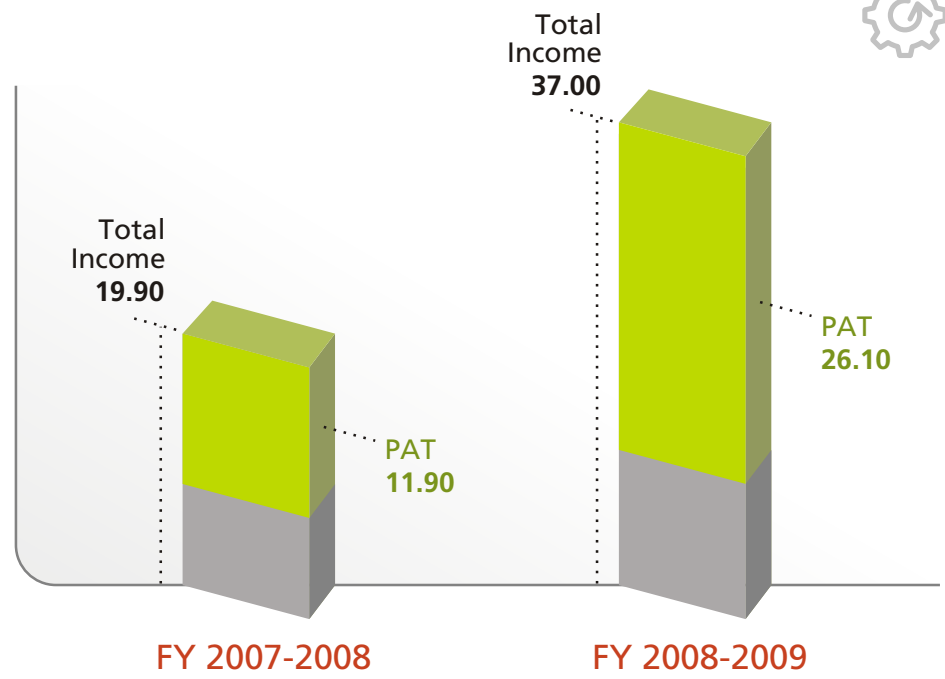
\*Mahindra Logistics Ltd. has spun of as 100% subsidiary of M&M Ltd. from 1st Oct. 2008





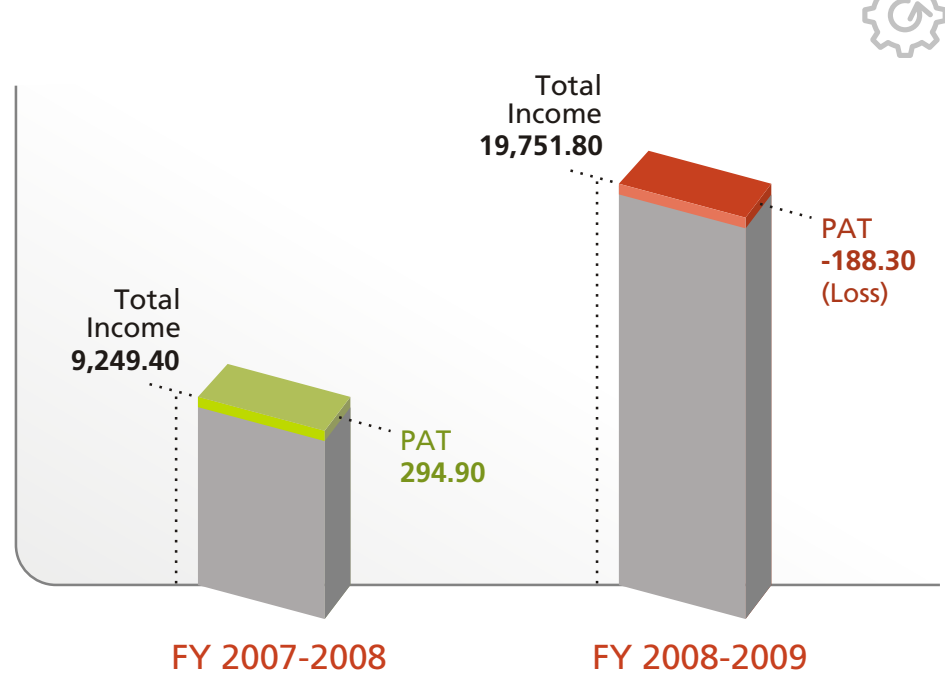
**Mahindra Castings Private Limited (MCPL)**

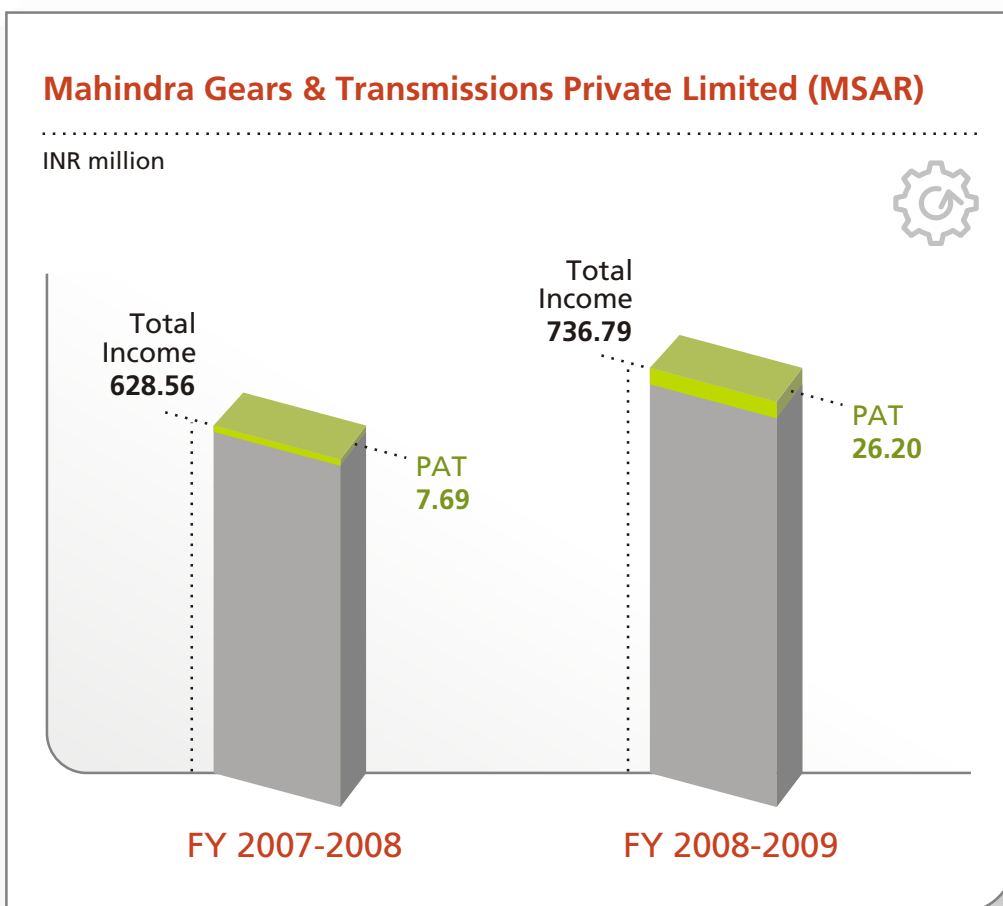
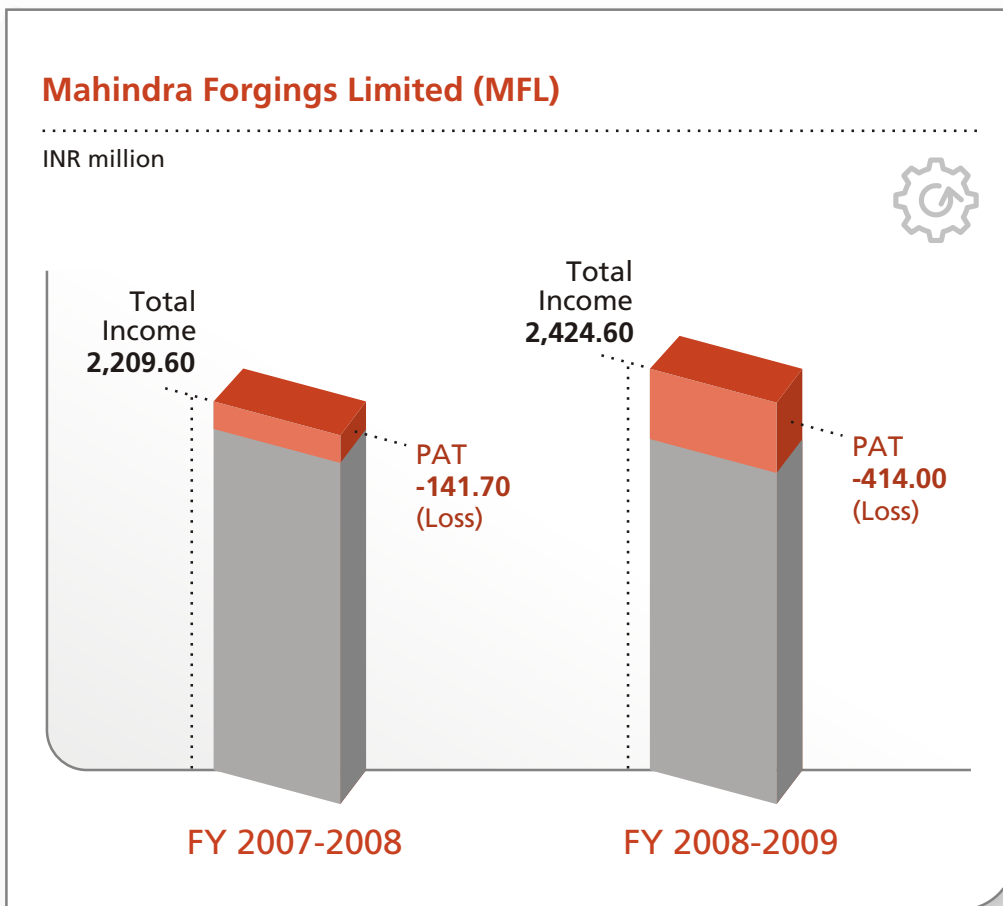
INR million

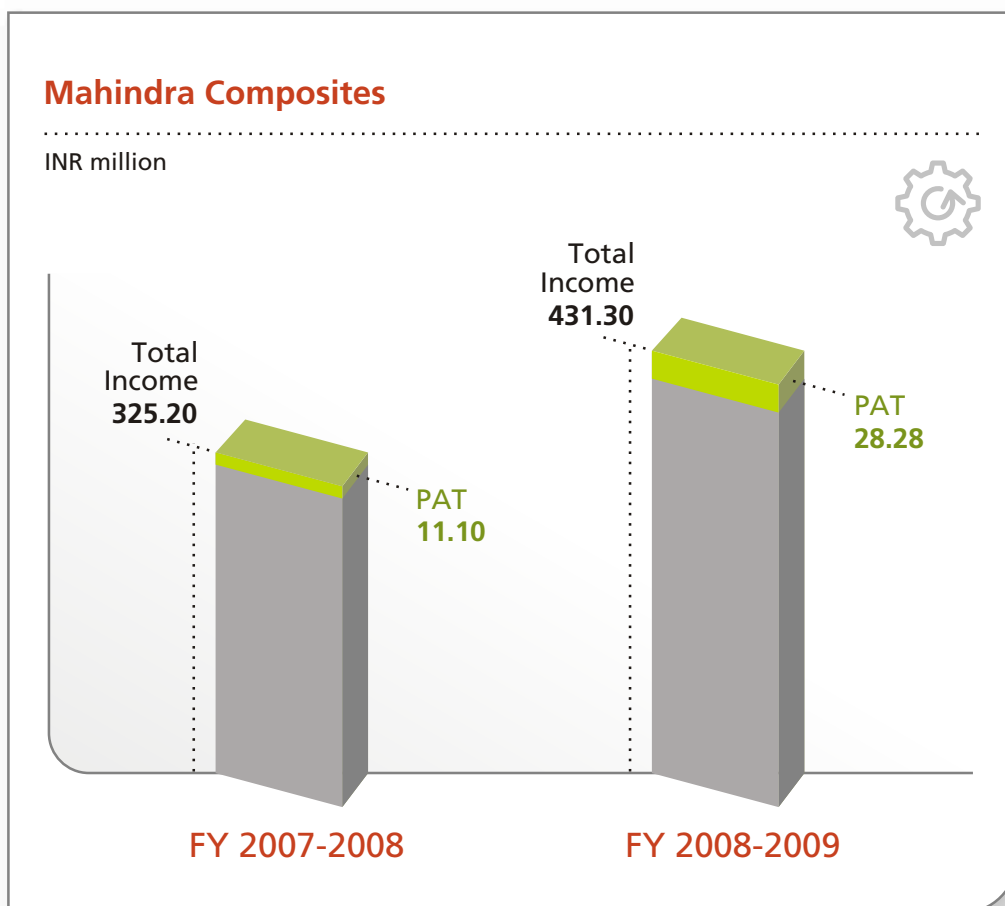


**Mahindra UGINE Steel Company Limited (MUSCO)**

INR million







## FINANCIAL IMPLICATIONS OF CLIMATE CHANGE

For any business, shareholder value creation requires it to address global economic, social, and environmental challenges associated with sustainable development. These challenges have implications on virtually every aspect of the business strategy and on the business model.

**At the Mahindra Group, we have initiated to develop a sustainable-value framework that links sustainability challenges to the creation of shareholder value through the realignment and reorganisation of our various businesses to combat the implications of climate change.**

The approach is to look at the issues related to climate change as business opportunities, offering avenues to lower cost and risk, or even enhance revenues and market share through the innovative approach of Alternative Thinking. Acquiring new skills, competencies and technologies were instrumental to reposition us for required growth.



### Risks

**Stringent legislation on pollution and emission requirements; increasing cost of green products, Escalation of raw material prices, Health Impacts on employees, Office & plant location**

### Opportunities

**Development of environment friendly technologies, Alternative fuel driven vehicles, Partnership / JVs with overseas / Indian companies to leverage technology and market, Cost competitiveness through low cost manufacturing and sourcing, Investments from Government to improve infrastructure requirements, Preparedness with options of green products.**

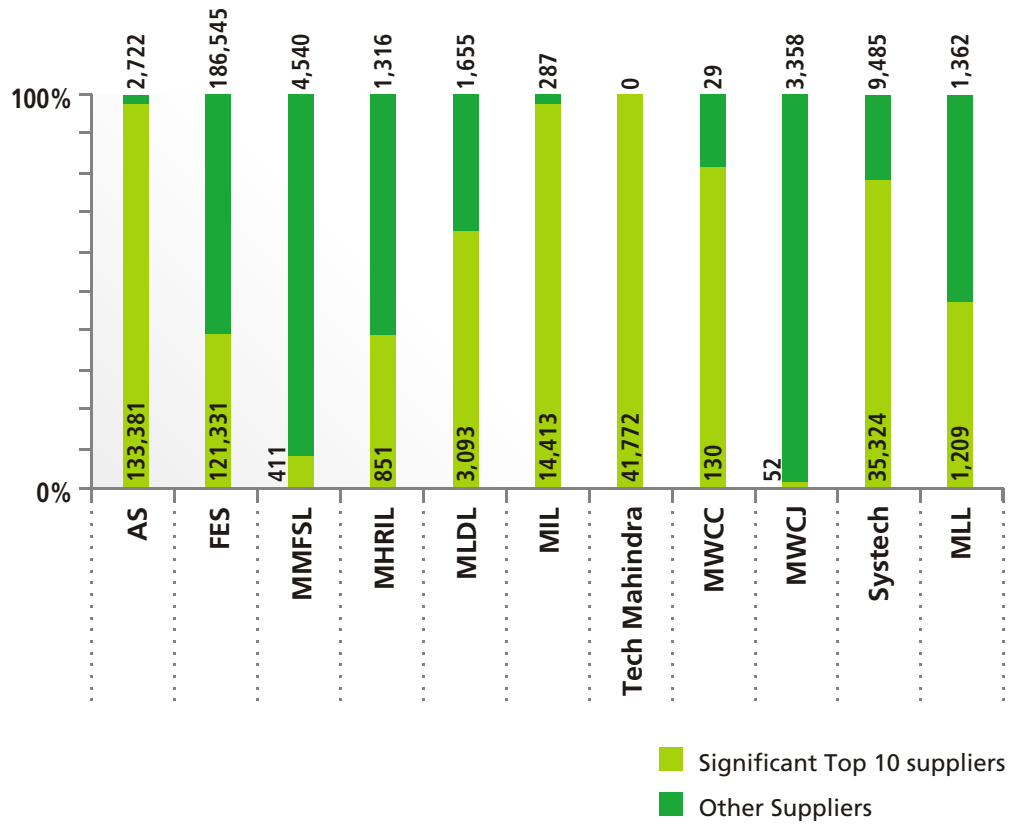
## LOCAL SUPPLY

The M&M Group companies continued to define local as "within India." This helps our diversified business across India to become economically more sustainable as the nodal offices can negotiate for discounts on bulk order. This definition does not translate as a fixed policy or procedure for preferring 'local' suppliers.

**Proximity to our location remains the priority in supplier selection when transportation cost and travel time are governing factors. Other major factors defining supplier selection include quality, delivery performance, supplier's reputation, pace of procurement, logistic advantages, ISO certifications, factory visits, reports, history and past relationship.**

The below graph represents the absolute monetary value spent on total no. of local suppliers and significant top 10 local suppliers

### Percentage of goods and services purchased locally - 2008-2009





## SERVICE

"Smile" and "the customer is always right" are the customer-service skills everyone teaches. But saying that customer service is smiling and honouring all customer wishes is like saying that

**driving a car is holding the steering wheel and keeping eyes focused on the road.**

**There's much more to driving a car than that,**  
and there's surely much more to customer service, too.



## alternative SERVICE

**Effective customer service is fundamental to business success. With the general rise in service levels across organisations, service as a paradigm**



**needs to be rethought**

if it is to be leveraged as a competitive advantage.



This approach led to the implementation of Project MF Connect 3000 which enabled Mahindra Finance through technological innovation to take the Mahindra Finance office right to the door steps of customers.

A 'Hand Held Device (HHD)' that enables recording of financial transactions on line and issuance of receipts on the spot was deployed to raise service levels beyond the ordinary.

Launched in three phases, by March 2009, the collection force of 436 branches were armed with 2,928 devices and around 600,000 customers had been serviced.

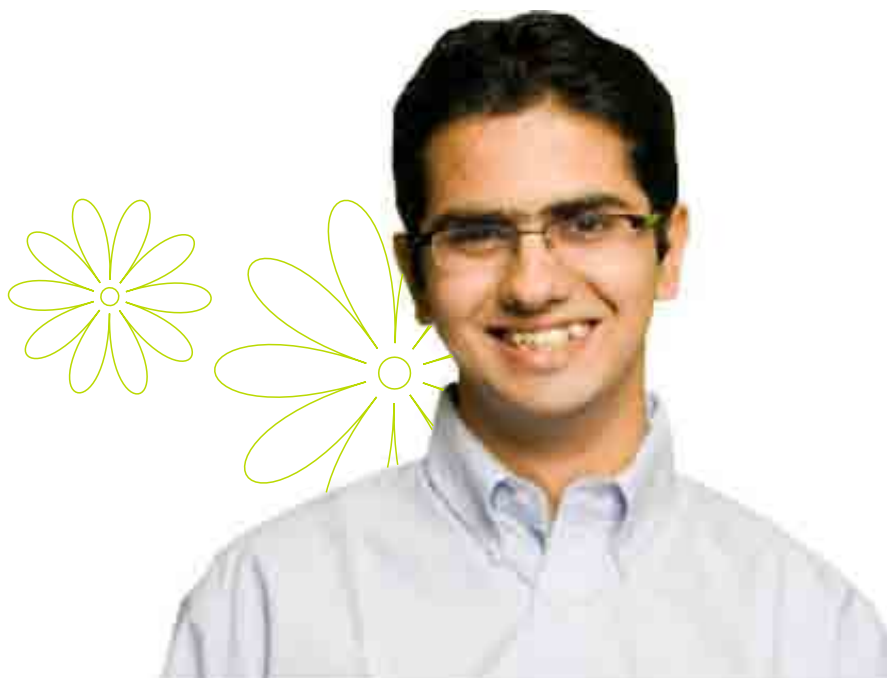
The HHD over and above enhancing the service levels has created a market differential and is expected to help achieve 100% collection.

#### HIGHLIGHTS

Collection which would otherwise take 2 to 3 days now takes few seconds

Data entry errors have been eliminated, leading to greater customer satisfaction

Immediate updation of money enhances customer trust



**ENVIRONMENTAL POLICY**

Environmental Sustainability was one of the major material issues identified by Mahindra in FY 2008-09. Several initiatives were adopted to ensure environmentally responsible business processes; detailed in this section of the report. The previous year's report helped us assess our environmental footprint at a Group level. During the current year we moved a step ahead.

**We focused on generating deeper awareness regarding sustainability issues across the organisation and reducing our Scope 1 & Scope 2 emissions. The report scope has also been expanded to encompass 4 more sectors.**

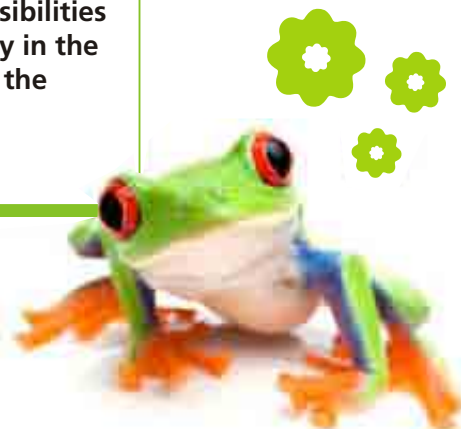
Furthermore, to ensure effectiveness of all the initiatives, each business sector was assigned measurable targets in our sustainability roadmap regarding reduction of emissions and conservation of water & waste.


**ENVIRONMENTAL POLICY**

**Mahindra's environmental management is anchored by an environmental policy that has been formed by M&M Ltd. and which applies to all Group Companies.**

- 1** Conduct business in compliance with all applicable environmental, health and safety laws.
- 2** Assess the compliance of all operations against the requirements.
- 3** Maintain and continually improve systems to manage environmental, health and safety responsibilities as well as establish and ensure employee accountability.
- 4** Work with our supply chain and business partners to improve the collective environmental, health and safety performance, to protect the ecosystems that provide raw materials and to minimise transportation impacts.
- 5** Training and motivational activities for employees to understand their environmental, health and safety responsibilities and to participate actively in the Company's programs for the same.

Adherence to the policy is the responsibility of the Chief Operating Officer (COO) and the Sector President. The plant managers are responsible for its implementation at each manufacturing facility. Additionally, individual plants are encouraged to develop their own initiatives to promote energy conservation and enhance environmental awareness through celebration of events such as World Environment Day and Earth Day.



**ENVIRONMENTAL MANAGEMENT**

- Air Quality**
- Biodiversity
- Ozone Depleting Substances
- Greenhouse Gas Emissions
- Water
- Energy
- Materials
- Waste
- Packaging
- Spills
- Regulatory Compliance

**Air Quality**

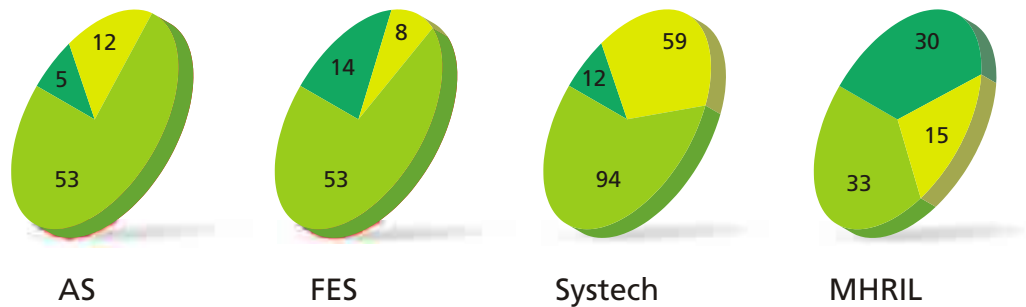
Air pollution poses adverse affects on human health. Common air pollutants such as suspended particulate matter (SPM), sulphur dioxide (SO<sub>2</sub>) and oxides of nitrogen (NOx) can cause negative impacts like decreased visibility, respiratory illness, acid rain and contribute to global warming.

The Mahindra Group is cognizant of the harmful effects of these

pollutants and complies with all statutory requirements to measure, monitor and report these emissions. The graph below shows the sector wide average break up of the stack emissions concentration for AS, FES, SYSTECH and MHRIL. We are in the process of standardisation across sectors to calculate the air emissions in tonnes and will report this in the future.

**Air Quality - Stack Emission**  
 (microgram / cubic meter)

■ NOx ■ SPM ■ SOx


**ENVIRONMENTAL MANAGEMENT**

- Air Quality
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**Biodiversity**

The rich fabric of nature is the most precious heritage we have inherited. Our presence should create equilibrium, as we seek to build our world around it, not through it.

The manufacturing plant at Kandivali is the only Mahindra facility, located near a protected area or area of high biodiversity. The plant is 5.6 hectares in size and is located 5 kilometres away from the Sanjay Gandhi National Park. However, we ensure that our activities have no impact on it.

and members of the community participated in our mission of creating a greener future.

**The survival rate of the plantations as on 31st March '09 is approximately 76%.**

**The target of planting one million trees across India by October 2008, set out in the year 2007, was not only met, but surpassed with 1.2 million trees being planted.**

The trees were planted mostly in forest areas and barren patches of land outside the cities. Mahindra's Esops volunteers, their families

Mahindra continues to work on the Van Vihar Biodiversity project; initiated by the governing board of Mahindra United World College of India; with an aim to enhance the rich bio-diversity of the Western Ghats, which is in urgent need of conservation. The project was inaugurated by the Prime Minister of India, Dr. Manmohan Singh.





**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
- | **Ozone Depleting Substances**
- | Greenhouse Gas Emissions
- | Water
- | Energy
- | Materials
- | Waste
- | Packaging
- | Spills
- | Regulatory Compliance

**Ozone Depleting Substances**

The ozone layer forms a thin shield of elements bound together enveloping the Earth from the harmful UV rays. Manmade chemicals can potentially deplete the ozone layer and lead to increased levels of. Every little thing we do will make a difference.

The Mahindra Group acknowledges India's commitment as a signatory to the Montreal Protocol and abides by it. The Montreal Protocol is an international treaty designed to regulate and reduce the amount of recognised ozone depleting substances (ODS).

We are making determined efforts to measure and reduce our ODS consumption. Majority of ODS we consume are refrigerant gases R-12 and R-22, used for cooling compression and air-conditioning.

During FY 2008-2009 we used 147 Kg of R-22 (ODS measured in CFC-11 equivalent) in our manufacturing sectors, which include Automotive, Farm Equipment, Systech and Mahindra Intertrade. We have increased the use of R-134a which is a non-ozone depleting refrigerant.

In the future we aim to measure our ODS consumption for the service sectors as well and reduce our dependence on these harmful substances.


**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
- | Ozone Depleting Substances
- | **Greenhouse Gas Emissions**
- | Water
- | Energy
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- | Spills
- | Regulatory Compliance

**Greenhouse Gas Emissions**

Climate change poses a serious threat to our way of life, in India as well as across the world. The catastrophic impacts of greenhouse gas emissions are visible in the form of food supply shortage, extreme weather changes and other disasters unknown to us. By taking action to minimise the emission of these harmful gases we minimise future risks associated with climate change.

Our greenhouse gas emissions come from several sources. Carbon dioxide, methane and nitrous oxide are emitted when we burn fossil fuel and bio-fuels as sources of direct energy in our operations. Even renewable energy sources produce considerable amount of GHGs.

The Mahindra Group has been taking various energy efficiency measures which have resulted in reduction in our GHG emissions.

The Mahindra Group has significantly reduced its GHG emissions except for that of natural gas and LDO, in spite of the report scope expansion (Swaraj Division of FES has been included in the scope).



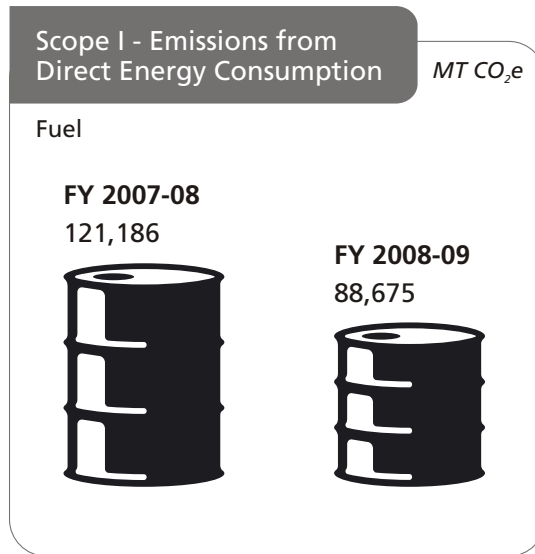
Overall the indirect GHG emissions from electricity have greatly reduced from 447,176 to 384,296 tonnes of CO<sub>2</sub>e.

**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
- | Ozone Depleting Substances
- | Greenhouse Gas Emissions**
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**Greenhouse Gas Emissions**

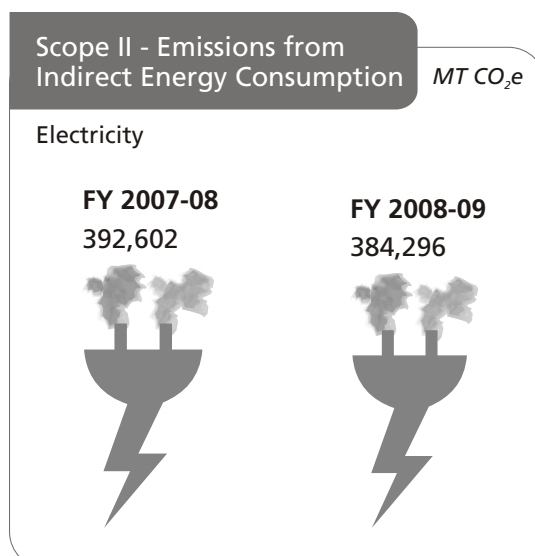
We follow the GHG protocol and use World Resource Institute tool to calculate scope 1 & scope 2 emissions.


**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
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- | Greenhouse Gas Emissions**
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**Greenhouse Gas Emissions**

We follow the GHG protocol and use World Resource Institute tool to calculate scope 1 & scope 2 emissions.


**Scope III - Emissions**

There is a considerable amount of GHG emissions from travel, commuting, shipping and receiving supplies. We are currently unable to report these Scope III emissions. However, in the future we intend to measure, report and reduce these emissions.

**Emissions from Energy Consumption (MT CO<sub>2</sub>e)**
**Scope I - Direct Emission**

	FY 2007-08	FY 2008-09
Fuel oil	60,901	41,933
Diesel	33,449	18,122
Natural gas	3,278	7,676
LPG	22,345	18,364
Kerosene	84	17
Petrol	179	72
LDO	950	2,491
	<b>121,186</b>	<b>88,675</b>

**Scope II - Indirect Emission**

Electricity	392,602	384,296
-------------	---------	---------

- | Air Quality
- | Biodiversity
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**Water**

Though we reside on a planet with 1/3rd water, its consumable form remains a diminishing resource. At Mahindra we are acutely aware of this looming threat.

During the year under review, a number of steps were taken by the Group companies to reduce water consumption. This was primarily done by recycling and reuse of the treated water for industrial process, gardening and flushing wherever practical. Rain water harvesting & ground water recharging has also been undertaken wherever possible.

This year the Automotive sector, Mahindra Intertrade and Mahindra Lifespaces have recorded a considerable reduction in water consumption over the previous year. There has been an increase in water usage by Farm Equipment sector; due to the added share of water consumption by the Swaraj Division; which was merged with M&M Ltd. during the year.

Most of our locations utilise the municipal water supply. In the absence of piped water, bore wells

are dug on site to tap ground water. The Mahindra Group companies make sure that water withdrawal at our locations does not pose a threat to any water bodies, endangered plants or animal species and humans. We undertake measures to recharge ground water & maintain the fresh water balance.

Water usage is further economised as we recycle and reuse treated water at every possible juncture for industrial processes and for toilet flushing.

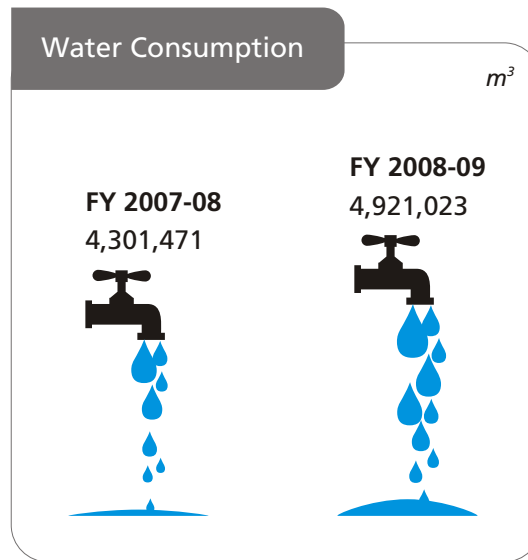
Our plants are taking a lead in water recycling. At Kahne, Khopoli and Nashik, wastewater is treated and then recycled for irrigation purposes.

**ZERODISCHARGE**

**Our Automotive and Farm Equipment manufacturing plants are also zero discharge and release no wastewater pollutants.**

**ENVIRONMENTAL MANAGEMENT**

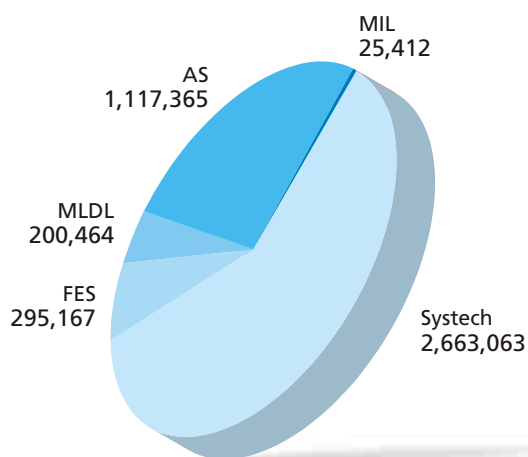
- | Air Quality
- | Biodiversity
- | Ozone Depleting Substances
- | Greenhouse Gas Emissions
- | **Water**
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**Water**

**Discharged Water Quality**

Mahindra Group is aware of the lasting impact that sewage and wastewater have on the drinking water supply, the environment and agriculture. Therefore, it lays a great emphasis on discharge systems, ensuring that all released wastewater is treated through robust ETP (effluent treatment plant) and STP (sewage treatment plant) processes, so that there is no discharge of wastewater pollutants.

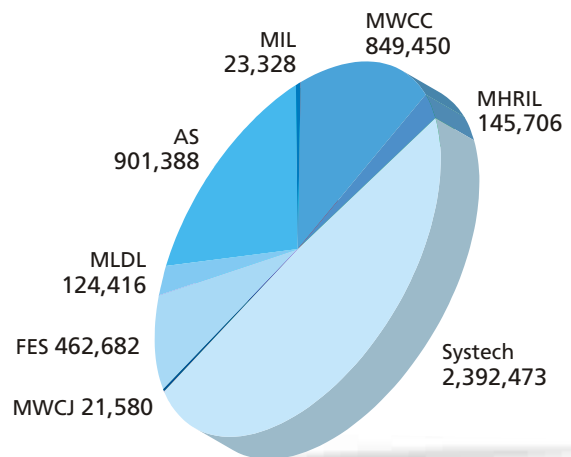
The quality of the companies' wastewater is monitored internally as well as through external agencies and meets all stipulated norms. The discharged water is regularly analysed for C.O.D, B.O.D, PH, and other parameters specified by regulatory authorities and has always been found to be within the limits defined by State Pollution Control Boards and local statutory authorities.

**ENVIRONMENTAL MANAGEMENT**
**Water Consumption ( $m^3$ )**

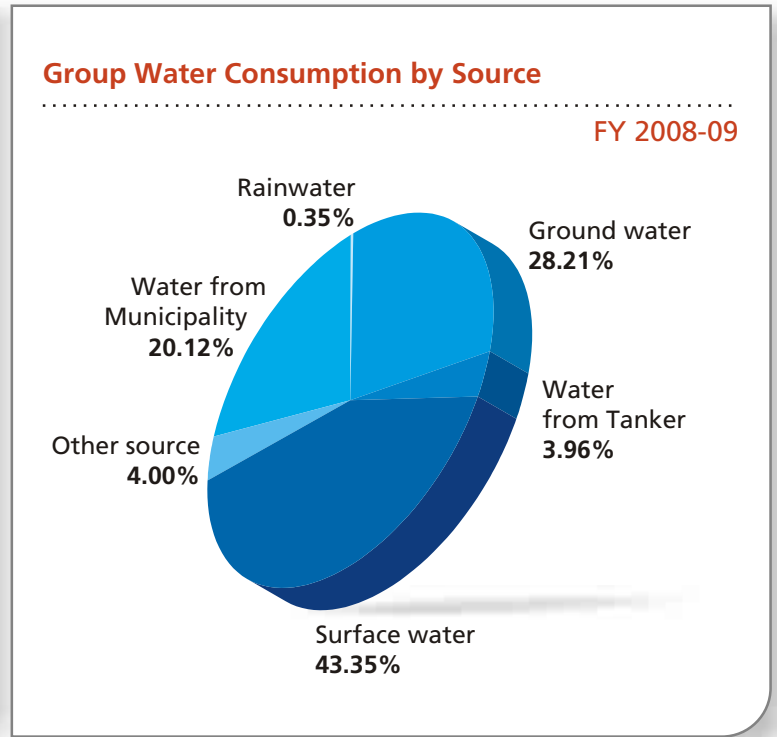
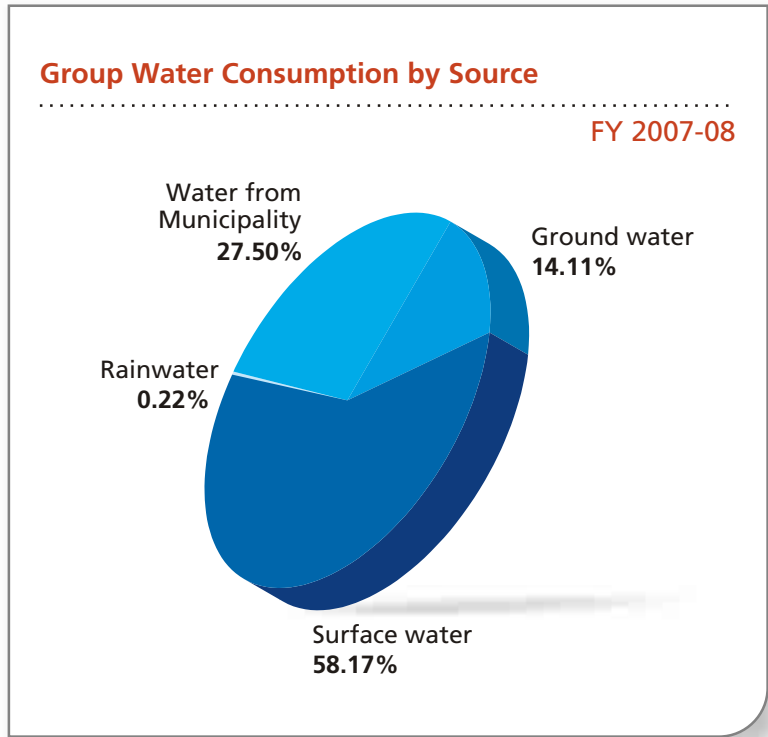
 Total: 4,301,471 **FY 2007-08**


*The sectors MHRIL, MWCC and MWCI, were not included in the FY 2007-08 reporting.*

**Water Consumption ( $m^3$ )**

 Total: 4,921,023 **FY 2008-09**


*The water consumption for MMFSL, MLL could not be tracked as their office spaces are shared/leased.*

**ENVIRONMENTAL MANAGEMENT**

**ENVIRONMENTAL MANAGEMENT**

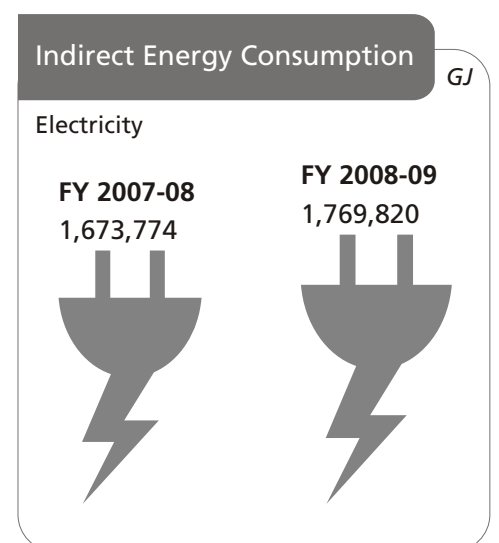
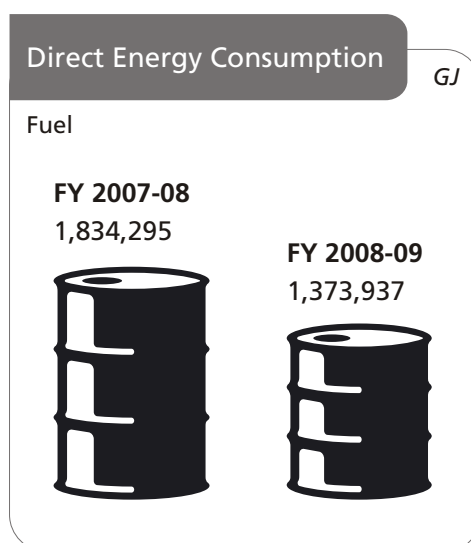
- | Air Quality
- | Biodiversity
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- | Water
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- | Materials
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- | Regulatory Compliance

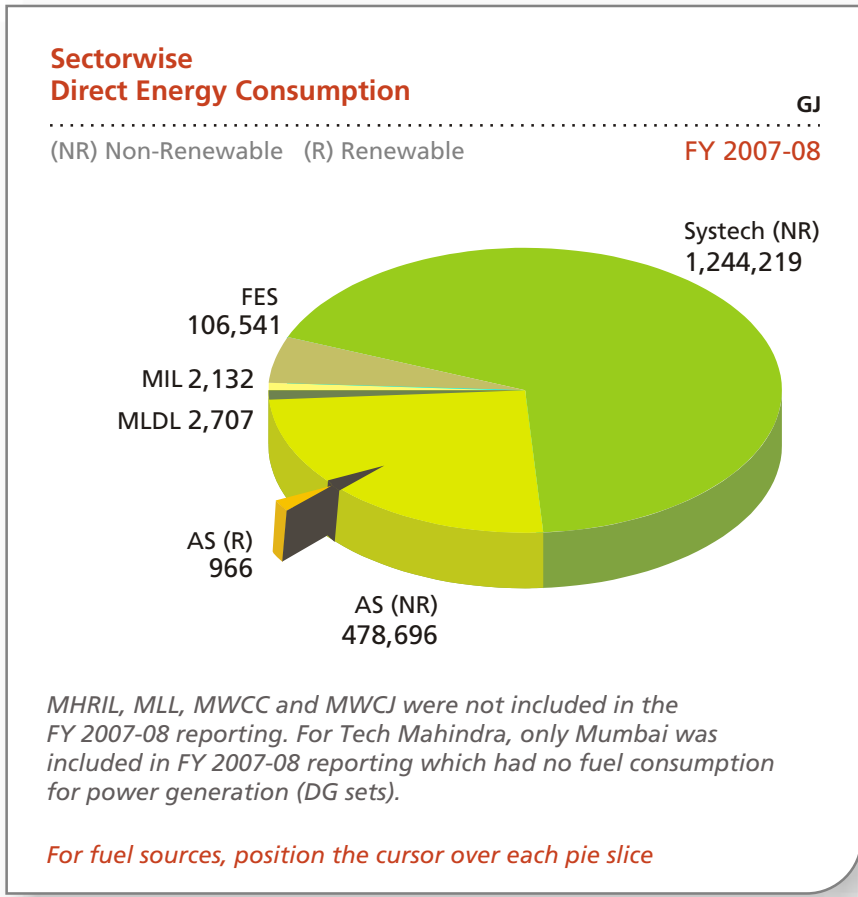
**Energy**

At Mahindra we are committed to providing our customers with the products they need at the lowest possible environmental cost.

Currently our Group companies cannot completely unplug from the consumption of non-renewable energy sources. However, we are committed to reduce energy consumption and move towards a greater dependence on forms of renewable energy such as hydroelectric, solar and wind energy.

All the sectors covered in the previous sustainability report showed a decreasing trend in fuel consumption except for FES and MLDL. This was a direct result of increased efficiency and up gradation to energy efficient technologies. The increase in fuel consumption in FES was due to the inclusion of the Swaraj Division, which has become an active part of the Farm Equipment Sector. For MLDL the rise was due to the increase in the number of active construction projects.



**ENVIRONMENTAL MANAGEMENT**


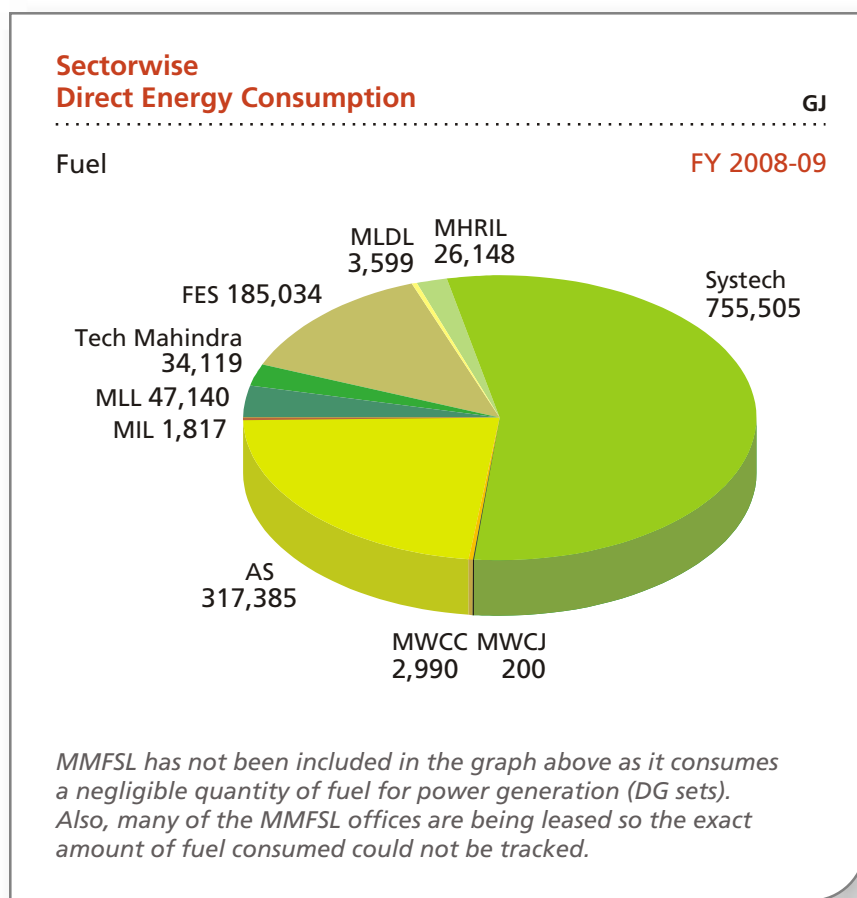
AS	
Biomass	543
Solar	422.5

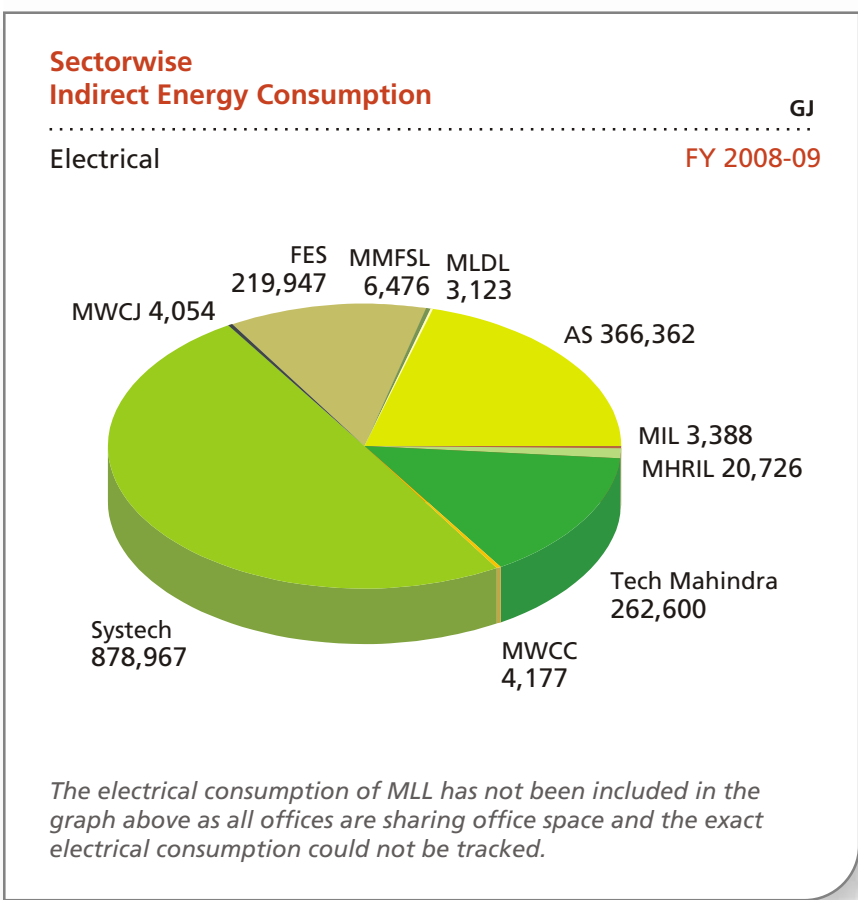
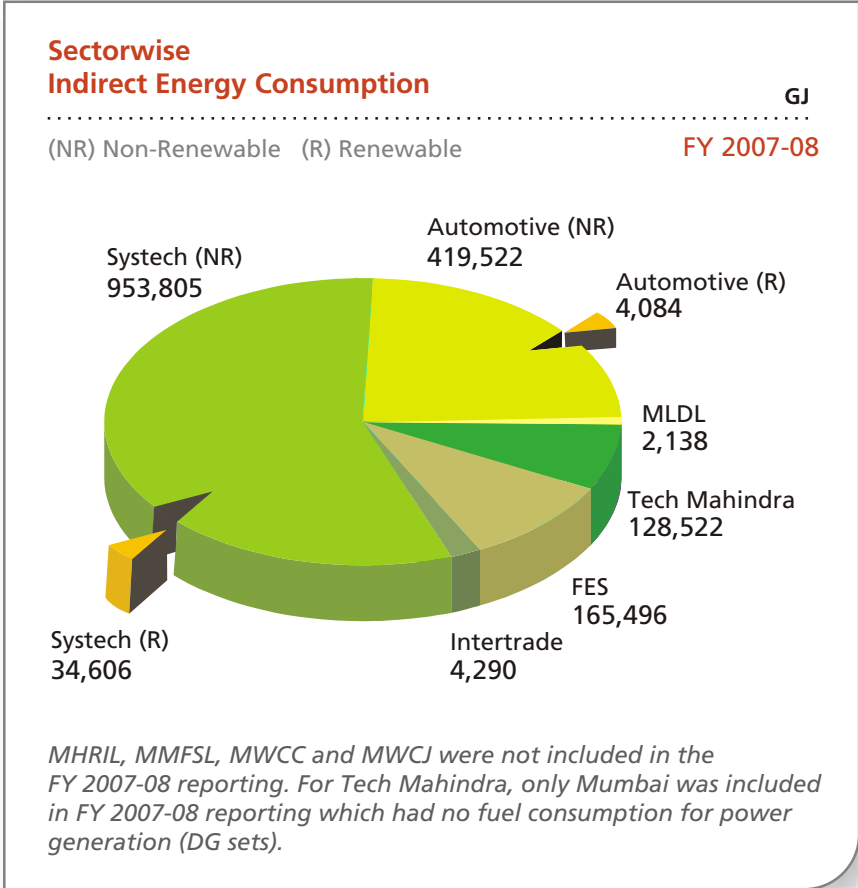
Systech	
Fuel oil	827,709.42
Diesel	331,994.17
LPG	84,451.21
LDO	64.57

FES	
Fuel oil	53,002
Diesel	39,831
LDO	13,708

MIL	
Diesel	2,131.92

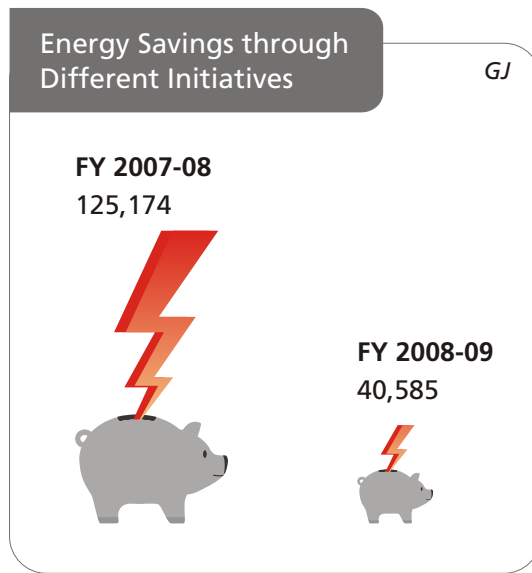
MLDL	
Diesel	2,707.12

**ENVIRONMENTAL MANAGEMENT**




**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
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**Energy**


Automotive Sector, Farm Equipment Sector, Intertrade and Systech continued to work towards reduction of their energy consumption. The majority of savings were due to the installation, retrofitting and conversion of various devices, machines and tools. Further savings were realised through conservation efforts in our manufacturing facilities.

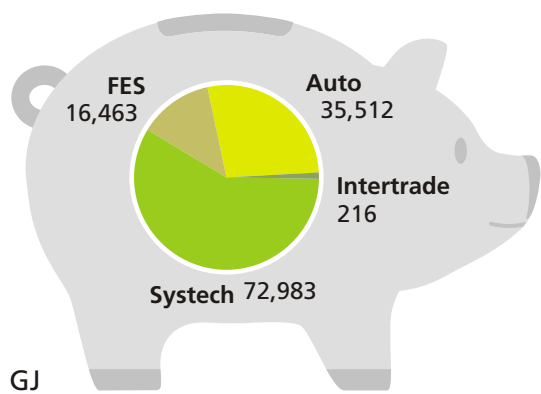
Our service sectors will start reporting their energy efficiency initiatives from the next year.

Farm Equipment sector showed reduction in the Indirect energy consumption in spite of the addition of the Swaraj Division.

**In FY 2008-09, 40,585 GJ of energy was saved through these initiatives.**

**ENVIRONMENTAL MANAGEMENT**
**Energy Savings through different initiatives**

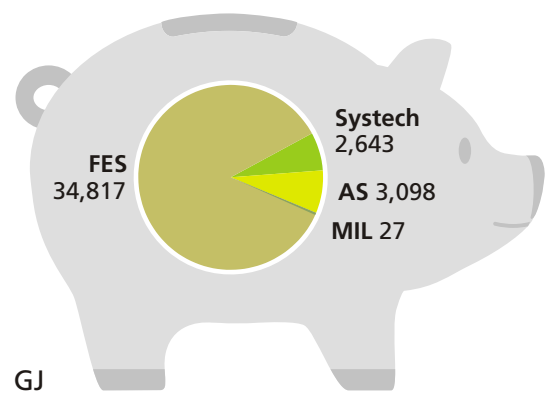
FY 2007-08



*Energy savings reported are only for the initiatives taken in the particular financial year*

**Energy Savings through different initiatives**

FY 2008-09



*Energy savings reported are only for the initiatives taken in the particular financial year*



**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
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**Energy**


Some specific energy saving initiatives include:

<p>Replacing power hungry equipment with lower power consuming equipment such as electronic ballasts, low HP pumps, CFLs, water cooled heat exchanger etc.</p>	<p>Commissioning of the energy efficient Screw Chiller for central air-conditioning systems</p>	<p>Installation of the Energy Data Acquisition System</p>
<p>Improving insulation of thermal fluid pipelines to eliminate heat loss</p>	<p>Installation of natural draft turbine air ventilators instead of electrically driven exhaust fans</p>	<p>Process improvement by combining operations, installation of heat pumps, stopping air leakages etc.</p>

**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
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**Materials**

**At Mahindra we are constantly seeking to optimise material consumption to help preserve precious natural resources and reduce waste.**

Our diverse businesses utilise a diverse range of materials. The Automotive, Farm Equipment, Systechnology sector & Intertrade primarily consume materials such as iron, steel, plastics and rubber among others. On the other hand Mahindra Lifespace Developers Ltd. requires materials like cements, bricks and glass. Other materials such as lubricants, oil and grease are also essential to these businesses even though they are not part of the saleable product.

Our material consumption has decreased in all sectors during the past year except for Mahindra Lifespace Developers Ltd. This is because of the increase in number of active construction projects. This was infact the first year of reporting for Mahindra Holidays & Resorts Ltd., Mahindra World City - Chennai, Mahindra World City - Jaipur and Mahindra Logistics. Furthermore, the Swaraj Division has merged with Farm Equipment Sector leading to higher material usage. Our goal for next year is to reduce material consumption among these sectors.

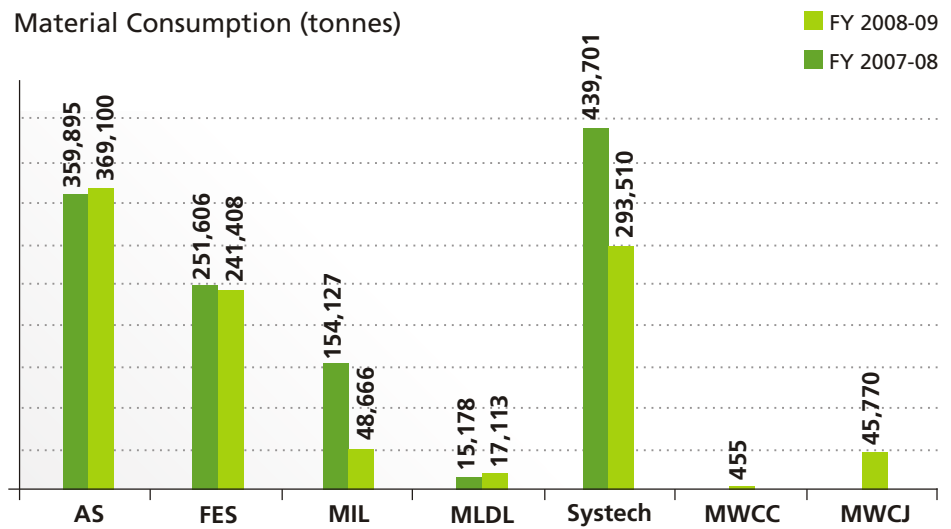
The percentage of recycled input materials has not been reported. However we aim to calculate the same in the future. At present, MLDL is using Fly Ash Brick Design Mix, a recycled material, for construction of their building projects.

**ENVIRONMENTAL MANAGEMENT**

- Air Quality
- Biodiversity
- Ozone Depleting Substances
- Greenhouse Gas Emissions
- Water
- Energy
- **Materials**
- Waste
- Packaging
- Spills
- Regulatory Compliance

**Materials**

Material Consumption (tonnes)



MWCC, MWCJ and MLL were not included in the FY 2007-08 reporting.


**ENVIRONMENTAL MANAGEMENT**
**Automotive Sector Material Consumption**

Semi-Manufactured (tonnes)	FY 2007-08	FY 2008-09
Steel	239,015	245,127
Iron	71,157	72,977
Tires	13,787	14,140
Wheels	13,773	14,125
Aluminium	6,413	6,577
Plastic	4,680	4,800
Seats (Foam)	3,939	4,040
Brakes (W/O ABS & Scorpio)	3,151	3,232
Additional Semi-manufactured Materials	3,980	4,082
<b>Total</b>	<b>359,895</b>	<b>369,100</b>

Associated and Packaging figures are under study and will be reported next year

**MWCC Material Consumption (tonnes)**

Raw	FY 2008-09
Steel	453.06
<b>Associated</b>	
Aluminium	2.02
<b>Others</b>	
Sand, cement, pipes etc.	0
<b>Total</b>	<b>455.08</b>

**MWCJ Material Consumption (tonnes)**

Raw	FY 2008-09
Steel	2,344.22
<b>Associated</b>	
Aluminium	0
<b>Others</b>	
Sand, cement, pipes etc.	43,426.01
<b>Total</b>	<b>45,770.23</b>

**ENVIRONMENTAL MANAGEMENT**
**Systech Material Consumption (tonnes)**

Raw	FY 2008-09
Steel	154,125
<b>Associated</b>	
Steel, oil, grease, chemicals, gases, cement, rubber, Al, paper, etc.	20,204
<b>Semi-Manufactured</b>	
Resins, amine, BOPs, rings, etc.	84,197
<b>Packaging</b>	
Packaging (wire, wood, plastic, nails, boxes and cartons)	34,984
<b>Total</b>	<b>293,510</b>

Considering the number of materials consumed and the expanded scope of SYSTECH, we are in the process of standardization of the definitions of various material categories across SYSTECH and hence data is not comparable with materials reported in the previous year.

**Farm Equipment Material Consumption**

Semi-Manufactured (tonnes)	FY 2007-08	FY 2008-09
Iron	94,647	98,182
Steel	93,999	88,727
Rubber	16,514	15,922
Wheels	13,686	13,162
Additional Semi-manufactured Materials	32,760	25,415
<b>Total</b>	<b>251,606</b>	<b>241,408</b>

Associated and Packaging figures are under study and will be reported next year

**ENVIRONMENTAL MANAGEMENT**
**MIL Material Consumption (tonnes)**

Raw	FY 2007-08	FY 2008-09
Steel	154,125	47,877
<b>Associated</b>		
Lubricant, oil, grease	2	2
<b>Packing</b>		
Wood, plastic, metal, paper, cardboard etc.	N/A	787
<b>Total</b>	<b>154,127</b>	<b>48,666</b>

**MLDL Material Consumption (tonnes)**

Raw, Associated and Other	FY 2007-08	FY 2008-09
Steel	1,777	6,149
Sand	4,459	5,083
Cement	8,317	5,881
Additional (stone, quarry dust, fly ash, etc.)	625	NA
<b>Total</b>	<b>15,178</b>	<b>17,113</b>

**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
- | Ozone Depleting Substances
- | Greenhouse Gas Emissions
- | Water
- | Energy
- | Materials
- | **Waste**
- | Packaging
- | Spills
- | Regulatory Compliance

**Waste**

Due to the diverse nature of each Group company, the waste generated from each operation is also diverse. Common to all however, is the desire to reduce waste generation and increase recycling. Whenever possible, process and production waste is reused or recycled onsite. Most waste is sold to third party contractors for disposal. A large percentage of non-hazardous waste disposed in this manner is eventually recycled or reused. Hazardous waste finds its way to

authorised Common Hazardous Waste Collection, Treatment Storage and Disposal Facilities (CHWTSDF) after which it is incinerated or put in a landfill.

The Mahindra Group is working towards the reduction of their hazardous liquid, batteries, along with non-hazardous solid and liquid wastes as all these amounts of waste have increased in the fiscal year. This is mainly due to the merger of Swaraj Division with Farm Equipment sector in 2008-09.



FY 2007-08	
Solid	3,320 tonnes
Liquid	556 kilolitres
Batteries	1,389 nos.
Drums / Containers	75,540 nos.

FY 2008-09	
Solid	3,177 tonnes
Liquid	2,461 kilolitres
Batteries	1,904 nos.
Drums / Containers	16,568 nos.

**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
- | Ozone Depleting Substances
- | Greenhouse Gas Emissions
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- | **Waste**
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FY 2007-08	
Solid	63,655 tonnes
Liquid	-
Drums / Containers	33,974 nos.

FY 2008-09	
Solid	100,816 tonnes
Liquid	24 kilolitres
Drums / Containers	6,981 nos.

**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
- | Ozone Depleting Substances
- | Greenhouse Gas Emissions
- | Water
- | Energy
- | Materials
- | Waste
- | Packaging**
- | Spills
- | Regulatory Compliance

**Packaging**

Packaging material is an essential commodity of every industry and business; be it manufacturing or service. The raw material, semi finished components, sub-assemblies, and even the associated material is received in packaging. The semi-finished components and subassemblies supplied to vendors and other plant locations are also dispatched using packaging. The Mahindra Group encourages reuse or recycling of packaging materials

for its products and services such as cars, tractors, IT consultancy, financial services, logistics and construction. A focus is on minimising the use of wood and paper for packaging material and attempts are being made to reuse such packaging material for dispatching our semi-finished products. We are also in the process of developing a robust monitoring mechanism for packaging material.

Few examples of replacement of corrugated paper or gunny bags packaging to customised recyclable packaging are as below:


**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
- | Ozone Depleting Substances
- | Greenhouse Gas Emissions
- | Water
- | Energy
- | Materials
- | Waste
- | Packaging**
- | Spills
- | Regulatory Compliance

**Packaging**

We have not yet initiated reporting on packaging material; however there are examples of projects undertaken by various sector to reduce, reuse or recycle the packaging material.


**MSL: 2 Piece Prop Shaft**

Recyclable Fixtures started in May 2008


**MSL: Universal Joint**

Recyclable bins started in May 2008


**MSL: Clutch Plate & Pressure Plate**

Recyclable Fixtures started in May 2008

**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
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- | Spills**
- | Regulatory Compliance

**Spills**

We have an environment management system and a robust mechanism to practice efficient operations and to avoid significant spills. Therefore, we don't have any reported significant spills in FY 2008-09.


**ENVIRONMENTAL MANAGEMENT**

- | Air Quality
- | Biodiversity
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- | Water
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- | Materials
- | Waste
- | Packaging
- | Spills
- | Regulatory Compliance**

**Regulatory Compliance**

Our manufacturing sectors have an active environmental compliance committee and strive for 100% compliance of all applicable laws. In the current fiscal year, we did come across a few non-compliance acts; which were immediately addressed with appropriate actions.



The National Action Plan on Climate Change (NAPCC) was released by the Prime Minister on 30th June, 2008. It outlines a national strategy that aims to enable the country to adapt to climate change and enhances the ecological sustainability of India's development path. It stresses that maintaining a high growth rate is essential for increasing living standards of majority of the people of India and reducing their vulnerability of the climate change impacts.



Eight National Missions form the core of the National Action Plan, representing the multi-pronged, long term and integrated strategies for achieving key goals in the context of climate change.

These Eight Missions are

- **National Solar Mission**
- **National Mission on Enhanced Energy Efficiency**
- **National Mission on Sustainable Habitat**
- **National Water Mission**
- **National Mission for Sustaining the Himalayan Eco-system**
- **National Mission for a Green India**
- **National Mission for Sustainable Agriculture**
- **National Mission on Strategic Knowledge for Climate Change**

TERI launched a white paper to be presented at Prime Minister's office on Corporate Action Plan on climate change which illustrates implications and opportunities for businesses arising out of the National Action Plan on Climate Change.

Being a member of TERI's Business Council for Sustainable Development (BCSD), Mahindra is represented by Ms. Beroz Rumie Gazdar, VP - Infrastructure Development Sector and active player responsible for anchoring the Sustainability ethos across Mahindra Group.



# DWELLINGS

The demand for resources to create and operate our dwellings continues to grow at a furious pace even as the resources themselves are being exhausted.

**The more comfortable the homes get the more uncomfortable is its environmental footprint. Residing in these homes at**

**many a time are indoor toxins**  
and energy guzzlers.



alternative  
**DWELLINGS**

**We need to create a reality which while meeting the comfort needs of its residents doesn't**

**tax us environmentally**

and demonstrate environmental leadership while still meeting business needs.





Mahindra Lifespace Developers Ltd. (MLDL), the real estate and infrastructure arm of Mahindra Group has already embarked on its mission to make all its future residential buildings green as reported in 2007-08.

One such green residential project from MLDL in Mumbai is Mahindra Splendour - India's 1<sup>st</sup> platinum rated pre-certified residential green building under IGBC's Green Homes Rating System. Mahindra Splendour has been designed with a broad emphasis on lower utility bills, minimised greenhouse gas emissions, and reduced indoor toxin levels.

### HIGHLIGHTS

New and ingenious construction materials to cool the homes naturally, reducing the need for air conditioning

Restoration of top soil and existing trees

Waste water treatment and reuse

Low energy density flyash brick

Reuse of construction waste within site

Portable water saving techniques during operational stages

Xeriscaping with drought tolerant plants and drip irrigation system



# GROWTH

Natural green, once a dominant colour of the planet, is loosing out to barren brown. In our search for greener pastures,

**earth is loosing its natural treasure and our future generations, exposed to**

**unprecedented horrors**

keeping us all in an illusionary comfort zone.



alternative

# GROWTH

We need to plant thoughts that nurture the growth of the planet and of its people. This was an objective we set out to accomplish in April of 2007 through Project Hariyali.

**The aim was to**

**plant one million trees**

within a year across India,  
at various sectors of the Mahindra Group.



alternative  
**GROWTH**

### Mahindra Hariyali Project

This idea, which germinated at a Group Management Board meeting of the Mahindra Group, captured the enthusiasm of many Mahindra Esops volunteers, their families and community members. It became a rallying point for a deep and common yearning to be part of a solution to the global environmental crisis.

Majority of the plantation was done on mass forest lands and barren patches of land outside cities.

As of October 2008, the set target was not only met, but we surpassed it by planting

**1.2 million**  
trees all over India.

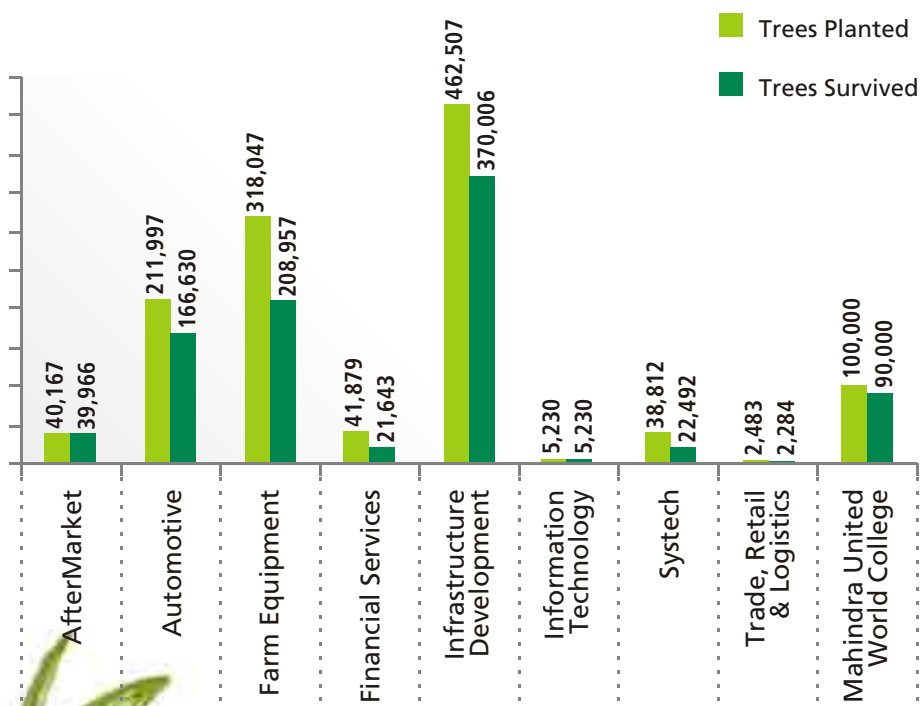
Partnerships were formed with NGOs and developmental organisations to encourage plantation of fruit bearing trees which would serve as an income generating scheme, while partnerships with schools and colleges were an excellent platform to generate environmental awareness amongst the youth at large.

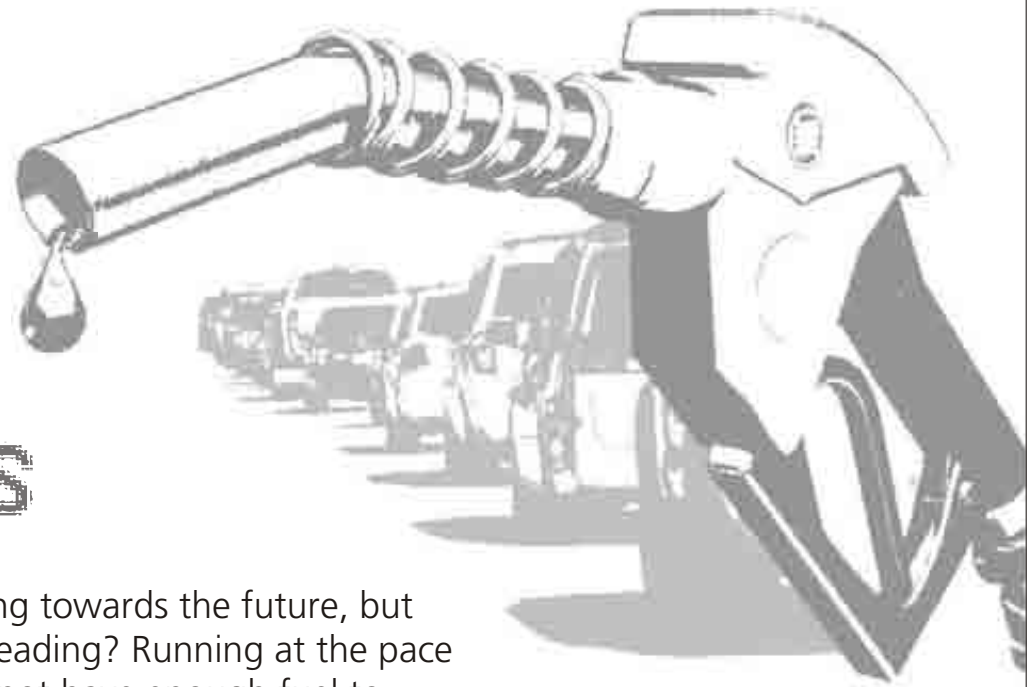
alternative  
**GROWTH**

### Mahindra Hariyali Project

A follow-up study was conducted post October 2008, to calculate the survival rate of the trees planted earlier that year. The survival rate of the plantations as on 31st March '09 is approximately 76%.

#### Sector wise tree plantation break up





## FUELS

We are propelling towards the future, but where are we heading? Running at the pace we are, we will not have enough fuel to keep our economies running.

**As oil depths deplete,  
the threat of an imminent**

**energy crisis escalates.**

All this, even as climate change approaches an irreversible tipping point. >



alternative  
**FUELS**

Mahindra's Automotive Sector, is propelling ahead with its Alternate Fuel Program, an integral part of our forward-thinking and environmentally conscious approach.

**Sustainable Mobility Solutions**

Program was underlined by a continued investment of significant resources into its development. < >

# alternative FUELS

The Alternate Fuel Program is designed to advance technologies that will help mitigate pollution and energy security-related concerns. Mahindra's working on multiple alternate fuel technology platforms including:

CNG Vehicles

Hydrogen Vehicles

The R&D centre at Nashik has identified two major thrust areas of development. Firstly a continuous improvement of conventional power train technologies to produce cleaner & fuel-efficient diesel engines; secondly low friction transmissions & drivelines. Other vehicle design changes like reduced drag, nominal weight reduction, lowering rolling resistance etc have been adopted to increase fuel efficiency & reduce CO<sub>2</sub> emissions.

On a long term perspective, measures such as downsizing of engines and use of light weight materials will further drive down CO<sub>2</sub> emissions on conventional vehicles. M&M is also committed to meet Indian and EEC (European Economic Community) emission norms on its Utility Vehicles, and will modify them to meet future emission norms as well. To reduce the environmental footprint of our products and services we have introduced several initiatives that curb the harmful impact of materials used in our vehicles.

Work on our multiple alternate fuel technology platforms accelerated further this year.

< 1/3 >

# alternative FUELS

The Alternate Fuel Program is designed to advance technologies that will help mitigate pollution and energy security-related concerns. Mahindra's working on multiple alternate fuel technology platforms including:

CNG Vehicles

Hydrogen Vehicles

## Compressed Natural Gas (CNG) Vehicles

On the heels of successful launches last year, we have launched a 3-wheeler Alfa Load Carrier & a passenger vehicle this year. In the Utility Vehicle (UV) segment; Bolero Flat bed pik-up & Maxxi Truck CNG were launched. All these vehicles underline M&M's commitment to produce vehicle with diverse energy systems and reduce the load on conventional fuels. These will especially contribute in reducing particulate emissions.

Last year we launched our Compressed Natural Gas (CNG) vehicle platforms viz. Mahindra Champion, Mahindra Alfa, Mahindra Bolero pik-up, Mahindra Maxx Maxi pik-up, Mahindra Tourister and Mahindra FJ Minibus.



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# alternative FUELS

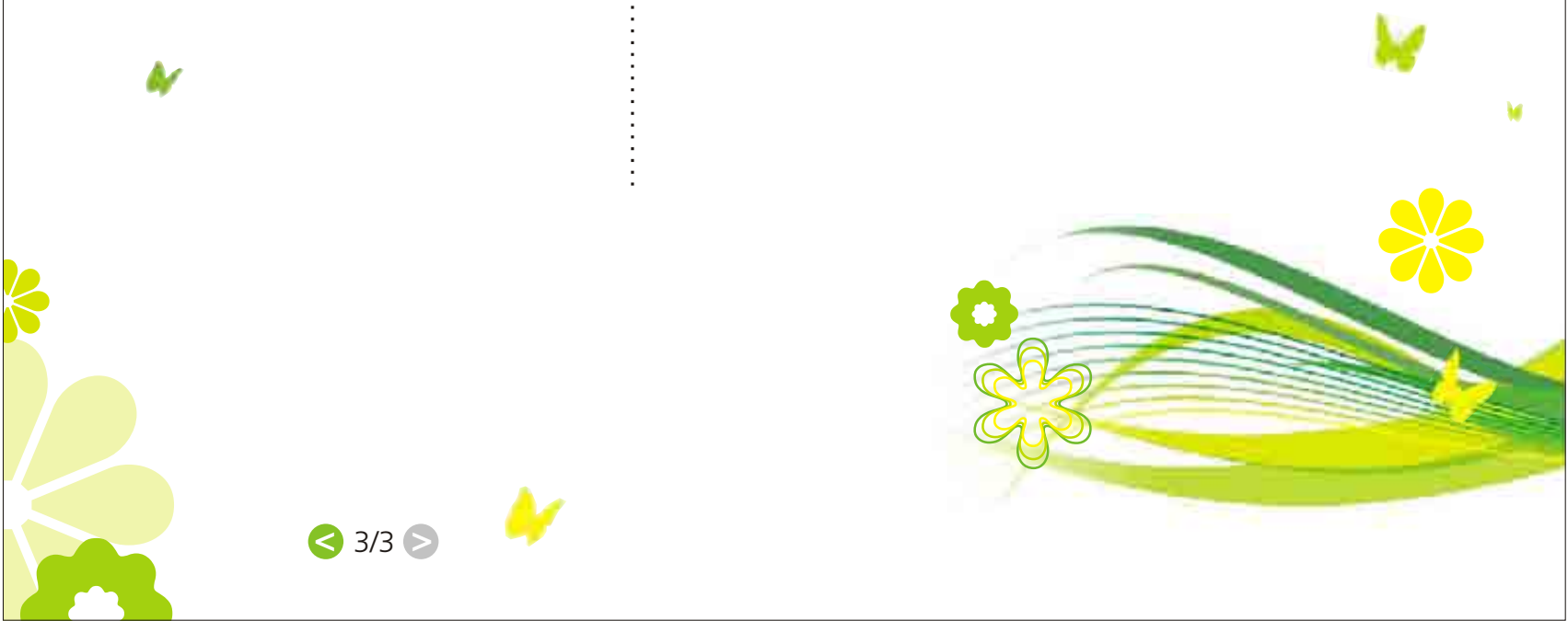
The Alternate Fuel Program is designed to advance technologies that will help mitigate pollution and energy security-related concerns. Mahindra is working on multiple alternate fuel technology platforms including:

CNG Vehicles

Hydrogen Vehicles

## Hydrogen Vehicles

As reported in the last year, M&M has developed zero emission three wheeler vehicle prototypes using Hydrogen ICE technology, which run on 100% hydrogen. These vehicles will now go on demonstration trials at Delhi.





## MOVEMENT

The need for speed, the fast and furious, on the fast track; these are just some of the adjectives that defined the primary drive of this generation of consumers.

**But as we slipped into overdrive the overriding message came out in the open - motor vehicles have been identified as the**

**largest contributors to air pollution**

in the world. Getting from point A to B is not only

choking the highways but also our lungs and our environment. >



alternative

## MOVEMENT

**At Mahindra we are driven by the desire to develop vehicles that run on fuels**



**other than the conventional.**

We realise that the existing propulsion technologies can only take us so far. < >

M&M's sustainable mobility solutions also focus on alternative propulsion technologies. The first step in this journey is use of Micro Hybrid Technology. M&M is the first OEM in the Indian UV segment to introduce a start-stop system as option on its UVs. This could result in fuel savings of 5-6% which will also translate into equivalent reduction in CO<sub>2</sub> emissions.

During the year, M&M launched a new version of its flagship SUV Scorpio, with BS-IV emission levels, a year before the implementation of BS-IV legislative norms in India.

**Xylo, the new UV launched in 2009**, has 10% better fuel efficiency and lower CO<sub>2</sub> emissions compared to previously launched vehicles of similar category. The improved aerodynamic drag, efficient power train and lower rolling resistance among other features contribute to lower emissions.



Micro Hybrid Technology

**M&M had proactively achieved BS-IV emission levels even before they become mandatory by law, emphasising our commitment to sustainability.**

## Alternative Propulsion Technologies

Few other environment friendly initiatives integrated with alternate propulsion technologies are delineated below:

- To cut down on CO<sub>2</sub> emissions due to indirect materials, new lubricant oils were developed and launched for transmission and axle of M&M vehicles. This has extended the time interval for oil changes by 50%. It will lead to a 15% reduction in the total oil used during 100,000 Km of vehicle operation.
- We use trivalent chromium as an alternative to hexavalent chromium, since the latter is now classified as a hazardous substance. This is being gradually instituted across all products.
- M&M part specification and labelling standard has been introduced. According to the standard, each type of plastic used in components is labelled. This label includes the name of the base polymer, the name of any filler material, the physical state of the filler material (solid / amorphous) and percentage of

filler material. Recyclable thermoplastic material has been recommended for all design changes and new component development.

- Vendors are encouraged to use a blend of recycled material along with virgin material as input materials for plastic components.
- We abstain from the use of PVC as far as possible, thereby limiting the environmental impacts of chlorine. Thermoplastics or rubbers are used as an alternative.
- We have also standardised materials for forging to lean alloying whereby aiding non depletion of rare & expensive alloying elements in steel like Mn & Ni.
- The use of lead (Hazardous element) weights for wheel balancing has been eliminated

and replaced by other non hazardous material for export market. This is being deployed on domestic models as well.

- Integrated controlled cooled process have been introduced for major forgings in the automobile component manufacturing process to eliminate the need for subsequent heating & quenching in oil. This saved substantial amount of energy for reheating and bypassed the non-ecofriendly process of oil quenching.





## WORKPLACE

A Galloping GDP is also raising stress levels. As workplaces increasingly focus on creating an employee friendly work environment, the climate friendly aspect takes a back seat.

**The need of the hour is to not only**

**de-stress the work environment**

but also the natural environment.



## alternative WORKPLACE

The value of a truly productive work environment shows up not just in the accounts books but also in the environment around us.

At Mahindra we are building a work environment that **increases employee efficiency but does not**

**build up environmental stress.**

Tech Mahindra Hinjewadi Campus at Pune



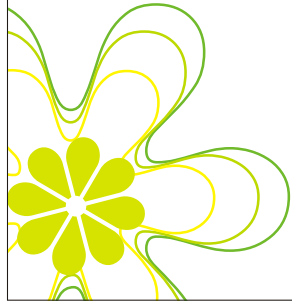
alternative  
**WORKPLACE**

Tech Mahindra, a Telecom IT Major, is building a state-of-the-art working campus for its employees and clients. The Hinjewadi campus, located within the Pune SEZ and spread across nearly 25 acres is being developed as the largest Tech Mahindra campus and designed as an environment friendly campus with green buildings.



As a responsible employer we are committed to provide global standards and a **best-in-class workplace** to our employees

Landscaping & other external developments encompass 60% of the plot area. Green cover envelops approximately 31% of the plot and will consist of an innovative landscape of various trees, shrubs & fruit orchard. Seven water bodies of different patterns around all buildings will not only act as a visual delight but also provide fresh air and help keep the atmosphere cool.



alternative  
**WORKPLACE**

We have planned and instituted various facets and features to minimise pollution and preserve the environment inside and around the campus. The significant green initiatives incorporated are:

- Buildings designed using eco friendly material like sand stone cladding, natural lighting through wide windows / floor atriums etc. sufficient elbow space, comfortable common areas for various utility services and minimum usage of glass work on the building façade.
- Use of solar energy for heating in the kitchen / guest house and also street lighting at selected places
- Wind energy for selective street lighting
- Effective waste disposal system and vermiculture compost to manage the disposed waste
- Usage of UV glass
- Green PCs, data centres and eco-friendly UPS batteries
- 'Energy efficient' electrical infrastructure
- Sewage treatment plant for filtration and recycling of water to irrigate the landscape
- Rain water harvesting for landscaping during summers and water recharging systems to top up the ground water table
- Free flow of traffic to check air pollution in the campus
- Extensive underground drainage system to avoid seepage or flooding
- Proper acoustics and chimney to check noise and air pollution from the generator systems
- Provision of fire exits and lifts at both ends of the main blocks to reduce crowding and ensure employee safety





Enhanced social performance is Mahindra's continual endeavour. We have an active Corporate Social Responsibility Council & CSR department which strategises and executes our social ethos.

Keeping in tune with the Company's core value of good corporate citizenship, the Chairman pledged to commit 1% of PAT on a continuous basis to support social responsibilities.

This initiative was to mark the 60th anniversary of Mahindra & Mahindra Ltd. We continue to contribute to the development of the society in strategic areas like health, education and environment through various initiatives described below.



HEALTH



EDUCATION



ENVIRONMENT



Mahindra & Mahindra was awarded the Business World-FICCI-SEDF Corporate Social Responsibility Award by the Honourable Finance Minister, Mr. P. Chidambaram in New Delhi on 18th May, 2008.



**1 CSR Council**

At Mahindra, the corporate social responsibility implementation is a three tier structure. The top tier consists of the CSR Council which is a cross sector committee comprising of senior executives selected by the Chairman and the Group Management Board. This committee is the apex body responsible for:

- Overall CSR and Esops innovation, branding and execution across the Group
- Facilitation of roll-outs across all locations of the Group by individual committee members
- Oversee CSR and Esops quality control / audit
- Report to Chairman and GMB
- Set benchmark for quality assessment

**2 CSR Department**

The middle tier consists of CSR cell which is responsible to:

- Create blue print of CSR and Esops implementations
- Assist CSR champions to roll-out in all M&M companies
- Suggest and facilitate innovations for employee driven Corporate Social Responsibility initiatives.
- Create CSR and Esops branding internally and externally
- Ensure coordination and implementation of all CSR and Esops activities, and reporting to the CSR Council after reviewing it

**3 CSR implementation committee**

The third tier consists of CSR implementation committees at each company to execute annual activity plan


**KCMET**
**K.C.MAHINDRA**  
 EDUCATION TRUST

The K.C. Mahindra Education Trust aims to transform the lives of people in India through education, by providing financial assistance and recognition to the underprivileged section across different age groups and varied income strata.

The Mahindra Group Central CSR activities are mainly undertaken by K .C. Mahindra Education Trust. Details of the initiatives undertaken by KCMET are discussed later in the section.



**The K. C. Mahindra Education Trust aims to transform the lives of people in India through education.**



Esops Implementation



Employee social options

The Corporate CSR department has developed a set of guidelines to facilitate administration as well as implementation of volunteering projects undertaken across a wide group of people and companies.

When an Esops project is formally launched at any Mahindra location, the employees nominate an Esops Leader (preferably a Plant head) and an Esops Champion (preferable an HR / IR head). The responsibilities of an Esops leader include annual Esops plans, budget approvals, protocols and documentation of various Esops activities. Interested employees come together to form the Esops

Implementation Committee, which brainstorm for ideation of new programs, garner support and even publicise various Esops activities to motivate other employees.

This process is well explained in the Esops Manual (2nd edition), a handbook that charts out the entire process of launching Esops, executing any voluntary activity, documenting it along with other related topics.

Esops has attained a place of pride amongst Mahindra employees. Esops Leaders and Esops Champions are encouraged with motivational tools such as Esops caps, lapel pins and certificates.

Today Esops activities are being conducted regularly in Andhra Pradesh, Assam, Bihar, Chhattisgarh, Goa, Gujarat, Himachal Pradesh, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Rajasthan, Tamil Nadu, Uttar Pradesh, Uttarakhand, West Bengal and the Union Territories of Delhi and Chandigarh.



While some Esops activities are carried out independently, others are undertaken in collaboration with various well-known NGOs such as Naandi Foundation, Aseema, Doorstep School and Maharishi Sambamurty Institute of Social and Development Studies.

**"We promised ourselves that as long social injustice exists, we should not only harness financial resources, but more importantly also give a little of ourselves to the cause of eradicating some of these inequities"**

Keshub Mahindra  
Chairman, Mahindra Group

Tech Mahindra Foundation

Launched in June 2007, Tech Mahindra Foundation aspires to provide quality education and vocational skills to the economically backward, physically challenged and other disadvantaged sections of the society

The Foundation has tie-ups with NGOs based in Delhi-Noida, Maharashtra and Karnataka. This year itself, Tech Mahindra Foundation donated Rs. 56, 787,873 to 47 NGOs.

The foundation supports women empowerment programs through professional, vocational and technical education at all levels. It also provides educational support to underprivileged and physically challenged children.

**We endeavour to build active, sustainable partnerships with individuals, communities, government and other organisations who are committed to providing education and women empowerment, thus leveraging their efforts for optimum results.**



## CSR GOVERNANCE

CSR Council | CSR Department | CSR Implementation Committee | KCMET | ESOPS | Tech Mahindra Foundation

### Tech Mahindra Foundation

#### Door Step School, Pune

Doorstep school has developed supporting infrastructure that prevents children from dropping out from formal education system. Reading classes program distributes books to students at municipal schools. 'Project Foundation' targets children of illiterate, migrant construction workers. Study centre is a place where school going children study. Tech Mahindra Foundation sponsored a study centre, 10 reading classes programs and 5 non formal education classes for children of construction workers.



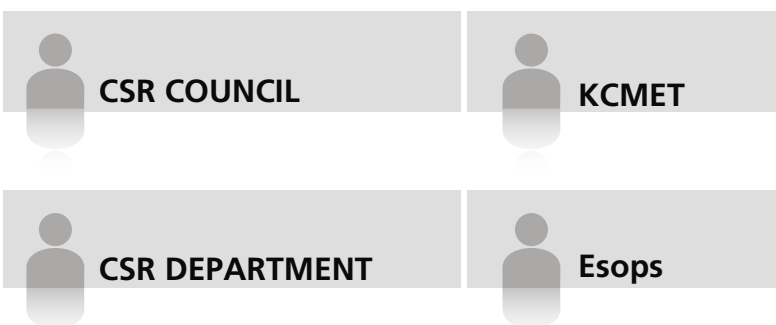
#### Paragon Charitable Trust, Mumbai

Paragon runs the Muktangan schools which offer low-cost, high-quality and inclusive education by addressing the learning needs of the underprivileged children and their families; avoiding shortcomings of the mainstream educational system and providing career opportunities in the school to empower women from low-income communities. In 2008-09 Tech Mahindra Foundation supported 335 Muktangan students in the Model Primary Municipal School at Worli.

## INVESTING IN COMMUNITIES

In order to ensure that CSR activities across the Group are synergised and implemented effectively, an administrative structure has been adopted as follows:

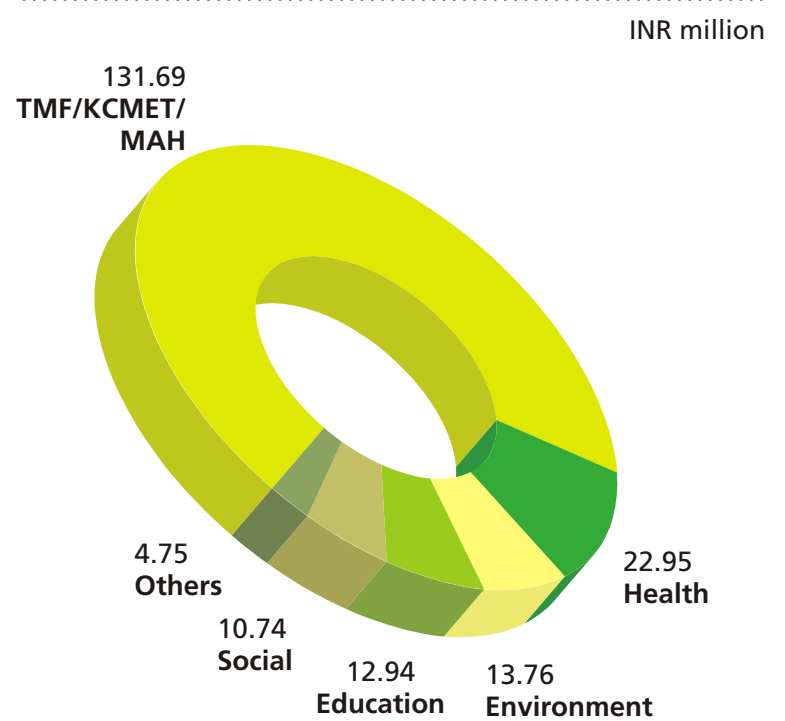
### Administrative Structure



### All mandated activities would be focused in 3 areas:



### Total Investment INR 196.84 million



# Esops

Employee social options

From educating a girl child in Udaipur to planting trees in Chennai, providing healthcare to inaccessible areas in Uttarakhand to enabling socially disadvantaged youth to become self-reliant in Pune; Mahindra Esops initiatives provide strategic interventions that transform lives and help a nation help itself.



PREVIOUS SECTION < 1/1 > NEXT SECTION

## Cochlear Implants

Young children below 5 years with hearing disabilities are provided with a cochlear implant by Mahindra Foundation (after necessary medical check ups and assessment).

The cost of an implant for a child is sponsored by the Mahindra Group. One implant costs approximately Rs. 5 lakhs. Since 2006, Mahindra Group has transformed the lives of 49 children with an addition of 8 implants this year to the previous year's figure of 41 cochlear implants.

We have pledged to help 60 children through this project. The operations are performed by Dr. Milind Kirtane, India's leading ENT surgeon.

All recipients are consulted by Dr. Kirtane and his team, audiologists, teachers of the hearing impaired and social counsellors



**Mahindra Group has transformed the lives of 49 children with an addition of 8 implants this year to the previous year's figure of 41 cochlear implants**

### **i** What is a Cochlear Implant?

A cochlear implant is a device that helps the severely hearing-impaired to perceive sound meaningfully, even when the most powerful hearing aids fail to do so. It employs advanced digital technology to bypass damaged inner ear structure and send electrical signals directly to the auditory nerve. These signals are transmitted to the brain and are interpreted as sounds. Children who are born deaf but receive such implants early develop speech and language skills, at par with normal children.

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## EDUCATION SUPPORT

### Mahindra Pride Schools

The first Mahindra Pride School was inaugurated at Chinchwad near Pune, where operations commenced on 23rd March 2007 with 602 students. Since then a total of 1,204 students from socially disadvantaged communities (SC / ST, OBC, Nomadic Tribes) have graduated from this school.

At the Mahindra Pride Schools, students gain free professional training to enhance their employability in various surging industries viz. hospitality, customer relationship, hardware & networking and call centres. Students undergo courses in English, Life skills and Computers. 100% placement rate was witnessed among the students who participated in the placement process. 4% students chose to pursue higher education.



PREVIOUS SECTION < 1/5 >

The average salary range between Rs. 3,500/- to Rs. 1,5000/- per month with the highest salary so far being Rs. 15000/- per month.

The significant highlights were - increase in the number of "campus" interviews and the recruitments from employers who had previously recruited Mahindra Pride Schools graduates. Some of the key recruiters at MPS include:



#### Hospitality Management

Fariyas Resort, Café Coffee Day, McDonalds, Hotel Le Meridian, Seasons, Coffee Day Express, Innvenue, Taj Deccan, Barista, Hotel President



#### Sales / CRM

Westside (Tata Trent retailer), Spinach - the food retail chain, Springtime, Silver Jubilee Motors, Redwood Company, Mphasis, Tata Indicom, Odyssey, ITC. Tata Serwizol, Syntel KPO, DTDC Couriers, TRC, Kingfisher



#### Hardware Networking

Info Expert, Micro Serve Systems, Anon solutions, ACME

An MOU for the 2nd Mahindra Pride School was signed in April '08 with the Government of Rajasthan which will be constructed at Jaipur. A 2,500 sq. mtr land offered by the Government of Rajasthan is awaited for this purpose.

## EDUCATION SUPPORT

### Mahindra Pride Schools

#### MPS Success Stories

#### Dnyaneshwar Khollam

#### Durgadas



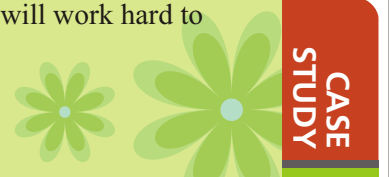
**Dnyaneshwar Khollam**

*Employer:*  
Tata Business Support  
Services Limited

For Dnyaneshwar, being jobless at the age of 25 and living with a deaf and dumb mother, the future seemed rather bleak.

He felt embarrassed when people in his community commented on his aimless and irresponsible attitude. He started working as a part time labourer while studying in 8th grade and had to discontinue his studies after HSC due to financial uncertainties. Lack of qualification restricted him from getting a good permanent job. Persistent recommendations from a dear friend, an alumni of Mahindra Pride School, led him to appear for the entrance exam and the rest as they say is history.

In Dnyaneshwar's words, "I've never looked back since then. From a depressed personality who used to avoid people and had no value of time, as an employee of Tata Business Support Services Limited, I am today a much appreciated and respected by my community. Today I can speak fluent English, which was alien to me sometime back. My mother cannot speak or hear, but seeing me dress like a big man, going to the office everyday makes her feel pride! Her tears speak for her. I owe it all to Mahindra Pride School. I didn't have money to travel to school but was helped by the faculty. They have been more than just training instructors for me. They are my family. I am a proud alumni of MPS and I will work hard to make them proud."



PREVIOUS SECTION < 2/5 >



Mahindra Pride Schools

MPS Success Stories

Dnyaneshwar Kholam

Durgadas



Durgadas

Employer: Mphasis

At 21, he earns for a family of 6, being the eldest with two younger sisters and one younger brother. Having worked as an office helper, painter, in cyber cafes, in tent houses and also with his father as a mason, he often dejected his life as. However he always dreamt big. He hated the ill treatment that his family received from his aunt and his cousin brother when they would go to watch TV at her house. Admission at Mahindra Pride School and 3 months of successful training changed everything for Durgadas.

The first thing he bought from his first salary of Rs.12,000 from Mphasis was a TV. With spark in his eye, he says, "Now, my aunt comes home and wants me to be her son. Life has changed completely after I joined the Mahindra Pride School. I can feel the difference. Everyday when I go to office in formal clothes, speak fluent English, makes me and my people proud of myself. I am confident now and I want to be a successful manager soon. MPS has given me the power to execute my dreams. They have instilled in me, hope and pride. I will never let my faculty down. I will work harder and make them proud!"



KCMET Scholarships for Postgraduate Studies in Abroad

These interest-free loan scholarships are awarded to qualified graduates who wish to pursue a postgraduate degree in abroad. Since its inception in 1956, this scholarship has helped 861 students till now helping 33 students this year with their travel and incidental expenses. The maximum amount awarded per scholarship is Rs. 95,000.

Preference is given to students who are interested to pursue career in subjects for which facilities in India are limited and subjects important for India's development such as Bio-gas technology, water management, agricultural research, economics, naval and aviation science, electronics and other emerging areas related to science.

The candidates are selected by a panel of distinguished dignitaries like Mr. Keshub Mahindra, Mr. Anand Mahindra, Dr. Homi Sethna, Dr. Indu Sahani and others.

**Every year KCMET receives almost 700 to 1,000 applications wherein 80 to 100 are short listed for interviews and 30 to 35 are awarded the scholarships.**

**Scholarships has helped 861 students till now helping 33 students this year to cover travel and incidental expenses incurred while studying abroad.**





**Mahindra Search for Talent Scholarship**

KCMET established the Mahindra Search for Talent Scholarship in 1983. This scholarship rewards academic achievers across 35 educational institutions of India. Students obtaining highest aggregate marks in their year-end examination are honoured with this reward. Additionally, students who receive the scholarship more than once are further awarded the 'Honour Scholarship' which includes a cash prize of Rs. 5000 and a citation from the Trust.

**3,467 Mahindra Search for Talent scholarships have been awarded till date.**



**KC Mahindra UWC Scholarships**

Established in 2000 students between the age group of 16 to 18 years are eligible for these scholarships which facilitate studying at United World College. We aim to benefit the students through the experience of international education, shared learning and community service which are the hallmarks of Mahindra United World College.

**So far, the Trust has disbursed Rs. 3.63 crores in the form of 44 scholarships awarded to deserving students. This year this scholarship was awarded to 2 students.**



**Mahindra All India Talent Scholarships**

The K.C. Mahindra Education Trust supports deserving students belonging to economically disadvantaged families from both rural and urban areas. These scholarships help them fulfil their wish to pursue Diploma studies at recognised government polytechnic institutes in India. Established in 1995 the Mahindra All India Talent scheme avails scholarships of Rs. 5000/- per annum for a period for maximum 3 years.

**Till date 4260 Mahindra All India Talent scholarships have been awarded.**



**Other KCMET Awards and Scholarships**

**The K.C. Mahindra Education Trust has also established several awards and scholarships for the academia. To build capacities and further encourage teachers, the Trust has set up the following:**

K.C. Mahindra Chair for Nuclear Chemistry at the Institute of Science in Mumbai - was established in 1970. The institute utilises the income generated from the Corpus for full-time Professors to enable them carry out research in the field of nuclear chemistry.

The Dhandevi Mahindra Scholarship Award at Sophia College, Mumbai, was established in 1982 to enable selected faculty members to undergo advanced training to improve their teaching capabilities.

The Kema Grants established in 1997 provide financial support and scholarships to the faculty members and staff of educational institutions.

Prema Bhatia Memorial Scholarship for journalism - at the Prema Bhatia Memorial Trust, New Delhi is awarded every year since 1996.

## ENCOURAGING SPORTS & THEATRE

### Mahindra United

Set up in 1950 as a club with a few games and basic amenities. Mahindra nurtured it to grow into an establishment that ran a professional team and offered high quality facilities, incentives and allowances.

In 1956, a group of youngsters enrolled themselves as the Mahindra official. Thus the Mahindra & Mahindra Allied Company Sports Club came into being in 1962.

The team has gone from strength to strength, breaking into Bombay's senior division Harwood League in 1964 and earning the dashing sobriquet - The Giant Killers. In 1969, Mr. Harish Mahindra was elected as the Vice President of Western India Football Association (WIFA). Mahindra & Mahindra Allied

Company Sports Club, then known as the Orange Brigade, was the most popular team in Maharashtra after strong teams like TATA's, Mafatlal's and Caltex.

The late 80's saw Mahindra emerge as one of the most formidable teams in the country, attracting talented international players like P.M. Shivdas, C. Mustafa, Jerry Bassi, Henry Menezes, Santosh Kashyap and Godfrey Pereira. Top teams like East Bengal, Mohun Bagan and Mohammedan Sporting went all out to recruit Mahindra players.

The team was renamed Mahindra United under the leadership of Mr. Alan Durante, Executive Director & President of the Automotive Sector. Committed support from

Mr. Keshub Mahindra and Mr. Anand Mahindra set the ball rolling. Big names like Raghavan, Derek Desouza, Harish Rao, Karel Stromsik, David Booth and the Dhronacharya Award winner - Syed Nayeemuddin have coached the team and taken the team from victory to victory.

**Mahindra United, Mumbai is the only team in Maharashtra to win the Durand Cup thrice, which is the second oldest trophy in the world. It is also the first team in Maharashtra to win the Harwood League and the Nadkarni Cup three times in a row. In fact, right now the Indian football team too, is led by the captain of Mahindra United.**

## ENCOURAGING SPORTS & THEATRE

### Mahindra United

#### Highlights for year 2008-09

The club has participated in other tournaments such as the Mahindra Mumbai Football league and emerged as winners, I-League with a 5th place standing and the federation Cup with a league standing of 2nd place.



In 1962 the Mahindra & Mahindra Allied Company Sports Club came into being to serve the growing demand for a Mumbai based sports club. In 2000 it was renamed, Mahindra United and underwent a total revamp turning the Orange Brigade Red

**MAHINDRA EXCELLENCE  
IN THEATRE AWARDS**

Established in 2006, the META Awards motivate the hidden theatre talent of India. It gives a platform to encourage the newcomers and appreciate the established and matured artists.

We at Mahindra keep no boundaries in terms of language, region or scale. We accept applications for awards from all over the country and this allows the smaller theatre artist to rise and show the light of talent hidden in the artist by reaching to larger audience.



The categories for the awards include:

**BEST PLAY**

**BEST DIRECTOR**

**BEST ACTOR (MALE & FEMALE)**

**BEST SUPPORTING ACTOR (MALE & FEMALE)**

**BEST ORIGINAL SCRIPT**

**BEST STAGE DESIGN**

**BEST ENSEMBLE**

**BEST SOUND DESIGN**

**BEST LIGHTING DESIGN**

**BEST COSTUME DESIGN**

**BEST CHOREOGRAPHY**

**SPECIAL MENTION**



## CARE

A billion people. The world's second largest population. 1/6th of humanity. The mere statistics of our presence on the planet is enough to overpower our fragmented public healthcare infrastructure.

**Caring for people in India means reaching out to each and everyone - if we don't**

**explore every alternative,**

that isn't possible.



## alternative CARE

At Mahindra we are exploring every possible alternative to ensure that medical facilities are made accessible to the people in the remotest regions of India and **take the hospital to the**

**most inhospitable places.**

A mega healthcare project called the Lifeline Express



## Project Lifeline Express

From December 3 - 24, 2008, the Lifeline Express Project, halted at Rangia in Assam, and changed the lives of hundreds of people.

**A Rs. 5,479,340 sponsored initiative by M&M's Automotive Sector and Mahindra Finance.**

By the end of the project at Rangia, 836 patients suffering from physical deformities were surgically treated free of cost.

**Cleft lip 61 | Hearing Aids 242 | Cataract 479**

**Ear 45 | Polio 9 (for children below 14 years)**



M&M has bagged the **Auto Monitor CSR Award** for its Lifeline Express initiative, undertaken by the FES Rudrapur plant. This was the largest Esops initiative with an amazing 21,742 manhours poured into the project.

< 1/2 >

SPONSOR



IMPACT INDIA FOUNDATION



Indian Railways

Esops Volunteers from M&M's Auto Sector and Mahindra Finance

M&M Auto Sector Dealers

Youngsters from Rangia Cricket Club

NSS, Scouts and Guides from Rangia College

DMO, ASHA workers, Surgeons from Guwahati Medical College & KGMC - Lucknow



### Volunteering Surgeons

From Guwahati Medical College and KGMC, Lucknow

1,032 hours



### Volunteers from the District

Medical officers, ASHA workers etc.

10,080 hours



### Esops Volunteers

Mahindra employees from AS, MMFSL & Mahindra dealers

9,376 hours



### Community Youth Volunteers

NCC Cadets, Bharat Scouts & Guides from Rangia College and Rangia Cricket Club Players

8,280 hours

**Total manhours contributed**

**28,768 hours**



"Yes this project demands a lot from us, heavy labour and heavy involvement. But at the end of the day when we visit the post operative ward and see smiling faces, we are re-energised".  
**Koushik Ghoshal, Esops volunteer**

"I am extremely pleased that Mahindra has brought the Lifeline Express to Rangia for the people of Assam. I sincerely hope that other corporates take up their responsibility towards society-especially for rural India"  
**Tarun Gogoi, Chief Minister of Assam**

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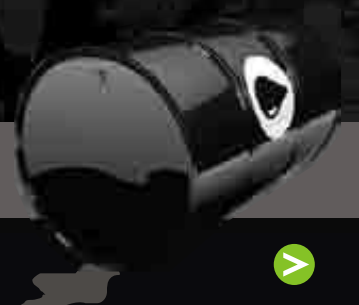


# ENERGY

We are today caught in an energy crisis. On the one hand, the shrinking wealth of our natural resources is creating an imbalance in the ecosystem. On the other, the dwindling conventional energy resources are giving diminishing returns.

**This is gnawing at our social fabric and exhausting the**

**possibility of creating**  
a better future for the coming generations



alternative  
**ENERGY**

At Mahindra we run on the most renewable, eco-friendly and inexhaustible resource of energy - our employees.

**This work force is generating and implementing ideas that can help**



**bridge the need gaps**

in society and create a more sustainable tomorrow.

alternative  
**ENERGY**

Esops enables the Mahindra workforce to collectively donate thousands of man hours for various social projects, in the three focus areas of health, education and environment. **Since 2005, the number of Esops volunteers across locations has increased from a few hundred to 24,876 (March 2009). In 2008-2009 alone 10,068 new volunteers joined in. This year was also the first time that the the Esops programme clocked 35,130 hours.**

While most Esops initiatives are undertaken on a need-based assessment of the local community; some are done based on specific requests from communities or grassroots organisations.

**Esops in Education**

**Esops in Health**

**Esops in Environment**

**60 initiatives**  
by **745 ESOPs**  
volunteers impacted  
**17,656 lives**

- Distribution of education material, IT/ vocational training and infrastructure development
- 2,263 Nanhi Kalis sponsored by 1,442 ESOPs volunteers



alternative  
**ENERGY**

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While most Esops initiatives are undertaken on a need-based assessment of the local community; some are done based on specific requests from communities or grassroots organisations.

**Esops in Education**

**Esops in Health**

**Esops in Environment**

**94 initiatives**  
by **3869 ESOPs**  
volunteers reached  
out to **71,913 people**

- 33 Blood donation camps organised with donations by **1943 people**
- 340 HIV/AIDS campaigns undertaken by 981 volunteers reached over **1 lakh people**
- 3 pulse polio campaigns touched the lives of **1,16,600 children**





alternative  
**ENERGY**

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While most Esops initiatives are undertaken on a need-based assessment of the local community; some are done based on specific requests from communities or grassroots organisations.

**Esops in Education**

**Esops in Health**

**Esops in Environment**

**Relief for Bihar Flood victims:**

Phase 1  
Essential Relief Items worth **Rs.15 lakhs benefiting 10,000 people in 15 Relief Camps of Purnea**

Phase 2  
**10,000 blankets** distributed in Murliganj and Madhepura



alternative  
**ENERGY**

**Esops is a platform created specially for all employees who are part of the Mahindra Group.** The program was launched in 2005 by Mr. Keshub Mahindra who took the role of CSR spokesperson. Esops is the set of social work volunteering options that are created exclusively by employees themselves, based on the needs of the underprivileged communities in the areas of locations where they work.

**Future ESOPs Commitments**

The ESOPs team has carved out the following priorities for 09-10 FY:

Launch Esops in 8-10 new Mahindra locations	20% increase in Esops volunteers over and above total volunteers	Take the Lifeline Express project to Vidharbh region in Jan 2010	Successfully facilitate completion of 3.57 crores worth Rehabilitation Project for Bihar Flood Victims	Sustain 1 million trees of Mahindra Hariyali Project
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## REALITY

In a country where women are worshipped as goddesses, the birth of a girl child isn't considered a blessing. And in the backdrop of poverty and illiteracy, the girl child is

**having a rough childhood.  
We need to**

**alter this mindset**

lest we abort the future of the country with our hands.



alternative

## REALITY

At Mahindra we are committed to alter her reality. Sponsoring the education of a girl child, remains one of the most effective forms of altering their reality.

**The tool that we  
have employed is**

**primary education**

to the underprivileged girl child through  
**Project Nanhi Kali**

This year we reached a step closer to our goal of sponsoring 100,000 girls.



## alternative REALITY

The Mahindra Group has committed to independently support 6,000 girls every year in low-literacy areas of urban, rural and tribal parts of India by providing academic support as well as material support in the form of uniforms, clothes, school bags, shoes, etc. In addition M&M Ltd. has entered into a partnership with the Government of Rajasthan to jointly support the education of 10,000 disadvantaged girl children in the tribal area of Udaipur District through the Nanhi Kali project.

The Government of Rajasthan will support 5,000 Nanhi Kalis while M&M will support the education of the remaining 5,000 girls

### Key Impacts

- **Dropout rates of girls curtailed to 10% within the project.** (In comparison to national level indicators of 40% and 70% at primary and Secondary school levels respectively)
- **Significant increase in learning outcomes.** (Ranging from 40% in tribal Chhattisgarh to 78% in Mumbai slums in one year)

## Nanhi Kali

In 2005, KCMET entered into a partnership with Naandi Foundation, a reputed NGO, to jointly manage the program. Through this partnership the organisations are extending over 10 years of quality education to underprivileged girls. Project Nanhi Kali now supports the education of over 49,505 underprivileged girl children in poor urban, rural and tribal communities across 8 states of India.



"My mother worked as a maid and single-handedly raised us, with practically no support from my father. Project Nanhi Kali has played an important role in helping me realise my dream"

**Annapurna** | A Nanhi Kali & SSC topper from Kulsumpura School, Andhra Pradesh

Annapurna's mother says, "Nanhi Kali Sponsorship came as a boon to us. Both my daughters excelled because of the program's support - both material and especially academic assistance. I cannot express in words how grateful I am to Project Nanhi Kali. My story will not be repeated. Annapurna will have her own story. She will have a fighting chance in life. I am a proud mother!"





## Awards



### 2009

Mahindra's acquisition of Metalcastello S.p.A, Italy in 2008 was given the "M&A of the Year Award" for the year 2008 in the "Overseas to Italy Acquisition Category". Mr. Arvind Mehra, Senior Vice President-Systech, received the award in a ceremony at Milan on 30th March 2009.

Mahindra received the Green Award for the Scorpio M2DI Micro Hybrid at the annual NDTV Profit Car and Bike Awards held in Mumbai on February 20, 2009.

Mr. Anand Mahindra, VC & MD, Mahindra Group, was felicitated with the Qimpro Platinum Standard (Business) 2008 award at a ceremony held on February 6, 2009.

Mr. Rajeev Dubey, President (HR, After-Market and Corporate Services) and Member of the Group Management Board, Mahindra & Mahindra Ltd., received the Global HR Excellence Award for HR Leadership (JRD Tata Award) at the Global HR Excellence Awards 2008-09 organized by the World HRD Congress in Mumbai on February 6, 2009.

Ms. Sangeeta Pandey, Senior General Manager, HR, Automotive Sector, Mahindra & Mahindra Ltd., also received the Woman Super Achiever Award at the Global HR Excellence Awards 2008-09 organized by the World HRD Congress in Mumbai on February 6, 2009.

Mahindra's Auto Sector has won the 'Top Gear Manufacturer of the Year' award. In an editorial titled 'Forward Thinking – Mahindra', in the February 2009 issue of the leading automotive magazine 'Top Gear'.



## Awards



### 2009

Chairman, Mr. Keshub Mahindra was honoured with CNBC TV18's India Business Leaders Lifetime Achievement award, 2008 on January 22, 2009.

For the Third time in a row, ENCON Cell, Mahindra's Zaheerabad plant received the 1st prize in Andhra Pradesh Productivity Council Energy Conservation Award - 2008 competition from Honourable Director of Andhra Pradesh Productivity Council Mr. GopalaKrishna (doubt in name) on 8th January 2009 in Hyderabad.

Mr. Vijay Mahajan, Sr. G.M. Corporate IT has received "India's Best IT Managers Award" for 2008 from Great CIO at the "India's Greatest Technology Leaders" conference held on Jan 15, 2009 in Bangalore.

Mahindra received the Best Innovation Award at the UTVi Autocar Awards 2009 held jointly by UTVi and Autocar India on January 7, 2009.



## Awards



### 2008

Mahindra Farm Equipment Sector (FES) with their partner RC&M (a leading experiential marketing solution provider) bagged two gold's at the second edition of the Rural Marketing Association of India (RMAI) awards 2008, held at JW Marriot Mumbai on 22nd December 2008.

Mahindra and Mahindra Limited has been conferred with the CSIR Diamond Jubilee Technology Award 2007 for "Development and Commercialization of Scorpio". Prime Minister, Dr. Manmohan Singh gave away the award at a function in New Delhi on December 20, 2008.

Mahindra & Mahindra Ltd. received the prestigious ICSI National Award for Excellence in Corporate Governance for the year 2008 at a function held in Vigyan Bhawan, New Delhi on December 20, 2008.

Zaheerabad plant bagged the 1st prize in National Energy Conservation Award - 2008 competition in Automobile Industry category on 17th December 2008.

Nashik Plant has been awarded the National Certificate of Merit for Excellence in Energy Management 2008 by the Govt. of India on 17th December 2008.

Nashik Plant was awarded the prestigious CII National Award for Excellence in Water Management 2008 at a function in Hyderabad at the Water Summit 2008 organised by CII, Hyderabad held on 17th and 18th December 2008.



## Awards



### 2008

The Mahindra Group was honoured with nine communication awards at the 48th annual ABCI (Association of Business Communicators of India) awards night in Mumbai on Friday, 7th November 2008.

Ms. Roma Balwani, Vice-President & Head, Corporate Communications was the first recipient of the Business Communicator of the Year award in the category Prestige Awards from Association of Business Communicators of India (ABCI). She received the award from the Governor of Maharashtra at the annual ABCI awards on 7th November 2008.

Tech Mahindra Limited was conferred the 2008 Frost & Sullivan Growth Excellence Award on 15th October, 2008 at the Mandarin Oriental Hotel in Kuala Lumpur.

Auto Sector Igatpuri Plant won the Best Kaizen Award at the 12th National Kaizen Conference in Delhi on October 13-14.

The Nashik Plant became the first plant to win the prestigious CII National Award for Excellence in Energy Management 2008 at an event held in Pune on 22nd and 23rd August 2008.

In September 2008, Mahindra & Mahindra won the prestigious SAP ACE 2008 award in the category of Best Extended Supply Chain.



## Awards



### 2008

In September 2008, Mahindra Finance received recognition from two leading publications. PC Quest presented the company with the Award for 'India's Best IT Implementations 2008' for its MF-ESAVE BITS technology. The second honour came from CIO Asia magazine, which awarded MMFSL with a CIO 100 Honouree 2008 certificate.

The Corporate Management Services Team, headed by Mr. Mario Nazareth, Sr. VP, Corporate Management Services and Group Chief Internal Auditor, is the Asia-Pacific winner of the 2008 Impact Award for the use of ACL Technology to resolve business challenges.

Tech Mahindra was presented the excellence award in the IT and ITES (excluding hardware) sectors under the Large Exporters' category at The D&B-ECGC Indian Exporters Excellence awards.

The International Association of Outsourcing Professionals (IAOP) has placed Tech Mahindra amongst the 'Top 10 Global Outsourcing Leaders' in their '2008 Global Outsourcing 100' list.

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## Awards



### 2008

M/s HOK, USA, the planners and architects of the residential and social amenities zone at Mahindra World City (MWC), New Chennai, have bagged two international awards for the 'Mahindra World City' master plan from the American Society of Landscape Architects (ASLA).

The Award for Excellence in the category of Planning, Research and Communications by the St. Louis Chapter of ASLA in 2007.

The Award of Excellence in the Planning category by the Central States Conference of ASLA in 2008.

FES was awarded the commendation certificate for the Rajiv Gandhi National Quality Award 2007 in the Large Scale Manufacturing Industry - Engineering & Others Industry category for 'Excellence in Quality' on April 10, 2008.

The Swaraj Division won the Silver Award in Engineering Sector, in the Greentech Safety Awards 2008 in April 2008 for outstanding achievements in Safety Management.

The US-based Reputation Institute, a private advisory firm specializing in corporate reputation management, recently declared Mahindra & Mahindra Ltd. one of the world's most reputed companies. M&M featured in the Institute's annual 'Global 200: The World's Best Corporate Reputations' list.

Club Mahindra Lake View Resort, Munnar has won the CNBC AWAAZ Travel Awards '08 for Best Resort for Health and Rejuvenation.



## Awards



### 2008

Mahindra & Mahindra was honoured with the Business world FICCI-SEDF Corporate Social Responsibility Award from the Honourable Finance Minister, Mr. P. Chidambaram in New Delhi on May 18, 2008.

Mahindra World City is the runner-up in the Best Developer - Mixed Use category at the 2008 Cityscape Asia Real Estate Awards held in Singapore on May, 2008.

Mr. Arun Nanda, Executive Director, Mahindra & Mahindra has been conferred the award of Chevallier de la Legion d'Honneur by the President of the French Republic, Mr. Nicholas SARKOZY.

Mr. Rajeev Dubey, President (HR, After-Market & Corporate Services) and Member of the Group Management Board, was declared 'Outstanding HR Professional of the Year 2007- 08' at the Asia – Pacific HRM Congress 2007-08 in Mumbai.



## Memberships



AD Club

All India Industrial Gases Manufacturers Association (AIIGMA)

All India Management Association, New Delhi

All India Resort Development Association (AIRDA)

All India Rubber Industries Association (AIRIA)

American Resort Developers Association (ARDA)

Andhra Pradesh Productivity Council (APPC) – Hyderabad

The Associated Chambers of Commerce and Industry of India (ASSOCHAM)

Bombay Burmah Trading Corporation Limited

Bombay Chamber of Commerce & Industries

Bombay Chambers of Commerce

Auto HR Club

Bombay City Policy Research Foundation

Bombay First



## Memberships



British Council Library

Broadband Wireless Engineering Consortium (BWCI)

Bureau of Energy Efficiency (BEE) – New Delhi

CAR core group

Central Pollution Control Board

Centre for Research in Rural & Industrial Development Society, Chandigarh

Chambers Of Commerce & Industry (Sharjah)

Childlink India Foundation

CII Apex Council on Affirmative Action

CII Green Building Council

CII National Committee of Indian MNCs

CII National Council on Agriculture

CII Western Regional Council

CII, Nashik chapter



## Memberships



Confederation Of Indian Industries (CII)

Confederation of Indian Industries (CII) – Hyderabad

Confederation of Indian Industries (CII) – Mumbai

EEPC Membership (Engineering Export Promotion Council)

Employers' Federation of India

Enviro Publishers – Chennai

Export Promotion Council for EOUs & SEZs (EPCES)

EQMS – Environmental legislations update – New Delhi

Export Promotion Council for EOUs & SEZs

Federation of Andhra Pradesh Chamber of Commerce and Industries (FAPCCI)

Federation of Indian Chambers of Commerce and Industry (FICCI)

Federation of Indian Export Organizations (FIEO)

Finance Industry Development Council

Harvard Business School (I) Research Centre





## Memberships



Housing Development Finance Corp. Ltd  
Indian Association of Corporate Treasure  
Indian Electrical Contractor, Mumbai  
Indian Green Building Council  
Indian National Suggestion Scheme Association – Mumbai  
Indian Society for Non-Destructive Testing (ISNT)  
Indo American Chamber of Commerce  
Indo French Chamber of Commerce and Industries  
Indo German Chamber of Commerce  
Indo-Hellenic Friendship League  
Institute of Chartered Secretaries and Administrators  
Institution Of Industrial Safety Professionals Of India (IISPI) – Mumbai  
Integrated Research & Action for Development (IRADe) New Delhi  
International Air Transport Association (IATA)



## Memberships



International Engineering Consortium (IEC)  
International Institute of Risk and Safety Management (IIRSM) – London  
Kema Services (International) Private Ltd.  
Lal Bahadur Shastri Institute of Management  
Leviosa Business School  
Maharana Pratap University of Agriculture Technology (MPUAT), Udaipur  
Maharashtra Chamber of Housing Industry  
Maharashtra Energy Development Agency (MEDA)  
Maharashtra state Productivity Council (MSPC) – Mumbai  
Mahatma Phule Krishi Vidyapeeth (MPKV), Rahuri, Maharashtra  
Maratha Chamber Of Commerce & Industries (MCCIA)  
Member of National Safety Council, Navi Mumbai  
Ministry of Environment, Govt of India  
Mumbai Waste Management Association (MWML), Taloja



## Memberships



Mutual Aid Response Group (MARG) -Mumbai

Nashik Industries Manufacturers' Association

National Association of Software and Services Companies (NASSCOM )

National HRD Network

National Safety Council

National Safety Council (NSC) – Mumbai

National Society for Clean Cities

National Automotive Testing and R&D Infrastructure Project (NATRIP)

NIMA Nashik District Industrial Mfg. Association- Nashik

Population First

Prime Minister's Council on Trade & Industry, New Delhi

Pune Chapter Of Cost Accountants

Punjab Agricultural University (PAU), Ludhiana

Quality Circle Forum Of India, Pune Chapter (QCFI)



## Memberships



Resort Condominiums International (RCI)

Rodal Investments Private Limited Pratham-India Education Initiative

Rotary Club of Bombay

Service Providers Association Inc.

Rotary Club of Bombay

Service Providers Association Inc.

SIAM – New Delhi

Sidcul Industrial Association – Haridwar

Society of Automotive Engineers (India)

Society of Automotive Engineers (USA)

SOIL (School of Inspired Leadership) Consortium

Tamilnadu Agriculture University (TNAU), Coimbatore

TERI –New Delhi

The Bombay Dyeing & Manufacturing Co. Limited



## Memberships



The Council of EU Chambers of Commerce

The Employer's Federation of southern India (EFSI) - Hyderabad

The Institute Of Chartered Accountant Of India

The Institute Of Co Secretaries Of India

The Premier Technology Magazine of the Engineering Industry, Mumbai

TIE India

TM Forum

TPM Club India (check repetition)

TPM Club of India- Bangalore

Tractor Manufacturers Association (TMA)

Travel Agents Association of India (TAAI)

United Way of Mumbai

United World Colleges (International) Ltd., UK,

University of Pennsylvania Institute for the Advanced Study of India, New Delhi



## Memberships



University of Pennsylvania, Center for the Advanced Study of India, Philadelphia

Walchand TalentFirst Ltd

WIMAX Forum

Standard Disclosures Part I: Profile Disclosures					
STRATEGY AND ANALYSIS					
Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
1.1	Statement from the most senior decision-maker of the organization	Full			2
1.2	Description of key impacts, risks, and opportunities.	Full			35
ORGANIZATIONAL PROFILE					
2.1	Name of the organization.	Full			5
2.2	Primary brands, products, and/or services.	Full			8
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Full			4, 8
2.4	Location of organization's headquarters.	Full			5

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
ORGANIZATIONAL PROFILE					
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Full			19
2.6	Nature of ownership and legal form.	Full			7
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Full			8
2.8	Scale of the reporting organization.	Full			7, 41, 82 (Annual Report pg. 3-5, 45, 46)
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Full			7
2.10	Awards received in the reporting period.	Full			140

**GRI G3 INDICATOR INDEX**

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
<b>REPORT PARAMETERS</b>					
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Full			4
3.2	Date of most recent previous report (if any).	Full			
3.3	Reporting cycle (annual, biennial, etc.)	Full			4
3.4	Contact point for questions regarding the report or its contents.	Full			5
3.5	Process for defining report content.	Full			4, 36
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Full			4
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Full			5

**GRI G3 INDICATOR INDEX**

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
<b>REPORT PARAMETERS</b>					
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Full			5
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Full			36, 72, 82, 92, 96, 97, 99, 101, 105, 108
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	None		Not Applicable	

**GRI G3 INDICATOR INDEX**

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
<b>REPORT PARAMETERS</b>					
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.				4
3.12	Table identifying the location of the Standard Disclosures in the report.	Full			148
3.13	Policy and current practice with regard to seeking external assurance for the report.	Full			5
<b>GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b>					
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Full			20
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Full			21

**GRI G3 INDICATOR INDEX**

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
<b>GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b>					
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Full			21, 22
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Full			20, 21
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Full			Annual Report pg. 54-56, 57

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
<b>GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b>					
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Full			26
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Full			21
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Full			24, 25, 26
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Full			23, 26

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
<b>GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b>					
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Full			21, 22
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Full			42
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Full			15, 22, 23, 35, 96, 97
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>* Has positions in governance bodies;</li> <li>* Participates in projects or committees;</li> <li>* Provides substantive funding beyond routine membership dues; or</li> <li>* Views membership as strategic.</li> </ul>	Full			143
4.14	List of stakeholder groups engaged by the organization.	Full			36

**GRI G3 INDICATOR INDEX**

Profile Disclosure	Description	Extent of reporting	Reason	Explanation	Page No.
<b>GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b>					
4.15	Basis for identification and selection of stakeholders with whom to engage.	Full			4, 36
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Full			36
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Full			36

**GRI G3 INDICATOR INDEX**

<b>Standard Disclosures Part II: Disclosures on Management Approach (DMAs)</b>					
G3 DMA	Description	Extent of reporting	Reason	Explanation	Page No.
DMA EC	Disclosure on Management Approach EC	Full			41
DMA EN	Disclosure on Management Approach EN	Full			42
DMA LA	Disclosure on Management Approach LA	Full			40
DMA HR	Disclosure on Management Approach HR	Full			41
DMA SO	Disclosure on Management Approach SO	Full			42
DMA PR	Disclosure on Management Approach PR	Full			43



Standard Disclosures Part III: Performance Indicators					
ECONOMIC					
Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Full			82
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Full			91
EC3	Coverage of the organization's defined benefit plan obligations.	Full			M&M Ltd. Annual Report pg. 156-157 (Consolidated statement)
EC4	Significant financial assistance received from government.	Full			83

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
ECONOMIC					
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Full			52
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Full			92
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Full		Currently, M&M does not have any specific procedure for local hiring of senior management. The hiring takes place purely on merit irrespective of location of the person.	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Full			126

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>ENVIRONMENTAL</b>					
EN1	Materials used by weight or volume.	Full			105
EN2	Percentage of materials used that are recycled input materials.	Full			105
EN3	Direct energy consumption by primary energy source.	Full			101
EN4	Indirect energy consumption by primary source.	Full			101
EN5	Energy saved due to conservation and efficiency improvements.	Full			104
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Full			116, 119
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Full			105
EN8	Total water withdrawal by source.	Full			101
EN9	Water sources significantly affected by withdrawal of water.	Full			100

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>ENVIRONMENTAL</b>					
EN10	Percentage and total volume of water recycled and reused.	Partial			99
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Full			96
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Full			96
EN13	Habitats protected or restored.	Full			96
EN16	Total direct and indirect greenhouse gas emissions by weight.	Full			98

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>ENVIRONMENTAL</b>					
EN17	Other relevant indirect greenhouse gas emissions by weight.	None	Not available	Due to the size and extent of the Mahindra Group's operations, it was not possible to collect Scope III GHG emissions in a robust manner suitable for this report. Mahindra aims in the next 3-5 years to work with our supply chain and our employees to carefully track activities leading to relevant indirect GHG emissions.	98
EN19	Emissions of ozone-depleting substances by weight.	Full			97

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>ENVIRONMENTAL</b>					
EN20	NOx, SOx, and other significant air emissions by type and weight.	Partial		Because different companies use different methods to track and report air emissions, it was not possible to collate values fully in this report. Within the next 2 years we aim to standardize our measurement of air emissions.	96
EN21	Total water discharge by quality and destination.	Full			100
EN22	Total weight of waste by type and disposal method.	Full			108
EN23	Total number and volume of significant spills.	Full		No significant spills occurred during the reporting period.	110
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Full			76

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>ENVIRONMENTAL</b>					
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Partial	Not available	Measurement of reclaimed packaging is not currently done and will require coordination amongst customers, dealers, distributors, and shipping entities. Mahindra aims to report on this indicator in the next five years, once we can work with the necessary groups to ensure that we are capturing accurate and meaningful data.	109
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Full		There have been no fines during the reporting period.	110

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK</b>					
LA1	Total workforce by employment type, employment contract, and region.	Full			52
LA2	Total number and rate of employee turnover by age group, gender, and region.	Full			56
LA4	Percentage of employees covered by collective bargaining agreements.	Full			48
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Full			49
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Full			72
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Full			50

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK</b>					
LA9	Health and safety topics covered in formal agreements with trade unions.	Full			50
LA10	Average hours of training per year per employee by employee category.	Full			47
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partial		The Demographics of Governance bodies will be reported in future.	54, 55
LA14	Ratio of basic salary of men to women by employee category.	Full		Mahindra Group is an equal opportunity employer and adheres to all applicable laws including Equal Remuneration Act 1976. The ratio of basic salary of male and female employees of similar qualifications and experience is 1:1.	40

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>SOCIAL: HUMAN RIGHTS</b>					
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Full		We are complying with all applicable laws regulations such as Factories Act and Public Liability Insurance Act. We intend to have the systems in place to include HR clauses in the next 3-5 years.	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Full		Suppliers are not currently screened.	
HR4	Total number of incidents of discrimination and actions taken.	Full		No incidents occurred during the reporting period.	
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Full			41, 48

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>SOCIAL: HUMAN RIGHTS</b>					
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Full			40
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Full			40
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Full		No incidents occurred during the reporting period.	
<b>SOCIAL: SOCIETY</b>					
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Full			123, 126, 135

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>SOCIAL: SOCIETY</b>					
SO2	Percentage and total number of business units analyzed for risks related to corruption.	None		We do not formally analyze our business for risks related to corruption. Instead we deal with incidents of corruption on a case by case basis.	26
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Full			26
SO4	Actions taken in response to incidents of corruption.	Full			26
SO5	Public policy positions and participation in public policy development and lobbying.	Full			111
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Full			110

**GRI G3 INDICATOR INDEX**

Performance Indicator	Description	Extent of reporting	Reason	Explanation	Page No.
<b>SOCIAL: PRODUCT RESPONSIBILITY</b>					
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Full			76
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Full			78
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Full			79
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Full			79
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Full		Zero fines for non-compliance during the reporting period.	78



## Acronyms and Definitions



ACC	Apex Corporate Council
ACE	Awards for Customer Excellence
AS	Automotive Sector
BT	British Telecommunications
BOD	Biochemical Oxygen Demand
BS	British Standards
BS-IV	Bharat Stage - four
BKS	Bharatiya Kamgar Sena
CHWTSDF	Common Hazardous Waste Collection, Treatment, Storage and Disposal Facility
CII	Confederation of Indian Industry
CRISIL	Credit Rating & Information Services of India Limited
CRDe	Common Rail Direct Engine
CSR	Corporate Social Responsibility
CFC	Chlorofluorocarbon



## Acronyms and Definitions



CDM	Clean Development Mechanism
COD	Chemical Oxygen Demand
CNG	Compressed Natural Gas
CFL	Compact Fluorescent Lamp
CGC	Capillary Gas Chromatography
CSC	Corporate Sustainability Cell
DG Sets	Diesel Generator Sets
EHS	Environmental Health and Safety
ER	Employee Relation
ETP	Effluent Treatment Plant
Esops	Employee Social Option Scheme
EPDP	Employee Personal Development Plan
EEPC	Engineering Export Promotion Council
EOU	Export Oriented Unit





## Acronyms and Definitions



FICCI	Foreign Investors' Chamber of Commerce and Industry
FES	Farm Equipment Sector
FTC	Functional Talent Councils
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GJ	Giga Joules
GMB	Group Management Board
GSCM	Green Supply Chain Management
HRM	Human Resource Management
HCNG	Hydrogen Compressed Natural Gas
HEV	Hybrid Electric Vehicle
HP	Horse Power
IGBC	Indian Green Building Council
ISO	International Organization for Standardization



## Acronyms and Definitions



ILO	International labour Organization
IR	Investor Relations
ITES	Instructional Technology & Educational Studies
KCMET	K.C. Mahindra Educational Trust
LEED	Leadership in Energy & Environmental Design
LPG	Liquefied Petroleum Gas
LDO	Light Diesel Oil
MSSCL	Mahindra Steel Service Centre Limited
MLDL	Mahindra Lifespace Developers Limited
MAPC	Mahindra Annual Planning Cycle
MIL	Mahindra Intertrade Limited
MFL	Mahindra Forgings Limited
MC	Mahindra Castings
MUSCO	Mahindra Ugine Steel Company Limited



## Acronyms and Definitions



mT CO <sub>2</sub> e	Metric Tonne Carbon Dioxide equivalent
MQS	Mahindra Quality System
MPS	Mahindra Pride School
MWC	Mahindra World City
MWCC	Mahindra World City-Chennai
MWCJ	Mahindra World City-Jaipur
NAPCC	National Action Plan on Climate Change
NBC	National Building Code
NGO	Non Governmental Organisation
NO <sub>x</sub>	Oxides of Nitrogen
NASSCOM	National Association of Software & Services Companies
NATRIP	National Automotive Testing & R&D Infrastructure Project
OEM	Other Equipment Manufacturer
ODS	Ozone Depleting Substance



## Acronyms and Definitions



PCMM	People Capability Maturity Model
P&IR	Personnel & Industrial Relations
PAT	Profit After Tax
PC	Personal Computer
PFOS	Perfluorooctanesulfonate
PVC	Poly Vinyl Chloride
PPM	Parts Per Million
PMS	Performance Management Systems
SPM	Suspended Particulate Matter
SO <sub>x</sub>	Oxides of Sulphur
STP	Sewage Treatment Plant
SEZ	Special Economic Zone
STC	Sector Talent Council
SO <sub>2</sub>	Sulphur Dioxide



## Acronyms and Definitions



SEDF	South Asia Enterprise Development Facility
SEBI	Securities and Exchange Board of India
SUV	Sports Utility Vehicle
TDS	Total Dissolved Solids
TSS	Total Suspended Solids
TQM	Total Quality Management
TPM	Total Productive Maintenance
TBL	Triple Bottom Line
UNDP	United Nations Development Programme
UNGC	United Nations Global Compact
UPS	Uninterrupted Power Supply
UV	Utility Vehicle
UV(glass)	Ultra Violet (glass)
UWC	United World College
VOC	Volatile Organic Compound
WHO	World Health Organization



## Glossary of Terms



**Advertising Standards Council of India** - is a self-regulatory voluntary organisation of the advertising industry.

**Akhil Bharatiya Kamgar Sena** - is a trade union centre in Maharashtra, India. ABKS is the labour wing of the Akhi Bharatiya Sena.

**Balanced Scorecard** - The Balanced Scorecard (BSC) is a concept for measuring whether the smaller-scale operational activities of a company are aligned with its larger-scale objectives in terms of vision and strategy.

**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.

**Blanking Line** – an early stage in steel preparing flat-rolled steel for the end user. A blank is a section of sheet that has the same outer dimensions as a specified part (such as a car door or hood) but that has not yet been stamped.

**The Borivali National Park** – a 104 square kilometre park in Mumbai, officially known as the Sanjay Gandhi National Park.

**BS 7799** - code of practice for information security management.

**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



## Glossary of Terms



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.

**The Carbon Disclosure Project (CDP)** - is an organisation that works with shareholders and corporations to disclose the greenhouse gas emissions of major corporations.

**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.

**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 until its manufacture was banned in the US and many countries in 1994 due to concerns about damage to the ozone layer.

**Effluent Treatment** - is the process of removing contaminants from wastewater, both runoff and domestic. Its objective is to produce a waste stream (or treated effluent) and a solid waste or sludge suitable for discharge or reuse back into the environment.

**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.



## Glossary of Terms



**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** - international specification for an Environmental Management System (EMS). It specifies requirements for establishing an environmental policy, determining environmental aspects and impacts of products/activities/services, planning environmental objectives and measurable targets, implementation and operation of programs to meet objectives and targets, checking and corrective action and management review.

**OHSAS 18001** – an Occupation Health and Safety Assessment Series for health and safety management systems. It is intended to help organisations to control occupational health and safety risks. It was developed in response to widespread demand for a recognised standard against which to be certified and assessed.

**Just in Time** - an inventory strategy implemented to improve the return on investment of a business by reducing in-process inventory and its associated carrying costs.

**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.



## Glossary of Terms



**Materiality** - Information is material if its omission or misstatement could influence the economic decision of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point rather than being a primary qualitative characteristic which information must have if it is to be useful.

**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.

**PCMM Level 5** – the People Capability Maturity Model used to help organisations optimise their workforce maturity and address critical people issues.

**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.



## Glossary of Terms



**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.

**Special Economic Zone (SEZ)** - is a geographical region that has economic laws that are more liberal than a country's typical economic laws.

**Stern Review** - The Stern Review on the Economics of Climate Change is a 700-page report released on 30th October, 2006 by economist Lord Stern of Brentford for the British government, which discusses the effect of climate change and global warming on the world economy.

**Sustainability Champion** - representatives appointed from Sectors who carry out sustainability initiatives in their respective sector and form a liaison between the Sustainability Council, the Corporate Sustainability Cell and each Sector.

**Tetrafluoroethane** - is a haloalkane refrigerant with thermodynamic properties similar to R-12 (dichlorodifluoromethane), but without its ozone depletion potential.

**Total Productive Maintenance** - (TPM) is a maintenance program which involves a newly defined concept for maintaining plants and equipment. The goal of the TPM program is to markedly increase production while, at the same time, increasing employee morale and job satisfaction.



## Glossary of Terms



**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.

**USGBC LEED Certification** - LEED Professional Accreditation distinguishes building professionals with the knowledge and skills to successfully steward the LEED certification process.

**Willys USA** - was the brand name used by the United States automobile company, Willys-Overland Motors, best known for its production of military and civilian Jeeps, during the twentieth century.

## CONTACT US



To know more about our Sustainability Efforts, Company, Investor Relations, Careers or to get in touch with any of our Sectors, write to us or call us. We will be happy to provide you with relevant information.



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