

 **ALTERNATIVE IS TRANSFORMATIVE**



people



planet



profit



product



Over the years, Alternative Thinking has been ingrained in Mahindra. It is helping us, not only in rising to emerging challenges but also in translating them into opportunities.

This ability to think fresh, travel hitherto unexplored mind spaces and develop innovative solutions that enhances resource efficiency has helped us transform the lives of millions in India.

We empower farmers through innovative agri prosperity initiatives, lend support through financial products, provide IT solutions that help our clients adapt to changing environment, create green and innovative urban living spaces and invest in new automotive technologies and factories that leave a lighter carbon footprint.

Processes, Products and People all at Mahindra are driven by Alternative Thinking. This transformative power stems from our commitment towards the Group's purpose - to enable people to Rise.

Alternative Thinking is one of the three brand pillars in our new brand mantra Rise. The other two being Accepting No Limits & Driving Positive Change.

The goal is to deploy this powerful tool to affect a shift in the basic premises of thought, feelings, and actions.

Alternative Thinking is a shift of consciousness that dramatically and irreversibly transforms us and our relationships with society and the natural world.

A U T O M O T I V E D I V I S I O N

Introduced Asia's 1st 100% Biodiesel SUV & India's 1st hydrogen powered three wheeler

Development of HCNG (Hydrogen + CNG mixture) commercial vehicles

Challenging Old Technologies

Enhanced product offerings beyond SUVs to boost self employment in semi urban and rural India

India's 1st compact low maintenance, high mileage and affordable trucks - Mahindra Gio and Maxximo

Entry in construction equipment and heavy vehicles manufacturing

Empowering Small-scale Enterprises

State-of-the-art green manufacturing plant with a phased investment of over USD 1 bn and vision to be among the world's most eco-friendly auto plants

Fully integrated R&D facility Mahindra Research Valley (MRV) in Chennai

Acquired Reva Electric Vehicles Ltd. - one of the 1st companies in the world to introduce electric vehicles

Expanded global reach through acquisition of Ssangyong Motor Company

Becoming Future-ready



From Alternative Technologies to Alternative Markets

F I N A N C I A L S E R V I C E S S E C T O R

Entered retail financing of tractors, commercial vehicles and construction equipment

Foray in insurance broking, rural housing finance and loans against gold

Investing in Inclusive Growth

Introduction of hand-held devices to reach rural customers at their doorsteps

Opening 88 new branches in one year to increase the reach to 547 branches mainly in semi-urban and rural area

Easy finance for our Utility Vehicles (UV) for rural prosperity

Widening Rural Reach

Wind and solar installations at various rural and semi-urban branches facing chronic power shortage

Renewable Energy Projects



From Financing Vehicles to Generating Livelihoods

F A R M D I V I S I O N

Swaraj 843 XM, A tractor powered by 42 HP engine for greater power and better fuel efficiency

B5 tractor that runs on Eco-friendly biodiesel

Enhancing Fuel Efficiency

Mahindra Samridhi Centres empower farmers with agri-support information, counselling and services at every stage from planting to selling

Going Beyond Tractors

Introduction of an array of farm-tech products that help transform rural productivity, income, and living standards

Yuvraj - a revolutionary 15HP tractor for small and marginal farmers

Providing Technology for Prosperity



From Farm Equipment to Enhancing Farm Prosperity

T R A N S F O R M A T I

I T S E C T O R

Instituted in 1986, Tech Mahindra (Tech M) is the fifth largest software exporter in India today

Integration of our IT and Business Services Group (BSG) capabilities

Joint venture (JV) with Motorola Inc. and iPolicy Networks Private Limited

Acquiring Satyam to be a leader in the broader IT services space

Expanding Horizons

Tech Mahindra Foundation facilitates quality education and vocational training for the disadvantaged sections of the society

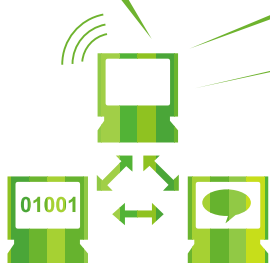
Mahindra Satyam Foundation is a fierce advocate of education, livelihood opportunities, healthcare and disaster management

Social Change Agents

Presence in over 25 countries

Official sponsor and IT provider for the FIFA - Football World Cup™, maintaining end-to-end logistics requirement of the event

Global Footprint



From an IT Player to a Game Changer

S Y S T E C H S E C T O R

Since inception in 2004, it has become a leading supplier to global OEM's and tier-1 suppliers

A diverse mix of 24 manufacturing plants in India & Europe with 12,000 employees

Leadership statistics: 5th largest forging company in the world; largest Indian ductile iron foundry

Substantial acquisitions in India and overseas viz. Germany, UK, Italy

Technological collaborations with Indian and American universities for R&D in steel making

Capacity expansions in casting and forging

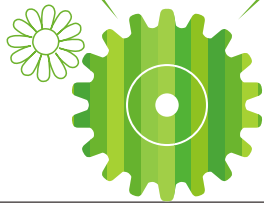
Foray in aerospace with acquisition of two Australian companies, one for component manufacture for airplanes and the other for manufacture of small aircrafts

Patent filed and business initiated to manufacture electrode-less lamps for energy-efficient lighting solutions

Strategic 'Design to Delivery' Supplier

Widening the Radius

Alternative Opportunities



From Core Competencies to Exploring New Frontiers

O N A L J O U R N E Y

R E A L E S T A T E S E C T O R

Mahindra Splendour - India's 1st Platinum pre-certified residential green building under IGBC Green Homes Rating system

Recognition of all projects being IGBC pre-certified green buildings

Initiated a host of green features in the building that protect the health of not only the residents but also the planet

Mahindra World City, Chennai is corporate India's 1st operational Special Economic Zone (SEZ)

Successfully deployed the 'Work-Live-Learn-Play' concept which has made Mahindra World City Chennai a preferred business destination for world-class companies

Mahindra World City Jaipur (MWCJL) in being developed to meet the highest benchmark in infrastructure development with a key focus on sustainability

MWCJL is one of the 16 new developments in the world identified by the Clinton Climate Initiative under its Climate Positive Development Program

Pioneering Sustainable Construction

Creating India's 1st Integrated Business City

Developing a Carbon Efficient Township



From Green Buildings to Healthy Lifestyles

T W O W H E E L E R S S E C T O R

Introduced power scooters - a mix of style and substance

Enhanced fuel efficiency and reducing emissions on 'Rodeo' and 'Flyte'

Engineering for Indian Roads

Product promotions that blend creativity with a cause to enhance the responsibility quotient of our consumers which are mainly the youth

Responsible Marketing

1st Indian Motorcycle manufacturer to enter a team into MotoGP - the prestigious FIM Riad Racing World Championship

Fast-track Growth



From Roads to Racing Tracks

L E I S U R E & H O S P I T A L I T Y S E C T O R

Club Mahindra was one of the 1st vacation ownership companies in India and is today offering a bouquet of 35 beautiful resorts and a family of 125,000+ happy members

Addition of exciting new offerings from leisure boats to corporate retreats

Introducing Vacation Ownership

1st in the industry to be awarded an Ecotel certification for resorts; and Leadership in Energy & Environment Design (LEED) pre-certification of greenfield projects

CHEERS - a unique stakeholder engagement program involves tourists in environmental and social activities while on holiday

'Homestays' offers a flavour of Indian living and 'Terra' brings people closer to nature

Leading by Sustainability

World's 1st vacation ownership company to receive the COPC -2000® CSP Global Standard certification for its Member Relations Centre

Series of recognitions:

- The coveted Bird Express Travel World Award for 'Excellence in Operations;
- Resort Condominium International (RCI) Gold Crown Award for 7 Resorts

India's no.1 Holiday Brand



From Early Adopters to Market Leaders

Executive Speak

CHAIRMAN'S ADDRESS

It was in the financial year 2007-08, that the Mahindra Group produced its first Sustainability Review, and I am really delighted to see that the strategic journey of 'Alternative Thinking' is growing in spirit and strength, adding more and more businesses into its fold, year on year. It is therefore with great pleasure that I present the fourth Sustainability Review of the Mahindra Group.

From this report it is evident that, our businesses are harvesting visible competitive advantages that accrue as a result of responsible and transparent business practices; the advantages that cascade across the entire stakeholder chain benefiting our investors, employees, suppliers, dealers, customers and communities.

In spite of the turbulent business environment; Mahindra, through the application of 'Alternative Thinking' in rigorous cost restructuring exercises, process efficiencies and product innovations, turned in a remarkable financial performance.

As we delve into the challenges of climate change, it gets clearer that the future is fraught with uncertainties and it is increasingly obvious that incorporating sustainability into the business vision is prudent risk management. It is the strategic equivalent of creating financial reserves and investing in the long-term viability of not just our business, but of the employment it generates and of the social contribution it makes.

Through 'Alternative Thinking', our businesses are harvesting visible competitive advantages that accrue as a result of responsible and transparent business practices; the advantages that cascade across the entire stakeholder chain benefiting our investors, employees, customers, suppliers, dealers, and communities.

Keshub Mahindra
Chairman,
Mahindra & Mahindra Ltd.



Moreover, the importance of integrating a triple bottom-line approach in business is of greater relevance to a developing nation like ours, where the economic growth and the woes of poverty, ill health, discrimination and social biases coexist. We therefore see ourselves as providers of an improved quality of life, rather than providers of goods and services. It is this philosophy that has prompted Mahindra to design products and services which sport a greater amount of consciousness towards the environment and are sensitive to the needs of the large portion of our population that needs to be included in India's economic growth.

Emerging from this approach is our rearticulated brand promise - RISE. While it reiterates our existing core values of - Dignity of Individuals, Professionalism, Good Corporate Citizenship, Quality Focus and Customer Centricity, it also encourages us to accept no limits in whatever we endeavour, drive positive change among all those under our sphere of influence and practice alternative thinking, that is transformative.

Mahindra will continue the responsible practices of corporate governance, transparency and accountability that have become the hallmarks of the Group and will go beyond maximising profits to address the interests of all stakeholders simultaneously.

MESSAGE FROM VC & MD

The year 2010-11 was both eventful and successful. As a Group, we diversified into new businesses, consolidated the existing ones, and made forays into new geographies, taking our aggregate revenues to US\$12.5 billion as on March 31, 2011. The Group's net turnover for the year grew by 16.85% and the profit before tax and exceptional items registered an increase of 13.07% over the previous year.

However that is only a part of our story. While we generated profits, we had our eyes trained on the targets we had set for ourselves in the Sustainability Roadmap charted out in 2008-09. These targets include improving energy and natural resource efficiencies in our operations and enhanced commitment to our own people, our customers, our suppliers, as well as to society in general. Like every year, this year too we have enhanced the scope of the Group Sustainability Report which now encompasses 96.5% of the Group's gross annual turnover from Indian operations.

While there were many reasons that contributed to this financial growth and increased resource efficiencies, the one underlying factor that has consistently guided us on our growth path is the deep rooted belief we have in our age old core values, which will always be our North Star, no matter how much we grow.

Our redefined brand identity "RISE", unifies the varied perception of brand Mahindra across our Group companies and promises to empower our stakeholders to achieve their aspirations and create a better future for themselves, their families and their community.

Anand Mahindra
Vice Chairman &
Managing Director,
Mahindra & Mahindra Ltd.



So, as we continue with our commitment for technological improvements for sustainable mobility solutions through alternative fuels, we also continue to create vehicles that boost self employment for semi-urban youth. As we produce tractors designed to address the requirements of high-end farming operations the world over, we also design products for the marginalized farmer in India that help transform rural productivity and living standards. As we design financial products for fostering asset creation, we also penetrate deeper into rural India to offer micro-finance and thereby boost rural growth. We continue to provide IT solutions for large multi billion corporations, and, at the same time, our employees and foundations devote much of their time and energy to addressing the health and education needs of the urban and rural poor.

During 2010-11, while on the one hand we acquired a majority stake in Korea's leading manufacturer of Utility Vehicles (UV) - Ssangyong Motor Company Limited, which will enhance our global prominence in the UV segment, on the other our commitment to achieve farm prosperity was reiterated by acquiring a sizeable stake in Micro-irrigation Technology of EPC Industries Limited.

While all this is an intrinsic part of what we call the 'Mahindra Way', there were two outcomes that made us really proud.

Executive Speak

This year marked the first anniversary of a successful collaboration between Tech Mahindra and Mahindra Satyam. With the strong systems of corporate governance that were brought in and the restructuring of the Board, Mahindra Satyam re-emerged post crisis as a resurgent, vibrant powerhouse of energy and ambition. This collaboration also reinstated confidence in the clients encouraging them to extend their contracts or partnerships with Mahindra Satyam. For its 'Associates', Mahindra Satyam continued to be a great place to work in with good career prospects and ample scope for fun at work.

At the end of it all, Mahindra Satyam made the country proud by being the official IT service provider for the FIFA World Cup™, 2010 in South Africa by servicing their IT needs and offering proactive solutions that enhanced the World Cup experience for viewers around the world and demonstrated the company's technology prowess. It gives me great pleasure to note that Mahindra Satyam is also included in the scope of this year's sustainability report.

The second fulfilling event was, building 'Nav Nirman Dham' for the flood affected Pattori village in Bihar, which was the outcome of the joint efforts of the entire Group. This self sustaining village with eco-efficiency features is now providing comfortable housing to villagers, who had never dreamt of owning their own home. This social initiative, is also showing us a path towards a sound business proposition where Mahindra Consulting Engineers, Mahindra Finance, Mahindra Solar One, Farm Division etc. can together play a major role in transforming rural India with benefits to the recipients and themselves. As they say, "When giants transform themselves from impersonal machines into human communities, they can transform the world".



Perhaps it is this holistic approach to business which has prompted us to redefine our Group brand identity - RISE - which promises to empower all our stakeholders to achieve their aspirations and create a better future for themselves, their families and their community. Our core purpose is to facilitate this by 'Accepting No Limits', practicing 'Alternative Thinking' and 'Driving Positive Change' in the lives of our stakeholders. 'RISE' is currently driving an internal business transformation which will enable us to consistently deliver on our core purpose and achieve the business goal of becoming a leading global player.

This is the 4th Group Sustainability Report - a culmination of the hard work and commitment displayed by all our people in achieving economic growth, without compromising the Mahindra ethos of good corporate governance, transparency and accountability to all stakeholders. Needless to say that, this approach will continue to light the way and guide us as we aspire to a sustainable and profitable future.

Reporting Process

MATERIALITY

Materiality is the cornerstone which defines our sustainability initiatives. It shows us the avenues where we can rise and drive positive change.

We periodically identify emerging trends, interpret their business relevance and integrate the insights into our material issues to ensure that they are contemporary and in-step with our current business and emerging business environment.

We have continually enhanced the breadth and depth of our analysis because we strongly believe that the sharper we define our materiality the better is the efficacy of our sustainability program.

2009-10

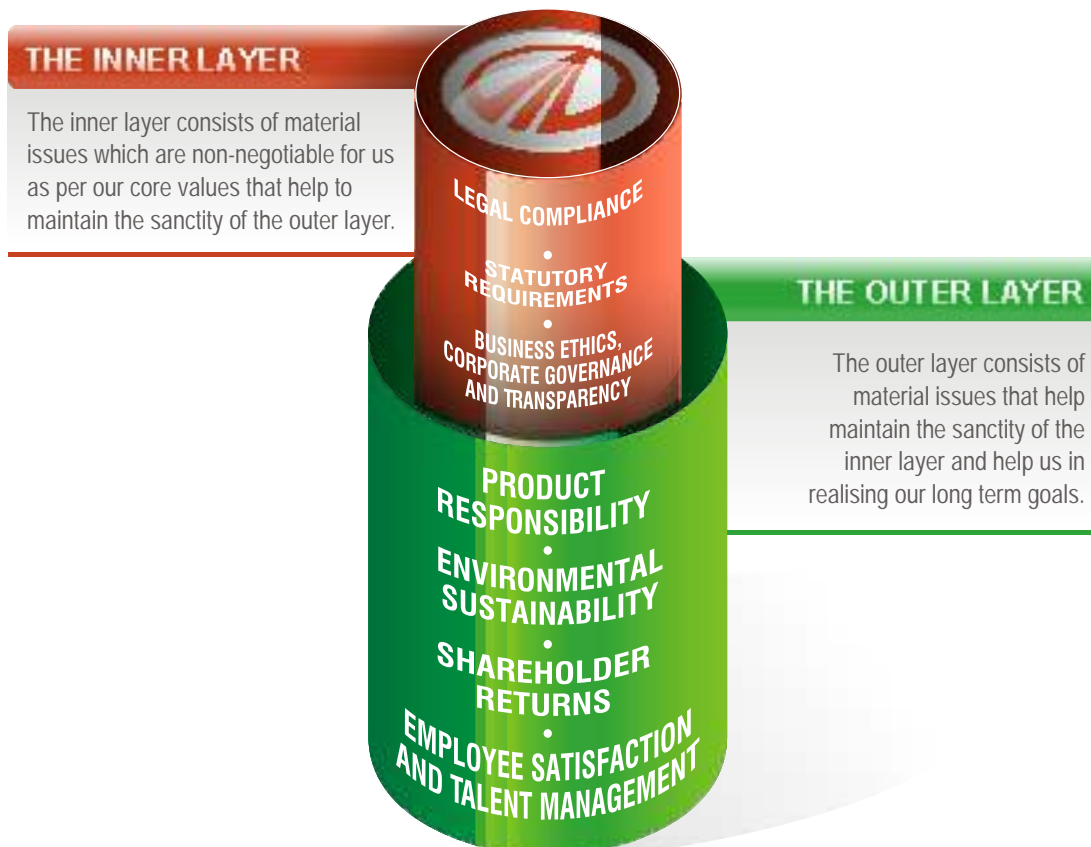
Last year a detailed exercise was conducted to identify the nodes of each of the business sectors and list the material issues under each node. This was done in consultation with the business heads of individual locations.

(For more details refer CSR 2009-10) →

2010-11

This year the consultation was at a higher level in the management, i.e. with the heads of Sectors (Presidents/MDs/CEOs), whereby the material issues and key stakeholders were reviewed and vetted. This exercise reconfirmed the material issues associated with the individual sectors.

A further exercise of segregating material issues having a direct linkage to the core values and other material issues was done with a medium term perspective, to enable insightful analysis, chalk out definitive roadmaps and implement meaningful changes. The medium term view lends continuity to programmes and sustained focus results in concrete improvements.



REPORT SCOPE LIMITATIONS

This report is India-centric and excludes:

- **International operations**
- **Businesses which were acquired or commenced operations in FY 2010-11**
- **Mahindra Retail Pvt. Limited**
- **Mahindra Insurance Brokers Limited**
- **Mahindra Rural Housing Finance Limited**
- **Aftermarket Sector**
 - **Mahindra First Choice Wheels Limited**
(Sale & Purchase of Pre-owned Cars)
 - **Mahindra First Choice Services Limited**
(Multi-brand Service Chain)
- **Speciality businesses like Media & Entertainment, Defence Services and Special Services Group**
- **Office buildings, out-station depots and dealerships**
- **Following companies / plants of manufacturing sectors:**
 - Mahindra Navistar Automotives Limited
 - Mahindra Navistar Engines Pvt. Limited
 - Mahindra Reva Electric Vehicles
 - Mahindra Aerospace
 - Ssangyong Motor Company
 - Swaraj Engines Limited
 - Mahindra Gujarat Tractor Limited
 - Mahindra Shubhlabh
 - Mahindra Powerol
 - Mahindra Steel Service Centre Limited - Bhopal

REPORT BOUNDARY

The reporting period for Mahindra's fourth sustainability report is 1st April 2010 to 31st March 2011. As mentioned in our first Sustainability report in 2007-08, we remain committed to report our triple bottom-line performance on an annual basis. The previous web-based Corporate Sustainability Report was uploaded in the public domain in November 2010.

We continue to follow the Global Reporting Initiative (GRI) Sustainability Reporting G3 Guidelines, which is the most widely adopted non-financial reporting framework in the world and is used to help communicate sustainability performance and encourage transparency and accountability.

As in previous years, this year too we enhanced the scope of the report to cover 96.5% of our Group's gross annual turnover from Indian operations as against 93.8% last year.

The report includes:

Automotive & Farm Sectors

- Mahindra & Mahindra Limited - Automotive Division
- Mahindra Vehicle Manufacturers Limited (MVML)*
- Mahindra & Mahindra Limited - Farm Division



Reporting Process

Two Wheeler Sector

- Mahindra Two Wheelers Limited (MTWL)



Real Estate Sector

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



Leisure & Hospitality Sector

- Mahindra Holidays & Resorts India Limited (MHRIL)



Mahindra Partner Division

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



Financial Services Sector

- Mahindra & Mahindra Financial Services Limited (MMFSL)



Information Technology Sector

- Tech Mahindra Limited (Tech M)
- Mahindra Satyam (MSat)*



Systems & Technologies Sector (Systech)

- Mahindra UGINE Steel Company Limited (MUSCO)
- Mahindra Forgings Limited (MFL)
- Mahindra Hinoday Industries Limited
- Mahindra Composites Limited
- Mahindra Gears & Transmissions Private Limited (MGTPPL)



Aftermarket Sector

- Mahindra Spares Business (MSB)*



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

*Companies added in the scope this year

We encourage and appreciate 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.

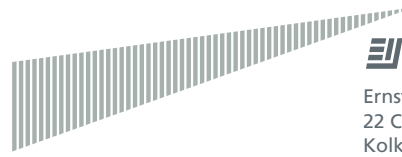
Please email your suggestions / views / opinions to:
sustainability@mahindra.com

Call our toll free number



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

INDEPENDENT ASSURANCE STATEMENT



 **ERNST & YOUNG**

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The Management and Board of Directors
Mahindra Group
Mumbai, India

OUR ENGAGEMENT

The Mahindra Group ("Group") retained Ernst & Young Pvt. Ltd. ("EY") to provide an independent assurance on its Corporate Sustainability Report for the financial year 2010-11 ("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 organization. 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.

LEVEL OF ASSURANCE AND CRITERIA USED

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. Moreover, for sustainability performance indicators our work employed the criteria of the reporting principles and indicators of GRI 2006 guidelines (GRI-G3).

WHAT WE DID TO FORM 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.

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 18 sites covering the Group's 9 sectors amongst those mentioned in the *Scope* below;
- 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, analyzing and aggregating sustainability performance data in the reporting period;
- Review of material qualitative statements in the Report with 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 reviewed the documents.

SCOPE OF OUR 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 1st April 2010 to 31st March 2011;
- Sustainability specific data and information related to energy, water and waste management, workforce and safety;
- Review of the GRI-specific core performance indicators and information reported from the following business sectors, companies and locations:

Automotive & Farm Sector

- Mahindra & Mahindra Limited-Automotive Division-Zaheerabad (Andhra Pradesh) & Kandivali (Maharashtra)
- Mahindra & Mahindra Limited-Farm Division-Rudrapur (Uttarakhand), Kandivali (Maharashtra)

Two Wheeler Sector

- Mahindra Two Wheelers Limited (MTWL)-Pithampur (Madhya Pradesh)

Real Estate Sector

- Mahindra Lifespace Developers Limited (MLDL)-Faridabad(Haryana)
- Mahindra World City Developers Limited (MWCDL)-Chennai (Tamil Nadu)

Leisure & Hospitality Sector

- Mahindra Holidays & Resorts India Limited (MHRIL)-Puducherry (Tamil Nadu) and Goa

Mahindra Partner Division

- Mahindra Intertrade Limited (MIL)-Mumbai (Maharashtra)
- Mahindra Steel Service Centre Limited (MSSCL)-Mumbai (Maharashtra)
- Mahindra Logistics Limited (MLL)-Bengaluru (Karnataka)

Financial Services Sector

- Mahindra & Mahindra Financial Services Limited (MMFSL)-Mumbai (Maharashtra)

Information Technology Sector

- Tech Mahindra Limited (Tech M)-Bengaluru (Karnataka)
- Mahindra Satyam (MSat)-Hyderabad (Andhra Pradesh)

Systems & Technologies Sector (Systemch)

- Mahindra UGINE Steel Company Limited (MUSCO)-Rudrapur (Uttarakhand)
- Mahindra Hinoday Industries Limited-Bhosari (Maharashtra)
- Mahindra Gears & Transmissions Private Limited (MGTPL)-Rajkot (Gujarat)

Aftermarket Sector

- Mahindra Spares Business (MSB)-Kanha (Maharashtra)

- Visits to 18 sample sites across 9 sectors amongst those listed above where our work comprised review of the above mentioned indicators for these locations.

LIMITATIONS

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 (1 April 2010 to 31 March 2011);

- 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.

OBSERVATIONS AND OPPORTUNITIES FOR IMPROVEMENT

Our observations and opportunities for improvements were communicated to the Mahindra Group management. Selected key observations are indicated below:

- The Group has established an online system for improved management of sustainability data across its various sectors.

- The Group completed an internal materiality exercise in 2010; however, it may consider seeking views from external stakeholders as well.

- While the Group has been monitoring its carbon footprint, there is an opportunity for improvement of monitoring and disclosure on GHG emissions due to business travel.

- The Group may consider further strengthening the monitoring of its social initiatives, especially with respect to volunteering hours and tree plantation.

- Due to the diverse nature of the sectors and businesses therein, training related information may be centrally aligned.

OUR 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 stated reporting principles and criteria;

- The systems and procedures applied by the Company for collection, collation and interpretation of data on sustainability performance parameters for inclusion in the Report are reliable.

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.

For Ernst & Young Private Limited



Sudipta Das
Partner

8 December 2011
Kolkata

Group Profile

THE MAHINDRA GROUP

Mahindra is many companies bound together by one purpose: to enable people to RISE.

It strives to achieve the same by developing cost effective utility vehicles that assist rural entrepreneurs in their business; by manufacturing passenger cars that incorporate the latest in automotive technology; by providing IT solutions that help some of the world's largest companies to increase their productivity. Mahindra seeks to inspire innovation and drive positive change in all its thoughts and actions.

Since its inception in 1945, Mahindra has traversed many milestones. Today it has metamorphosed in to a USD 12.5 billion multinational group employing more than 119,900 people in over 100 countries with a presence spanning over 18 key industries.

With its mainstay businesses being Automotive and Farm equipment manufacturers, the businesses of Mahindra today cover IT, Vacation ownership, agribusiness, aerospace, consulting services, defence energy, financial services, industrial equipment, logistics, real estate, retail, steel and two wheelers. With our foray in Solar domain, we aim to enable every Indian business, household and individual to rise with clean and affordable solar energy.

The Mahindra Group follows a unique business model of creating empowered companies that enjoy the best of entrepreneurial independence and Group-wide synergies. This model has led to an exponential growth over the years.



The year 2010 saw Mahindra being named among the Forbes Asia's Fab 50 and the Credit Suisse's Great Brands of Tomorrow. Its flagship company Mahindra & Mahindra Limited earned the distinction of being the only Indian automobile manufacturer to feature in the Top 10 list of the Carbon Disclosure Leadership Index in India - 2010, created by the Carbon Disclosure Project (CDP). and the Standard & Poor ESG India Index 2010. It also secured a second place in the Green Business Leadership Awards 2010-11, instituted by The Financial Express and Emergent Ventures India.

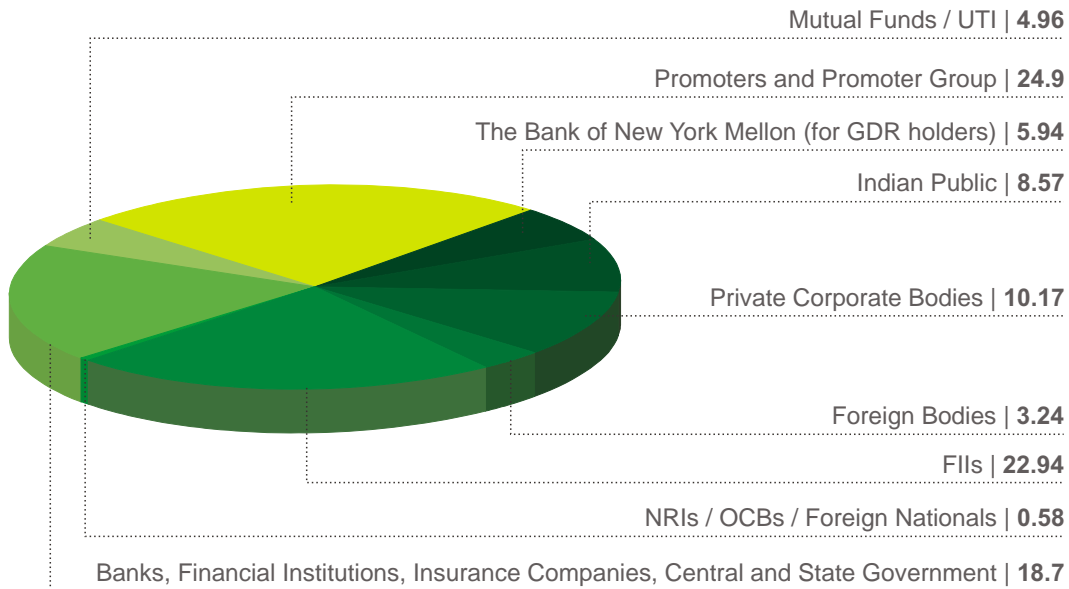
Mahindra added more laurels to its mantle in 2011. It featured on the Forbes Global 2000 list, an index of the biggest and most powerful listed companies in the world. Dun & Bradstreet also ranked Mahindra at No.1 in the automobile sector in its list of India's Top 500 Companies.

In 2011, Mahindra also increased its global footprint by acquiring a majority stake in Korea's Ssangyong Motor Company. This acquisition provides both the companies with opportunities for significant synergetic benefits in the areas of global distribution, joint product development, sourcing and best practices. This acquisition is a significant step towards realising Mahindra's global ambitions.

The Group has always been sensitive to the needs of the community and the environment. It also respects the fact that means are as important as the final goals. Beginning from its first Sustainability Report for the period 2007-08, Mahindra has been receiving an A+ GRI checked rating for three consecutive reporting cycles.

THE MAHINDRA GROUP

Shareholding Pattern



* All figures are as on 31st March 2011

*NRIs category does not include shareholding aggregating 73.2 million shares representing 0.12% of the paid up share capital of the Company held by NRI as the same is included under the category of Promoters and Promoter Group.

Changes in share capital structure during the reporting period

Upon sub-division of the face value of Ordinary (Equity) Shares that happened in the year 2009-10, the authorised share capital of the Company is INR 6,250 million divided into 1,200,000 Ordinary (Equity) Shares of INR 5 each and 2,500,000 unclassified shares of INR 100 each. The issued, subscribed and paid-up share capital of the Company as on 31st March, 2011 is INR 3,069.7 million comprising of 613,940,109 Equity Shares of INR 5 each.

Note: Information on the shareholding pattern and Share Capital structure pertains to M&M. Similar details of the other Group Companies covered in this Sustainability Report are available in the **M&M Annual Report >>**

BUSINESS VERTICALS



The **Mahindra** Group



■ SECTORS INCLUDED ■ SECTORS NOT INCLUDED

AUTOMOTIVE & FARM SECTORS



AUTOMOTIVE DIVISION

Overview

The Mahindra Automotive Division (AD) is in the business of manufacturing and marketing utility vehicles and light commercial vehicles, including three-wheelers. In 1947, Mahindra introduced India to the utility vehicle. More than 65 years later, Mahindra is still India's premier Utility Vehicle (UV) company and accounts for about half of India's market for utility vehicles. It also has the distinction of designing India's first hydrogen three-wheeler and India's first hybrid vehicle.

Mahindra vehicles are exported throughout Europe, Africa, South America, South Asia and the Middle East.

In addition to making groundbreaking UVs like the Scorpio and Bolero, Mahindra offers cars, pickups, and commercial vehicles that are rugged, reliable, environment-friendly, and fuel-efficient.

Besides launching two new products during the year - Thar and Genio, AD entered the construction equipment sector with the launch of the Mahindra EarthMaster Backhoe Loader. This entry into the construction equipment sector has been made with the purpose of providing support to India's infrastructure development.

The Automotive Division has developed a large product portfolio which caters to diverse customer segments such as rural, semi-urban, urban and defence. Its product development process in this sector has been acknowledged internationally and it also has an active alternative propulsion technology development programme.



The Automotive Division has also forayed into heavy commercial vehicle space with Mahindra Navistar Automotives Limited. (MNAL), a joint venture between Mahindra & Mahindra Limited and International Truck and Engine Corporation. MNAL manufactures Mahindra Navistar trucks at Mahindra's state-of-the-art greenfield plant at Chakan, near Pune. Mahindra Navistar Engines Private Limited (MNEPL), the second joint venture agreement signed by Mahindra & Mahindra Limited, focuses on producing diesel engines for medium and heavy commercial vehicles in India.

(MNAL and MNEPL are not in the scope of this report)



Mahindra's Automotive Division became the first Asian OEM to receive the EPA certification for light duty diesel trucks in August 2010.

Highlights of the Year

1 Three new products launched.

- Mahindra Thar designed for off-road enthusiast with unique design features that blend legendary past with modern design and technology.

- The Genio 1.2 Tonne pickup with safety feature which is the first in the Pickup category in India.
- Mahindra Earthmaster Backhoe Loader, geared to carry out the toughest of operations, coupled with comfort and ease.

2 Acquisition of majority stake in the Ssangyong Motor Company of Korea.

3 The Bolero continued to occupy its No.1 position for the fifth consecutive year in the domestic utility vehicle market.

4 Awards & Recognitions:

- The Mahindra Maxximo, the world's first mini truck with C2 CRDe technology won the LCV of the Year Award at the annual CV award.
- Mahindra Auto Division awarded 1st place in the Automotive Supply Chain Excellence category during the 4th Express, Logistics and Supply Chain Conclave.
- Mahindra & Mahindra Limited received the Dun & Bradstreet (D&B) Rolta Corporate Award 2010 being placed at No. 1 in the Automobile Sector in the list of India's Top 500 companies.
- Mahindra Auto plant at Nashik was awarded the CII National Award for 'Excellence in Water Management 2010' for the fifth consecutive year.

For more information visit:

<http://www.mahindra.com/OurBusinesses/automobile-manufacturer.html> →

FARM DIVISION

Overview

For over two decades now, Mahindra Tractors has been the undisputed leader of the world's largest tractor market-India. Mahindra's journey in tractors began as a joint venture with International Harvester and with that began a new era in power, control and reliability in farm equipment manufacturing. Today, with the largest manufacturing set up in India, Mahindra Tractors is among the top three players in the global market having a product range from 15 hp to 125 hp.

The Farm Division (FD) has six state-of-the-art manufacturing plants (including two plants of Swaraj) in India, two plants in China, three assembly plants in USA and one assembly plant in Australia. FD has its presence in around 25 countries across six continents with more than 1,000 dealers world-wide.

Mahindra acquired Punjab Tractors Limited in 2008 to form the Swaraj Division. The combination of Swaraj's longstanding reputation with Mahindra's cutting edge design and manufacturing has made Swaraj a leader. It today has over 600 dealers across the country and has achieved ISO 14001:2004 & OHSAS 18001:2007 Certifications. FD also has a subsidiary agricultural tractor manufacturing company in India known as Mahindra Gujarat Tractor Limited (MGTL).



Mahindra is the only tractor manufacturing company in the world 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.

Maintaining its leadership position in the Tractor industry, a new product Arjun MAT was launched and existing products were upgraded during the year. All these initiatives will bring about an improved value proposition to the customers.

Today, FD products are making farms more prosperous in more than forty countries on six continents. Following Mahindra's vision of farm-tech prosperity, Mahindra has also expanded into farm-support services, including agri-mechanisation solutions under Mahindra AppliTrac; seeds, crop protection and market linkages and distribution through Mahindra ShubhLabh; and agri-support information and counselling through the Samridhhi Initiative.

Over the years, more than 133 Mahindra Samridhhi Centres have been made operational. These centres offer innovative farming technologies for improving productivity thereby transforming the lives of farmers.

ARJUN MAT



APPLI TRAC



POWEROL GENSETS



Besides being the leading tractor maker for close to three decades now, the Company has diversified in power generators and is now a leading player in the powergen space under the brand, 'Mahindra Powerol'.

Swaraj Engines Ltd., Mahindra Powerol, Mahindra Shubhlabh & MGTL and the plants in China are not in the scope of the report.

Highlights of the Year

1 New Product launch / Upgrades of existing products

- Arjun MAT - The first multi application tractor for agricultural and other applications.
- Updated version of Mahindra Arjun, Sarpanch, Bhoomiputra provides superior performance and added safety features.

2 External recognition received in the form of:

- Golden Peacock Award for Innovation in the year 2010 for Mahindra Samridhhi.
- Golden Peacock Award for Occupational Health and Safety for the year 2011.
- Award for 'Overall Brand Leadership' from Chief Marketing Officer (CMO) council in November 2010 for excellence in Branding and Marketing.

For more information visit: www.mahindractorworld.com →

MAHINDRA PARTNER DIVISION



Mahindra Intertrade Ltd. (MIL)

Overview

Mahindra Intertrade is the trading arm of the Mahindra Group primarily focussed on steel and steel related services. It has specialised domain knowledge in imports and exports of commodities, domestic trading, marketing and distribution.

Apart from steel, its portfolio includes steel raw materials, ferro alloys, technical and applications-oriented products, non-destructive testing instruments, analytical and diagnostic systems, compressors for special applications and even consumer products such as toys and apparel. It is also the only independent automotive facility for blanked skin panels in India and has an international reach of over 300 customers with principals in over 15 countries.

This year, MIL consolidated its position as the largest player in the processed electrical steel segment in the country.

Highlights of the Year

- 1 **Mahindra Intertrade Limited - Vadodara won the Mahindra Innovation award in the Process Innovation Category.**

- 2 **Mahindra Intertrade Limited - Nashik received the Esops Jury Award for 'Street Electrification with Energy Saving Lamps'.**

- 3 **Mahindra Intertrade Limited - Nashik and Mahindra MiddleEast-Sharjah successfully implemented IMS (Integrated Management System).**

For more information visit: www.mahindraintertrade.com →|

Mahindra Steel Service Centre Ltd. (MSSCL)

Overview

The Company seeks to provide high quality raw material and just-in-time deliveries for the Mahindra Group's Automotive Division. It has diversified its product portfolio to include home appliances, electronic and transformer industries.

In 2005, MSSCL expanded its electrical steel service network to Sharjah in the Middle East. This year, the Company added Bhopal to its list of Steel Service Centres. The Bhopal facility will address the requirements of processed electrical steel from transformer majors located in Central India and is equipped with best-in-class processing lines sourced from Heinrich Georg of Germany and Nittetsu Denji Corp. of Japan.

Mahindra Steel Service Centre Limited, subsidiary of MIL pioneered the setting up of India's first Steel Service Centre in collaboration with its Japanese partners Mitsubishi Corporation and Nissho Iwai Corporation (now Metal One Corporation).

For more information visit: www.mahindrasteelservicecenter.com →|

Mahindra Logistics Ltd. (MLL)

Overview

Formed in 2000, Mahindra Logistics is an integrated logistics service provider specialising in both supply chain management and people transport solutions. It serves a diverse cross section of industries, providing solutions that span the supply chain and are both customised and technology enabled.

Mahindra Logistics offers end-to-end supply chain solutions and people logistics solutions. Mahindra Logistics supply chain solutions focus on key industry verticals of Automotive, Retail, Telecom, Pharmaceutical and Express Logistics.

Mahindra Logistics caters to over 200 major corporate clients and is a market leader in People Logistics segment with dominance in the ITES and BPO industry.

Highlights of the Year

- 1 **MLL became an INR 10000 Million company in March'11.**
- 2 **A major initiative was launched to automate all the business processes using best of the breed technology and provide excellent customer service:**
 - **Oracle Transport Management (OTM)**
OTM was launched to cater to the automotive segment of MLL business to optimise the resources, provide visibility and automate billing.
 - **Transaction Management System (TxMS)**
TxMS was launched in people transportation solutions to optimise and manage the resources, provide visibility and automate billing.
 - **Feedback Management System (FMS)**
FMS was launched to capture the Customer Voice at a central place with escalation capability for a time bound complaint resolution.

For more information visit: www.mahindralogistics.com 

SYSTEMS & TECHNOLOGIES SECTOR (SYSTECH)



Mahindra Systech is a fully integrated 'Art to Part' manufacturer with capabilities ranging from design, sourcing and manufacturing 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:

Mahindra UGINE Steel Company Ltd. (MUSCO)

Overview

Mahindra UGINE Steel Company Limited is one of the leading manufacturers of alloy steel and specialty steel products and has a steel plant in Khopoli, Maharashtra. MUSCO is also a leading player in the business of Stampings (Pressed Sheet Metal & Components) in India. MUSCO Stampings operates from three plants - Kanhe (Near Pune), Nashik and Rudrapur. It has a wide range of presses (both hydraulic and mechanical category) under one roof and supplies assembled components in a powder coated/painted condition.

Group Profile

This Division is a leading manufacturer of stamping components for the automotive, defence, railways, consumer durables and general engineering sectors.

The company currently has three manufacturing facilities which are strategically located in close proximity of the automotive and auto-component manufacturing hubs, facilitating just-in-time supplies.

The core strength of the Stamping Division lies in tool maintenance and providing value-added services to its customers.



For more information visit: www.muscoindia.com →|

Mahindra Composites Ltd. (MCL)

Overview

Mahindra Composites is a leading engineering composite solutions provider specialising in the manufacture of sheet moulding and dough moulding compounds. It 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 visit: www.mahindracomposites.com →|

Mahindra Hinoday Industries Ltd. (Formerly Mahindra Castings Ltd.)

Overview

Mahindra Hinoday Industries Limited (MHIL) specialises in ductile iron castings and ferrites. MHIL 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 →|

Mahindra Forgings Ltd. (MFL)

Overview

Mahindra Forgings Limited, Chakan, the Indian unit of Systech's forging business, 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.

Group Profile

Mahindra's latest acquisition is a company with a history of over 140 years in forging. Schöneweiss GmbH is one of the hallowed institutions in forging and is one of the five companies in the world that can produce front axle beams.

Through this acquisition, Mahindra has created the fifth largest forging company in the world in two years.

For more information visit: www.mahindraforgings.com →

Mahindra Gears & Transmissions Private Ltd. (MGTPL)

Overview

Mahindra Forgings Limited, is a leading manufacturer of quality gears and other transmission components in India. Set up in 1987, its products conform to German specification DIN 8 to DIN 9 class of accuracy. It obtained ISO/TS 16949:2002 Certification from TUV Sudeutschland, in the year 2001.

For more information visit: www.mahindragears.com →

INFORMATION TECHNOLOGY



Mahindra has a leading presence in the global Information Technology (IT) industry, offering a full range of IT solutions and support through four outstanding companies with special expertise.

As globalisation intensifies competition and drives companies to focus on their core competencies, a knowledgeable and capable IT partner becomes critical to success. The sector designs industry-specific IT solutions to help clients take advantage of the new opportunities and adapt to the new challenges of a changing world. In two decades, it has partnered with several Fortune 100 and Fortune 500 companies to deliver outstanding solutions that have helped drive their success.

Tech Mahindra Ltd.

Overview

Tech Mahindra is a leading global systems integrator and business transformation consulting organisation focused primarily on the telecommunications industry.

What began, as a joint venture between Mahindra and British Telecom (BT), in 1986 is the fifth largest software exporter in India today and is ranked No. 1 in the Telecom Software Category (Voice & Data 2009).

For over two decades, it has been the chosen transformation partner for wireline, wireless and broadband operators in Europe, Asia-Pacific and North America. Tech Mahindra operates in more than 25 countries through 17 sales offices and 13 delivery centres, working with major players like British Telecom, Vodafone, and many more.

Tech Mahindra has successfully implemented more than 15 Greenfield Operations globally and has over 126 active customer engagements mostly in the Telecom sector. The company has been involved in about eight transformation programs of incumbent telecom operators.



Tech Mahindra's capabilities are spread across a broad spectrum, including Business Support Systems (BSS), Operations Support Systems (OSS), Network Design & Engineering, Next Generation Networks, Mobility Solutions, Security consulting and testing.

Tech Mahindra has recently expanded its IT portfolio by acquiring the leading global business and information technology services company, Mahindra Satyam (formerly Satyam Computer Services Limited).

Highlights of the Year

- 1 AT&T, a premier global communications company, awarded Tech Mahindra the **'2011 AT&T Supplier Award' for its superior products and services, enhanced cost structures and best-in-class approaches** that contributed to their overall success during the past year.

- 2 **'System Integrator of the year in the Telecom Sector'** Award by a leading global Analyst and Research firm as a part of the India, **IT & Telecom Excellence Award** for the exceptional business performance of the year.

- 3 **Winner of CMAI's 5th National Telecom Awards 2011 for 'Excellence in Innovation with Rural Telecom focus'.**

- 4 **Ranked 12th in Garteners annual ranking** of worldwide telecom operations and management systems.

- 5 **Tech Mahindra's BPO is amongst India's top ITES and BPO companies** (by employee strength) - **Dun & Bradstreet 2010.**

- 6 Tech Mahindra Limited is positioned in the strong performer's category in **Forester Wave for Global IT Infrastructure Outsourcing 2011.**

For more information visit: www.techmahindra.com →

Mahindra Satyam (formerly Satyam Computer Services Ltd.)

Overview

Mahindra Satyam is a global player in Information, Communication, and Technology (ICT). Mahindra Satyam provide enterprise business solutions, infrastructure services, industry native solutions, integrated engineering solutions, consulting services, application development and management services, and business process outsourcing to more than 350 clients in 35 countries.

Mahindra Satyam's development and delivery centres in the US, Canada, Brazil, the UK, Hungary, Egypt, UAE, India, China, Malaysia, Singapore and Australia serve numerous clients, including several Fortune 500 companies.



Mahindra Satyam expertise has made them the choice of three of the top five companies in food products, two of the top five in pharmaceuticals, four of the top five in networking and communication equipment, two of the top five in chemicals, three of the top ten in aerospace and defence, four of the top ten in electronics and electrical equipment, five of the top ten in automotive and automotive parts, one of the top five in industrial and farm equipment, three of the top ten in gas and oil, and one of the top three in semiconductors.

Mahindra Satyam is a leader in quality

Mahindra Satyam were the **first company in the world to receive ISO 9001:2000 certification**

Third to be BS 25999 certified on business continuity

Among the **first ten to attain CMM Level 5**

AS9100/EN9100 for Engineering Solutions

Certified at Level 5 in both our CMMI for Development Version 1.2 for more than ten business units and our Automotive SPICE PATHFINDER Maturity

Payment Card Industry certification (PCI-DSS 1.1) for banking vertical

Mahindra Satyam have received **ISO/IEC 20000 for Networks and Systems**

ISO 27001 Global Certification and ISO 9001:2000 for all services



Highlights of the Year

- 1 **Mahindra Satyam was one of the four main sponsors and the official Information Technology provider for the FIFA World Cup™, 2010 in South Africa.** It not only maintained the end-to-end logistics requirement of the event but also managed an eight language customer support centre which was the first of its kind for the FIFA World Cup™. It has received **Gold Award in the Event Services category at the 'International Sports Event Management Awards'** for its stellar contribution to the FIFA World Cup™.
- 2 Mahindra Satyam BPO awarded in the **'BPO Contract of the Year' category at the National Outsourcing Association (NOA) Awards 2010.**
- 3 Mahindra Satyam received **Oracle APAC FY10 OPN Enterprise 2.0 Partner of the Year Award** from Oracle (October 2010).
- 4 "Mahindra Satyam was honoured by Pitch India's **Top-50 Marketers Award**, under the category of **Resurgent Marketers for 2010.**
- 5 Mahindra Satyam BPO honoured as **"India's Most Customer-Responsive BPO Company" at the AGC (Avaya Global Connect) Networks Customer Responsiveness Award 2010.**

For more information visit: www.mahindrasatyam.com →

LEISURE & HOSPITALITY SECTOR



Mahindra Holidays & Resorts India Ltd. (MHRIL)

Overview

Mahindra Holidays & Resorts India Limited is a leading player in the leisure hospitality industry - offering quality holidays designed for the discerning and differentiated needs of families. In offering such services and facilities, the Company has steadily changed the way India holidays.

Group Profile

It offers complete holiday solutions to its customers, drawing on its wide range of products and services. These are: Club Mahindra Holidays, which is the Company's flagship brand, Zest, Club Mahindra Fundays, Mahindra Homestays, Club Mahindra Travel, and the newly launched TERRA.



The membership base continued to grow, and stood at 125,169.

It became the first vacation ownership company in India to receive the prestigious ECOTEL® certification for two of its resorts.

It also became the first vacation ownership company in the world to receive the COPC-2000® CSP Global Standard certification by the Customer Operations Performance Centre Inc for its Member Relations Centre.

Mahindra Holidays currently has a pan-India and International presence through its extensive network of resorts. At the end of the year, the Company had 35 resorts across a cross-section of destinations: hill stations, beach, backwater, wildlife, fort and heritage.

Highlights of the Year

- 1 **MHRIL has launched rugged camping vacations called TERRA.** This new campsite product will help our customers engage with nature.

- 2 MHRIL has entered into a Memorandum of Understanding with the Government of Gujarat in January 2011 to build **seven new Club Mahindra Resorts in the State.**

- 3 Mahindra Holidays won the **Bird Express Travel World Award for 'Excellence in Operations'.**

For more information visit: www.clubmahindra.com →

REAL ESTATE SECTOR 

Mahindra Lifespace Developers Ltd. (MLDL)

Overview

The Group began its foray into real estate and infrastructure development in 1996, with the aim of participating in the creation of urban infrastructure for a developing India. MLDL, today has a development footprint of over 2 million square meters of residential space, spread across multiple regions in India.

Mahindra Lifespaces has taken a lead role in the Real Estate industry in India to protect the environment by promoting sustainable construction practices. It has a continuous focus on building environmentally friendly and energy efficient Green Buildings in line with the standards of Indian Green Building Council's (IGBC) green home rating systems.

'Green Design' is MLDL's selfless way of giving back to the environment and the same is splendidly showcased in MLDLs residential projects such as Aqualily, Splendour, Royale, Chloris, Eminente, etc.



Highlights of the Year

- 1 Mahindra Lifespace Developers Limited ranked **'One of India's Top 10 Builders 2010' by Construction World.**
- 2 Mahindra Lifespaces entered into **Two MoUs with the Government of Gujarat** marking its foray into the state **for the development of a new Integrated Business city of 3,000 acres and an Industrial park of 500 acres.**
- 3 Received **The Economic Times ACETECH 2010 Real Estate Award, in the category 'Excellence in Mid segment'** for its first phase for Mahindra Eminente.

For more information visit: www.mahindralifespaces.com →

Mahindra World City Developers Ltd. (MWCDL)

Overview

Mahindra World City, New Chennai, is India's first integrated business city and corporate India's first operational Special Economic Zone (SEZ). Mahindra World City, New Chennai is promoted in a public-private partnership between Mahindra Group and TIDCO (a Government of Tamil Nadu undertaking).

Mahindra World City is spread over 1,550 acres and offers the perfect synergy between life and work-a holistic WORK-LIVE-LEARN-PLAY environment. It has clearly demarcated business zones - three sector-specific SEZs (IT/ITES, Auto Ancillary, and Apparel & Fashion Accessories) and a Domestic Tariff Area. It also has a residential/commercial zone which incorporates all modern conveniences as part of its social infrastructure.

MWCDL currently has 57 clients and 35 companies operating out of Mahindra World City, Chennai, including such corporate giants as BMW, B Braun, Infosys, Wipro, Capgemini, Renault-Nissan, Timken Bearings, TVS Group of Companies, Lincoln Electric, Parker Hannifin, Tesa Tapes, among others.

MWCDL in partnership with IGBC has started work on making the first Green township in India.



Highlights of the Year

- 1 **Mahindra World City, Chennai won the Best Integrated Township of the Year Award at the Realty plus Excellence Awards in 2010.**

For more information visit: www.mahindraworldcity.com →

Mahindra World City Jaipur Ltd. (MWCJL)

Overview

Spread over an area of 3,000 acres, MWCJL provides corporate India with a world-class platform to expand their businesses to compete globally. MWCJL is a Special Economic Zone on the format of an 'Integrated Business City' and is a 74:26 joint venture between Mahindra Lifespace Developers Limited and Rajasthan State Industrial Development and Investment Corporation Limited (RIICO, an agency of the Government of Rajasthan).

The SEZ includes exclusive zones for IT/ITES Companies, Light Engineering companies including Auto and Auto Component manufacturers, Handicraft Companies, Gems & Jewellery Companies and Apparel companies. 35 companies have already signed-up with MWCJ which includes names like Infosys, Wipro, Tech Mahindra, Deutsche Bank, State Bank of India, ICICI Bank, EXL, Connexions, Truworth, Nucleus Software, Nagarro Software, Gimar Soft, QH Talbros, Dynamic Cables, Poly Medicure, Genus, etc.

MWCJL has been identified as part of a list of 16 projects globally, which are being supported by the Clinton Climate Initiative (CCI), a foundation for sustainable development promoted by Former US President Bill Clinton. Only 2 of these projects are India-based, and MWCJL is one of these.

For more information visit:
www.mahindraworldcity.com →



FINANCIAL SERVICES



Mahindra & Mahindra Financial Services Ltd. (MMFSL)

Overview

Mahindra & Mahindra Financial Services Limited is one of India's leading non-banking finance companies. Through a vast network of branches, MMFSL provides personalised finance for the widest range of utility vehicles, tractors and cars, focusing on the rural and semi-urban sector.

MMFSL's rural financing is considered as the cornerstone of poverty reduction, rural development and inclusive growth in many parts of the country. Mahindra Finance currently has a significantly large network of over 500 branches, 86 out of which are located in low-populated or economically disadvantaged areas. MMFSL's loans to over 1,000,000 customers in the rural hinterlands have proved to be a catalyst in helping rural India surge ahead in a big way.

MMFSL's unique business model is socially inclusive as we help customers who are at the bottom of the income or social pyramids to grow by providing them loans based on their future earning capacities. It is also our continuous endeavour to facilitate development of skill sets at the local level.

We currently provide employment to over 10,000 people who belong to the areas in which we serve, ensuring that our employees truly understand their customers.

Highlights of the Year

- 1 Mahindra Finance won several awards including the **IDC Enterprise Innovation Award, 2010** (IDC is the leading provider of data-driven research and analysis) and **EDGE (Enterprise Driving Growth & Excellence through IT) 2010 Award, the SKOCH Financial Inclusion Award**, in addition to winning 13 awards in various categories at **Asia's Best Employer Brand Awards by the World HRD Congress**.
- 2 Mahindra Finance also received the **AIMA-IOCL (All India Management Association - Indian Oil Corporation Limited) Award for Best Motivational Practice in Manufacturing and Services 2010 - Service Industry and CSR Awards - INDYs - Star of the Industry Award for "Best Practices in Corporate Social Responsibilities"**

For more information visit: www.mahindrafinance.com →

TWO WHEELERS SECTOR



Mahindra Two Wheelers Ltd.

Overview

Mahindra Two Wheelers' Power Scooters cater to a wide range of consumer segments. The Mahindra Rodeo with its very innovative, contemporary features is popular amongst the Indian youth, while the Mahindra Duro is positioned as a family scooter. The Flyte is the Indian woman's two-wheeler of choice, the stylish Stallio has created a niche for itself in the motorcycles category.

Stallio and Mojo motorcycles made their debut at a high voltage launch in Mumbai on September 30, 2010. These bikes are worthy additions to the Mahindra Two Wheelers product portfolio and are part of their commitment to establish a robust, end-to-end two wheeler business in every segment of the industry.



Mahindra MotoGP

Riders Danny Webb from the UK and Marcel Schrötter from Germany, already well known in MotoGP, will ride for Mahindra Racing in the 125cc category for the 2011 season.

Each Grand Prix race brings together the world's best motorcycle talent and is a superb spectacle featuring technologically advanced high-speed machinery from the world's leading motorcycle manufacturers.

Mahindra Two Wheelers Ltd. is the first Indian motorcycle manufacturer to enter a team into the prestigious FIM Road Racing World Championship (MotoGP).



Highlights of the Year

- 1 Mahindra Two Wheelers won an **ABBY - Silver at the sixth edition of Goafest**, India's biggest advertising and awards festival, **for the Best and Innovative use of Cinema.**
- 2 The Mahindra Rodeo Website, www.mahindrarodeo.com was awarded the **Gold in the Best Website in Automotive Category at the prestigious Campaign India Digital Media Awards 2010.**

For more information visit: www.mahindra2wheelers.com →

AFTERMARKET SECTOR



Overview

Realising that there was vast untapped potential in the aftermarket for sales, service and spare parts of multi-brand pre-owned vehicles, Mahindra established an Aftermarket Sector. The aim was to create a business ecosystem for the growing population of vehicles in India (6 million cars currently, expected to grow to 17 million by 2015) which replicates the existing ecosystem for new vehicles.

Group Profile

Mahindra aftermarket services also extend to financing and exchange platforms, building and distributing spare parts for Mahindra vehicles, and providing maintenance services through Mahindra First Choice Services Limited (MFCSL).



The Business Units in the Aftermarket Sector includes:

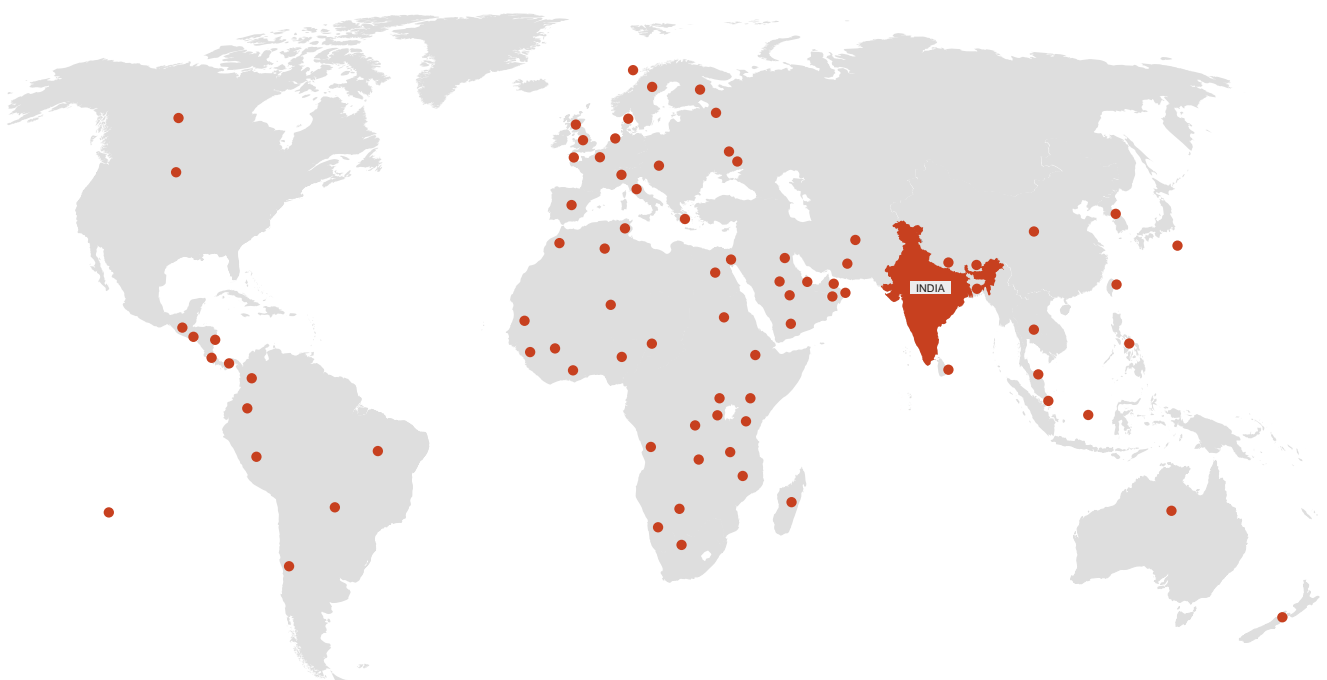
Mahindra First Choice Wheels Limited (Sale and Purchase of Pre-owned Cars)

Mahindra First Choice Services Limited (Multi-brand Service Chain)

Mahindra Spares Business (for Mahindra products)

For more information visit: www.mahindrafirstchoice.com →

GLOBAL FOOTPRINT



Group Profile

INTERNATIONAL

Afghanistan	Japan	Taiwan	Ghana	Saudi Arabia	Congo	New Zealand
Australia	Kuwait	Thailand	Guinea	South Africa	Denmark	Norway
Belgium	Mozambique	Uganda	Iran	Sri Lanka	El-Salvador	Paraguay
Brazil	Malawvi	USA	Italy	Switzerland	France	Qatar
China	Nepal	Algeria	Jordan	Tanzania	Greece	Senegal
Costa Rica	Nicaragua	Bangladesh	Latvia	Tunisia	Hungary	South Korea
Ecuador	Oman	Bhutan	Morocco	UK	Iraq	Sudan
Ethiopia	Peru	Canada	Mali	Yemen	Ivory Coast	Tahiti
Germany	Rwanda	Columbia	Netherlands	Angola	Kenya	Tchad
Guatemala	Singapore	Republic	Nigeria	Bahrain	Madagascar	UAE
Indonesia	Spain	Egypt	Panama	Botswana	Malaysia	Zambia
Ireland	Sweden	Finland	Philippines	Chile	Namibia	

INDIA

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

CORPORATE GOVERNANCE

Overview

At Mahindra, we believe that good corporate governance is the foundation for maximising shareholder returns, optimising operational performance, attracting talent, clients, and partners, and making a positive impact on the lives and businesses we touch.

Our superior corporate governance practices are derived from the exceptional composition of our Board of Directors, and the strong strategic direction and rigorous management focus they provide. Bringing together extensive experience and achievement across many industries, our Board helps guide Mahindra to adhere to the highest benchmarks of transparency and accountability with an aim to contribute positively to our stakeholder prosperity.

At Mahindra, our Core values and ethical business practices are sacrosanct and central to whatever we do. We have never been daunted by limitation and have always strived to go beyond compliance. We have an impeccable record of participation in voluntary reporting and disclosure programs.

The Company has formally enunciated its own governance practices by way of a Code of Corporate Governance.

This Code seeks to serve as a reminder of the underlying principles governing the conduct of our businesses. They are a reiteration of the fundamental precept that good Corporate Governance must, and will, always be an integral part of the fabric that makes up our beliefs, values, culture and ethos.

It is indeed a matter of great pride that over the years different organisations have acknowledged and awarded the corporate governance systems and practices adhered by us. This year was no different. Mahindra was awarded the 6th Social and Corporate Governance Awards 2010.

Shareholder Value

Maximising shareholder value and enhancing investor trust is not a new ideology for Mahindra.

This commitment has earned us a Level 1 rating for five consecutive years for Governance and Value Creation from CRISIL, India's leading ratings, research, risk and policy advisory company.

The rating indicates our unfaltering capability to generate wealth for our stakeholders; while adopting strong Corporate Governance practices.

Shareholder Interaction

By opening communication channels for our investors we have attempted to minimise the possibility of trust gaps. At Mahindra, shareholder dialogue takes place at multiple platforms, through multiple managerial levels on multiple occasions.

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

Governance Framework

One of the reasons behind the rise of Mahindra Group is the robust corporate governance framework which extends across all its subsidiaries, associates and joint ventures across the globe.

Our governance framework serves as the backbone which sets the Group's objectives, monitors performance and drives operational excellence.

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

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

BOARD OF DIRECTORS

The Board of Directors of M&M Limited 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 one Executive Director 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 who bring to the table years of experience and expertise in their respective fields varying from general corporate management, to finance, banking, insurance and allied fields. This expertise is especially valuable for an organisation like Mahindra which has presence in a wide spectrum of sectors.

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, has 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.

Board of Directors of M&M Limited

PROMOTER DIRECTORS	INDEPENDENT DIRECTORS	EXECUTIVE DIRECTOR
<p>Keshub Mahindra Chairman (Non-Executive, Non-Independent Director)</p> <hr/> <p>Anand G. Mahindra Vice-Chairman & Managing Director</p>	<ul style="list-style-type: none"> • Arun Dasgupta • Ashok Ganguly • Nadir Godrej • Ravindra Kulkarni • M.M. Murugappan <ul style="list-style-type: none"> • Arun K. Nanda • Deepak Parekh • Anupam Puri • Narayanan Vaghul 	<p>Bharat Doshi</p>

BOARD COMMITTEES

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

- Audit Committee**

- Remuneration/Compensation Committee**

- Share Transfer & Shareholders / Investors Grievance Committee**

- Research & Development Committee** (a voluntary initiative of the Company)

- Strategic Investment Committee** (a voluntary initiative of the Company)

- Loans & Investment Committee** (a voluntary initiative of the Company)

GROUP EXECUTIVE BOARD (GEB)

The Group Executive Board (GEB) comprises the Vice Chairman & Managing Director, President of the business Sectors as well as heads of certain key corporate functions. The Board provides strategic direction and enterprise leadership, facilitates synergistic and symbiotic relationships, and creates a shared vision and value-system, across the various business units and companies that make up the Mahindra Group.

The Group Executive Board displays the breadth and depth of our talented human capital. Made up of people from all segments of industry, the GEB explores synergies between all our businesses to unite our goals and forge strategic plans. Working together, we create value while staying true to our common purpose and values.

The composition of the Group Executive Board

NAME	DESIGNATION
Anand G. Mahindra	Vice Chairman & Managing Director
Bharat N. Doshi	Executive Director & Group CFO
Rajeev Dubey	President - Group HR & Aftermarket Sector
Pawan Goenka	President - Automotive and Farm Division
Hemant Luthra	President - Systech Sector
Anoop Mathur	President - Two Wheeler Sector
Uday Phadke	President - Finance, Legal and Financial Services Sector
Ulhas N. Yargop	President - Information Technology Sector & CTO
Anita Arjundas	CEO - Real Estate Sector and Managing Director, Mahindra Lifespaces Developers Limited
Zhooben Bhiwandiwalla	Executive Vice-President & Managing Partner - Mahindra Partners
C.P. Gurnani	CEO, Mahindra Satyam
Ramesh Iyer	Managing Director - Mahindra & Mahindra Financial Services Limited
Rajesh Jejurikar	Chief Executive - Automotive Division
Harsh Kumar	Managing Director - Mahindra Intertrade Limited
Romesh Kaul	Global CEO- Gears Business, Systech Sector
Bishwambhar Mishra	Chief Executive- Farm Division
Ruzbeh Irani	Executive Vice President - Corporate Strategy & Chief Brand Officer, Mahindra Group
V.S. Parthasarathy	Group CIO, Executive Vice President - Finance, M&A
Rajiv Sawhney	CEO, Mahindra Holidays & Resorts India Limited
Pravin Shah	Chief Executive - International Operations, Automotive & Farm Sectors
Rajan Wadhera	Chief Executive -Technology, Product Development and Sourcing, Automotive & Farm Sectors
Shriprakash Shukla	President - Special Group Projects

SPECIAL PURPOSE COUNCILS AND COMMITTEES

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

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ Sustainability Council <hr/> ✓ CSR (Corporate Social Responsibility) Council <hr/> ✓ Apex Talent Council
(supported by the Sector Talent Councils and Functional Talent Councils) <hr/> ✓ Corporate Risk Committee <hr/> | <ul style="list-style-type: none"> ✓ Complaints Committee on Sexual Harassment <hr/> ✓ Information Security Apex Committee <hr/> ✓ Corporate Governance Cell <hr/> ✓ Alternate Fuel Committee <hr/> ✓ Central Safety Council <hr/> |
|---|--|

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 programmes such as the UN Global Compact and the Carbon Disclosure Project. A corporate social responsibility team manages all social and philanthropic activities throughout the Group and oversees the Employee Social Options (Esops) Programme.

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 Communications, Corporate Sustainability Cell, Corporate Legal, Corporate Finance, Corporate Affairs, Internal Audit and Corporate CSR.



Core Purpose

Core Purpose is to Mahindra what the Preamble is to India. It is a beacon of light that inspires us to chart diverse growth paths yet move ahead towards a common goal.

Our first core purpose was enunciated in 1997. But since then a lot has changed across the globe - be it the climate, the business environment or the very own presence of Mahindra. From being one flagship Company, 13 subsidiaries, and about 8 Joint Ventures, today the Mahindra Group has transformed into a multinational with more than 120 companies having a footprint in all continents.

This year, we articulated a new, more inclusive core purpose that binds the whole of Mahindra workforce across the globe and inspires them to build a new company of tomorrow. It reflects the new face of our diversified federation of companies with its increasingly global ambitions.

The transformed Core Purpose of Mahindra Group is-

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

Core Values

This year, while the Mahindra Group released its new brand position and core purpose, the core values consciously remained the same because they have become a way of life for the Mahindraites.

The Group's core values, beliefs and ethics are infused in to our DNA. These values form the basis on which stands the Mahindra Ethos and drive the Mahindra Group in enabling the world to rise. They are also in line with our commitment to sustainability - social, economic, and environmental.

Our Core Values are an amalgamation of
what we have been, what we are, and what we want to be

Good Corporate Citizenship

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

Professionalism

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

Customer First

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

Quality Focus

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

Dignity of the Individual

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

Codes of Conduct

Our values form the basis on which we have drafted our Codes of Conduct. These codes are a vehicle of our occupational identity and permeate across all the actions taken by the employees across the organisation. This comprehensive document also lays down guidelines on insider trading and disclosures to be made while handling Company shares. These codes are in line with the requirements of SEBI.

The CGC oversees the adherence to both the Codes, and in order to ensure that these are followed in letter and spirit.

The Board has established two detailed Codes of Conduct - one for board members and the other for senior management and employees of the Company. The codes of conduct are an integral part of the induction of new employees and have been posted on the Company's website. All board members and senior management personnel affirm compliance with these codes annually.

At the corporate level, there is a Corporate Governance Cell (CGC) comprising four members of the Group Executive Board, who represent business Sectors as well as the Corporate Centre. The CGC reports to the Board of Directors. In order to see that the Code of Conduct is well understood and practiced within the organisation, a formal mechanism has been put in place in form of "Corporate Governance Coordinators" at the business level and "Corporate Governance Officers" at the plant level.

In a bid to actively discourage unacceptable conduct, MMFSL has introduced a concept of 'Insaaf' (Justice) for such redressals. The procedures of 'Insaaf' are structured on the lines of 'Principles of Natural Justice' that states, the judgement cannot be biased and no judgements can be passed without hearing both sides of the argument.

These coordinators/officers are like 'listening posts' where employees can report irregularities noticed at the work place or get clarification with regard to policy compliance etc. The irregularities reported are then conveyed by the coordinators/officers to the CGC who would take the matter forward as deemed fit.

Members of the Corporate Governance Cell (CGC)	
NAME	DESIGNATION
Uday Phadke*	President - Finance, Legal & Financial Service Sector
Rajeev Dubey	President - HR, Aftermarket & Corporate Services
Pawan Goenka	President - Automotive Division
Anoop Mathur	President - Two Wheelers

**Uday Phadke is also the Convener of this cell.*

Compliance

At Mahindra, we remain in compliance to high standards of corporate governance, business integrity and professionalism across business operations. We have an active compliance committee to ensure adherence to all regulatory framework applicable to the Group. We also abide with Competition Act 2002 which is a mandatory legislation that deals with anti competitive behaviour.

The company is in accordance with all the requirements of regulatory authorities. During the last four years, there were no instances of non-compliance by the Company and no penalty or strictures were imposed on the Company by Stock Exchanges or SEBI or any statutory authority, on any matter related to the capital markets. We incurred no fines from any regulatory authority for non-compliance of laws and regulation in year 2010-11.

Regulatory Compliance

The audit committee is responsible to ensure 100% regulatory compliance across various sectors. We undertake regular audits to ensure strict adherence. Wherever related observations exist, they are immediately brought to the notice of the site senior management and corrective actions are taken to resolve the issue. Regulatory compliance is periodically reviewed by the Group Executive Board (GEB).

Policies

Our Corporate Governance policies continue to be comprehensive and forward-looking. We have been appreciated and felicitated in various forums by numerous industry bodies. These policies cover areas ranging from corporate communications to e-business security to insider trading. All the policies are reviewed on an annual basis. These policies are released by M&M Limited and are adopted by other Group companies as they deem fit.

For further details about our Corporate Governance Policies, please refer last year's report. →

Anti-corruption Policies and Procedures

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

Public Policy Advocacy

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

Some of the major participations in public policy advocacy and industry fora by our top management are listed below:



M&M LIMITED

is an active partner in the various national and international consortium projects on alternative fuel and fuel efficiency

IIT Delhi - For development of Hydrogen Engine & Hydrogen 3 wheeler

Saskatchewan Research Council, Canada - For developing Hydrogen Technologies

UNIDO / IHECT - For Development of Hydrogen 3 Wheeler

Indian Oil Corporation - For HCNG demonstration project

Ministry of Renewable & New Energy, Govt of India - For Sponsoring 3 projects on Hydrogen Technology



KESHUB MAHINDRA

member of the of the following organisations & committees

Apex Advisory Council - ASSOCHAM

Founder Member - Indo-Hellenic Friendship League

Founder Member of Governing Council, Integrated Research & Action for Development (IRADe) New Delhi

President - Centre for Research in Rural & Industrial Development Society, Chandigarh

Group Profile

Chairman - Governing Body, Centre for Research in Rural & Industrial Development, Chandigarh

President Emeritus - Employers' Federation of India

Deputy Chairman & Trustee - Employers' Federation of India, Social & Labour Research (SOLAR) Foundation

President of the Governing Council - University of Pennsylvania Institute for the Advanced Study of India, New Delhi

Hon. Fellow - All India Management Association, New Delhi

Member - The United World Colleges (International), U.K.



ANAND MAHINDRA

member of the following Boards and Committees

Asia-Pacific Advisory Board - Harvard Business School

Advisory Committee - Harvard University Asia Centre

Member - Asia Business Council

Council and Executive Committee - National Sports Development Fund (NSDF), Government of India

Executive Committee - The Nehru Centre, Mumbai

Member - National Council of Applied Economic Research

Member - India Council for Sustainable Development

Member - Board of Trustees of the Asia Society, New York



RAJIV DUBEY

member of the following Boards and Committees

Serves on - CII National Committee on Leadership & HR, CII National Committee of Leadership and HR, the CII Apex Council on Affirmative Action and the CII Western Regional Council

Member - National Board of NHRDN

Chairperson - Employer's Federation of India (EFI) Western Region

Member of the Executive Committee of TERI - Business Council for Sustainable Development

Serves on - Boards of Lal Bahadur Shastri Institute of Management and Technology (LBSIMT), Magic Bus - an NGO that works with youth and children and the School of Inspired Leadership (SOIL)

Group Profile



PAWAN GOENKA

member of the following Boards and Committees

Current President - Society of Indian Automobile Manufacturers (SIAM)



BHARAT N. DOSHI

member of the following Boards and Committees

Member - SEBI (Securities and Exchange Board of India) Committee on Disclosures and Accounting Standards (SCODA)

Member of the Working Group - constituted by Reserve Bank of India (RBI) "to examine a range of emerging issues pertaining to regulation of the NBFCs (Non-Banking Financial Companies) Sector"



BEROZ GAZDAR

member of the following Boards and Committees

Member, Advisory Board - the United Nations Global Compact for Supply Chain Sustainability

Member - CII National Environment Council and the CII Climate Change Sustainability Western Region Sub Committee

Member - Sustainability Committee of The Bombay Chamber of Commerce & Industry

Awards

By challenging conventional thinking and knowing no boundaries our aim has always been to create solutions that drive a transformative change and create a sustainable future.

This is why, today, from being a steel trading company that gradually entered the automotive manufacturing space; we have grown as a responsible business and achieved many a milestone. We are the world's largest tractor company in terms of volume sold; one of India's leading telecom software services exporters; the largest non-banking financial services provider in rural India; the first to design multi-utility tractor in India.



Awards give us tremendous inspiration, recharge our desire for distinction and raise the bar higher.

Group Profile

These achievements have time and again been lauded by some of the most recognized and respected businesses, media and government institutions. Although we take great pride in the awards that we win, we keep ourselves grounded by treating these awards and recognitions as milestones; milestones that tell us how far we have come and how far we need to go to achieve our long-term goal.

AWARDS - 2010-11

ECONOMIC

- ★ **M&M Limited was recently awarded the Dun & Bradstreet (D&B) Rolta Corporate Award 2010 for the Automobile Sector.** M&M was placed at No. 1 in the Automobile Sector in this prestigious listing. Dun and Bradstreet is the world's leading provider of global business information, knowledge and insights and these awards felicitated 54 of India's leading corporate across sectors.

- ★ **Mahindra Powerol has been chosen by the Indian consumers as a 'Power Brands 2010-2011'.** Power Brands, an initiative undertaken by Planmann Media, is a consumer driven research activity of India's most powerful brands based upon research conducted by ICMR (Indian Council of Market Research).

- ★ **M&M Limited** has featured in the latest edition of the **Forbes Global 2000**, a listing of the biggest and most powerful listed companies in the world.

- ★ **Mahindra Powerol won two prestigious Frost & Sullivan 'Voice of Customer' awards** - for the 'Most Preferred Genset Brand in the Telecom Segment' and in the 'Best Bang for the Buck' segment.

ENVIRONMENT

- ★ **M&M was ranked second at the prestigious FE-EVI Green Business Leadership Awards 2010-11.** The winners were shortlisted and selected from 591 companies, each with a revenue of INR 10000 million, on the basis of the impact their initiatives have made in areas like climate change & environment, natural resources management, and governance for sustainability.

- ★ Realty Plus, a leading monthly real estate magazine, adjudged **Mahindra World City, New Chennai, the winner of the 'Best Integrated Township of the Year' award.** The award was presented at the Realty Plus Excellence Awards 2011 event, held in Bangalore, on February 3, 2011. These awards recognise individuals, organisations and projects that have created and delivered new benchmarks for excellence in the Indian real estate industry. The 'Integrated Township of the Year' Award is conferred on a township which has created a self sufficient and sustainable development to become a city in itself, with provisions for physical and social infrastructure, and by adopting environmental initiatives.

- ★ The **AD Kandivali Plant bagged Tata Power Company's Energy Conservation Award in the 'HT Industrial Segment'.** This prestigious award was presented at Tata Power's Industrial Customer Meet.

- ★ For the third consecutive year, **Mahindra Lifespaces' The Woods project in Wakad, Pune, was awarded the First Prize** for tree plantation and conservation by the Pimpri Chinchwad Municipal Corporation.
- ★ **M&M Limited's automotive plant at Nashik** was awarded the **CII National Award for Excellence in Water Management 2010'** for the fifth consecutive year.

SOCIAL

- ★ At the first 'CSR Thought Leadership Conclave' organized by Wockhardt Foundation, the CSR arm of the Wockhardt Group, **M&M bagged an award recognising the company's outstanding contribution to society through its CSR programs.** Industry leaders emphasised the need for corporate India to have focused CSR initiatives, as well as the need for Public Private Partnerships, capacity development and sustainable development, to ensure effective growth in the social sector. Winners were selected from various development sectors on the basis of the impact and sustainability of the CSR programmes.
- ★ Mahindra Samridhi initiative, bagged the prestigious **'Golden Peacock Innovation Award - 2010'**.
- ★ **Mahindra Holidays & Resorts's Club Mahindra Tusker Trail (CMTT) in Thekkady,** was selected for the **ROTARY BINANI ZINC CSR AWARD,** in association with NIPM Kerala Chapter. This award was presented to Mr. Silju Joseph, Resort Manager, CMTT and Mr. Nishad Khan, Sr. Manager-HR, CMTT by Dr. Ananda Bose, IAS, Principal Secretary, Govt. of India.

GOVERNANCE

- ★ **Mr. Anand Mahindra** featured in Fortune magazine's (US edition) inaugural global ranking of **Asia's 25 Most Powerful People in Business.**
- ★ **Dr. Pawan Goenka** received the prestigious **'Automotive Man of the Year' Award** at the annual NDTV Car & Bike Awards, in recognition of his contribution to the Indian automotive industry.
- ★ **M&M Limited bagged the "Top 100 CISO Awards 2011".** A 100 CISO's were honoured with the Award bases the assessment carried out by distinguished jury members comprising of eminent personalities, both from Government as well as Industry. M&M Limited was awarded The 'Top 100 CISO Award' for excellent contributions done in this area.
- ★ In March 2011, **Bharat Doshi** was honoured as one of the Founding Members to the **'CFO India Hall of Fame'** by CFO India.
- ★ **Mr. Uday Phadke** was honoured with the **CFO - Manufacturing Sector of the Year Award** by the Institute of Chartered Accountants of India (ICAI).
- ★ **Ms. Roma Balwani** was honoured as the **'Corporate Communication Professional of the Year 2011'** by Exchange4media Public Relations, at its India PR & Corporate Communication Awards 2011 Summit, held in Delhi.

Group Profile

- ★ **Ms. Roma Balwani, Sr. VP & Group Head, Corporate Communications, M&M Limited, was recognized as 'Corporate Communication Professional of the Year' at the 5th INDY'S Awards, for her 'outstanding contribution to the field of marketing and branding'. The award was presented on February 9, 2011 and recognises excellence in Mass Communication, Marketing Communication, Advertising, Branding and Public Relations.**

PEOPLE

- ★ In recognition of his sterling contribution towards the cause of Human Resources, **Prince Augustin, Executive Vice President - Human Capital, AFS, M&M Limited, was honoured with the Best Alumni of the Year for 2011 Award** by the Symbiosis Institute of Business Management (SIBM), Pune. The award was presented by SIBM's Founder Director on SIBM's Annual Management Day.
- ★ **Mr. Rajeev Dubey received the prestigious 'HRD Excellence - Seasoned HR Professional Award 2010'** from the National HRD Network.
- ★ **Mahindra Lifespaces won the Economic Times ACETECH award** in the 'Excellence in Mid Segment (Exterior Architectural Design)' category for the Vervian & Veronica wings of its Eminent project. These awards recognize excellence and felicitate leading professionals from the world of Architecture, Construction and Infrastructure.
- ★ **M&M Limited's Farm Division has been selected as the winner of the 'Golden Peacock Award for Occupational Health & Safety for the year 2011'.**

QUALITY & INNOVATION

- ★ **Anand Mahindra, VC & MD, Mahindra & Mahindra Limited was awarded the prestigious Indian Merchant Chamber (IMC) Juran Quality Medal for 2010.** He received the award from the Governor of Maharashtra, Shri K. Sankaranarayanan. The awards for the 14th cycle of the IMC Ramkrishna Bajaj National Quality Awards and the IMC Juran Quality Medal 2010 were announced by a panel of judges, headed by Mr. Mukesh Ambani, Chairman and Managing Director, Reliance Industries and winner of the 2009 IMC Juran Quality Medal.
- ★ **Team Mahindra Navistar bagged the CV of the Year Award for the MN25.** The awards were presented at a ceremony in Mumbai, to a team from Mahindra Navistar, led by Dr. Pawan Goenka, Mr. Rakesh Kalra and Mr. Nalin Mehta, along with Mr. Nandu. These awards are a culmination of the excellent work that Team MNAL put in for over five years.
- ★ **Farm Division's Mumbai, Nagpur and Rudrapur plants were awarded the TPM Excellence Award.** This award, instituted by the Japan Institute of Plant Maintenance, is given to companies which have show significant improvement in their manufacturing processes and systems.
- ★ **Nashik Plant bagged a coveted CII National Award for Most Innovative Best Practices 2011, in the category of 'Most Innovative Project', for its initiative on Green SCM.**
- ★ For the second consecutive year, **Mahindra Forgings Limited (MFL) was declared the winner in the category of 'New Part Development in Forging, Machining and Barstocks for the year 2010-11'** by Volvo-Eicher Commercial Vehicles (VECV).

- ★ **The Swaraj Division team was awarded the prestigious 7th North-West Qual Tech Award** on February 26, 2011, emerging the winner from among 10 renowned companies in the manufacturing sector. Swaraj Division's DOE (Design of Experiment) Project to design an effective Draft Control Sensing Mechanism for a light weight Tractor was presented and was judged upon various parameters by an eminent jury.

- ★ **Mahindra Powerol won two Excellence awards from Indus Towers in 2011 - for Quality Excellence** (Infra Equipment Category) and for Best Delivery Performance (Subject Matter Expert category for delivering best uptime). The Awards, based on the theme "Together Towards Tomorrow - Partnering for Excellence,' were presented during the Indus Towers partners' meet in New Delhi.

- ★ **Mahindra Engineering Services (MES) received the Runner-up Award in the Process Innovation category at the NASSCOM Innovation Awards 2011.** This award was received for 'Process Improvement to Leverage Virtual Validation at Early Stages of Product Development', an innovative solution for speeding up the simulation time in the automotive design validation process.

- ★ **M&M Limited bagged the CSI 2010 Award for Excellence in IT,** in the Product Manufacturing Category, for Project Harmony. This INR 0.1 Million award, along with a trophy and citation was presented to Mr. V S Parthasarathy, Group CIO, EVP - Finance and M&A, and the Harmony project team, during the 45th Annual National Convention of the Computer Society of India - CSI 2010 - held in Mumbai. It was the 9th award won by Project Harmony in 2010. Project Harmony is one of the largest big bang SAP projects in the world.

- ★ **M&M bagged two awards** at the prestigious SAP ACE 2010 Awards for Customer Excellence, **Best Run Award for Conglomerate** and **Best Run Award in Business Intelligence** for Project Harmony.

PUBLIC RELATION

- ★ **The Mahindra Group** was awarded the '**Champion of Champions' Trophy** at the Annual Public Relations Council of India (PRCI) Awards Night, for winning the maximum number of awards (12 nos.)

- ★ **Mahindra World City** participated in the World Free Zone Convention at Ras Al Khaima. The company bagged the **Joint Runner-up position** in the category 'Best Website of a National / Regional / Local Government / Association.

- ★ **Mahindra Finance** received an **Information Week Edge award** from UBM (Information Week) EDGE - the Enterprise growth and excellence through IT publication. Over 240 projects were submitted by various organisations, of which 147 projects were short listed. The winners were felicitated at the EDGE awards function in Mumbai.

Sustainability and Us

SUSTAINABILITY CONTEXT

Progressive businesses the world over are increasingly seeing sustainability as a competitive edge. From being an optional 'expense', the paradigm on sustainability is shifting to being a 'future-ready investment'. Sustainability is being mainstreamed. Evident economic benefit, stakeholder protests and government policies are accelerating the process. At Mahindra, we have transformed well-meaning intentions into well-established roadmaps; our alternative acts have resulted into transformative impacts as well. Sustainability has been strategically integrated in all our business operations and decision-making processes. Almost all our workforce is sensitised and aligned to the cause.

Today, Mahindra views sustainability not only as a responsibility but also as an opportunity to create lasting value across economic, environment and social bottom lines.



As we complete our fourth reporting cycle we are proud to report that our businesses are harvesting visible competitive advantages of sustainability; advantages that cascade not just across our operations, but across the entire stakeholder chain benefitting our investors, suppliers, vendors, customers and communities.

MAHINDRA RISE



This year we at Mahindra embraced a new brand position '**Mahindra Rise**' to energise our diversified federation of companies and bind them with a singularity of purpose.

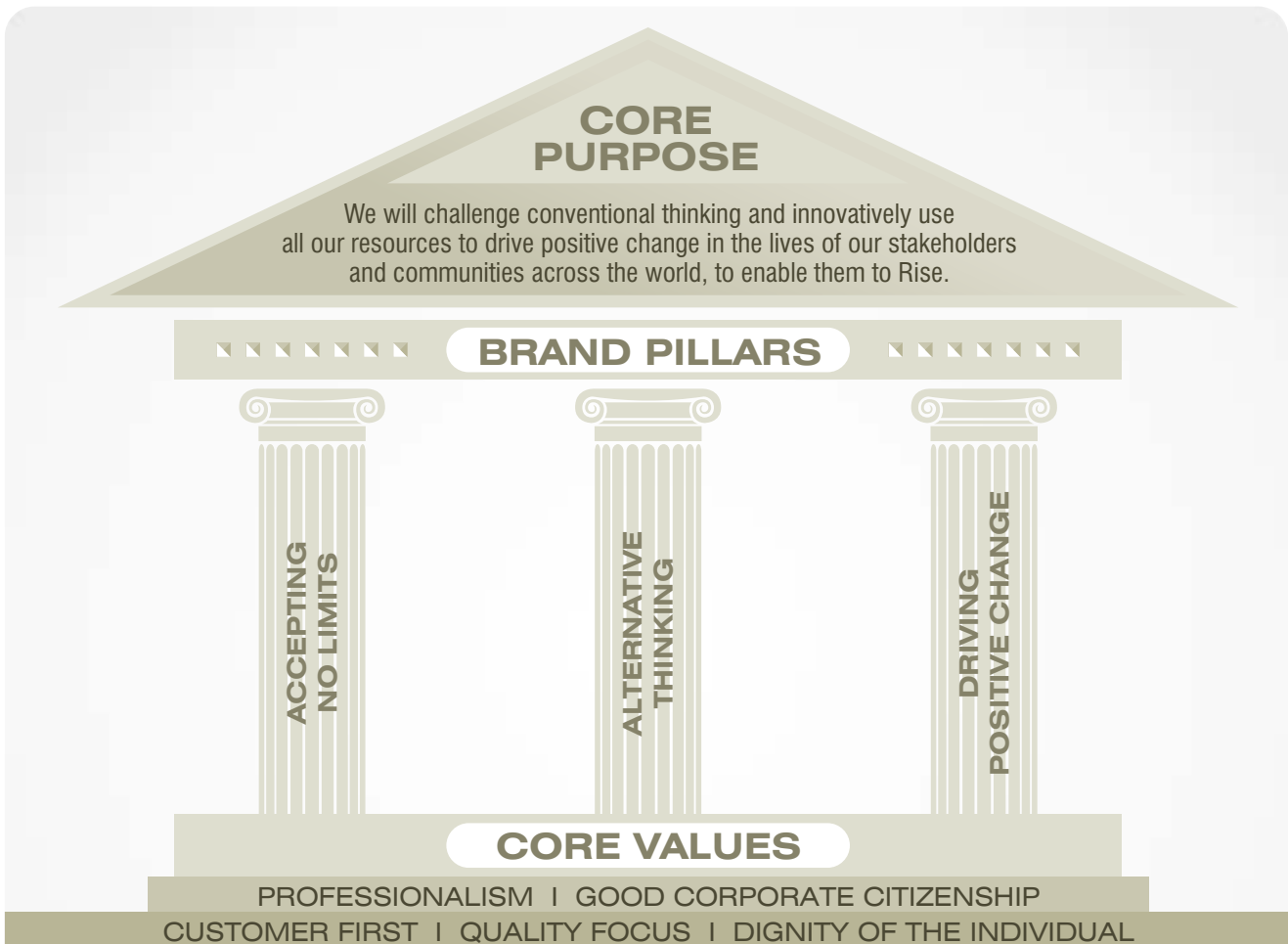
Formulated with an underlying ethos of sustainability, Mahindra Rise and its power to spark transformations - internally within our group and externally across society - is best captured in the following words of Anand Mahindra, Vice Chairman and Managing Director, Mahindra & Mahindra Limited.



“Rise isn't just a word. It is rather a rallying cry which enables people to unify around shared ideas, values, principles, a way of life or a common goal. It is a call to see opportunities where others can't and to set an example for the world. For Mahindra, Rise means achieving world-class standards in everything we do, setting new benchmarks of excellence and conquering tough global markets.”

Rise is a simple yet powerful verb which amplifies the strong common desire of all our stakeholders to succeed and create a better future for themselves, their families and their communities. Through Mahindra Rise we are providing the enabling factors and the platform to perform. Whether transforming the lives of

millions of farmers through our agri-prosperity initiatives, creating green and innovative urban living spaces or investing in new automotive technologies and factories that leave the lowest carbon footprints, Mahindra is many companies with just one purpose: Enabling each and every one of our stakeholder to Rise.



'Alternative Thinking' has been and continues to be Mahindra's central unifying theme to build a sustainable organisation and a sustainable society. 'Accepting No Limits' is an articulation of our ambition to create exponential economic value and fuel accelerated growth.

In conjunction with Alternative Thinking, it motivates each individual in Mahindra to optimise the limited bounty of nature that we have inherited and still achieve limitless outcomes. 'Driving positive change' amplifies our mission to transform society.

ALTERNATIVE THINKING

The Mahindra approach to Sustainability

Alternative Thinking can be found at the very genesis of sustainability in Mahindra. Over the years Alternative Thinking has evolved from native to transformative and it is now being wielded as a powerful tool to seed and affect positive change in multiple areas.

Tracing the Progression

In 2007, when world over, businesses were slashing expenses and shelving programs to cope with the economic meltdown, we at Mahindra were thinking alternative and kick starting our formalised journey to measure and manage sustainability.

Sustainability and Us

When sustainability meant just green and environment to most of our stakeholders, we chose to think holistically and included economic and social stakeholders in our sustainability initiatives.

When renewable energy was the sustainability flavour of the month, we chose to power our initiatives with inexhaustible energy - the energy of our people.

Over the past four years, the Alternative Thinking movement has gained traction in Mahindra across organisational hierarchy from policy makers to implementers and we are now bringing in its folds important external stakeholders such as our supply chain and distributor network.

alternative
THINKING

Alternative Thinking is now second nature to Mahindra and is being deployed to go beyond mere incremental change to seed and cascade radical and lasting transformations.

Alternative Thinking continues to be a value driver which is helping Mahindra reinforce reputation, enhance brand equity, fortify strategic relationships, augment human & intellectual capital and catalyse innovation.



It is also no surprise that this year when we redefined our core purpose as 'Rise' to make it more relevant to contemporary and future business scenarios, Alternative Thinking was an obvious pillar.

As we progress ahead on our journey, it is Alternative Thinking which shall transform on-ground realities and help us 'Rise' above the expectations of a new world.






THE ROADMAP

Our journey of sustainability started with the cascading of sustainability awareness across the entire organisation. This was followed by the formulation of a structured roadmap tailor-made for each sector's individual materiality. The next logical step was to undertake strategic initiatives at business and unit level towards the achievement of the long term goals that we have set for ourselves.

The comprehensive group roadmap, along with the customised roadmaps for individual sectors, articulates goals on a three year and five year timeline. We regularly keep track of our progress and report it as well. The present report covers the second year of the three year timeline and the progress charted out across all the goals has been very encouraging. In fact, most businesses have surpassed these targets.

Commitments	Target for 2011-12	Actual 2010-2011	Progress
 <p>REDUCTION IN ENERGY CONSUMPTION</p>	2%	20.11%	Sectors have taken various initiatives to reduce specific Electrical, Thermal Energy Consumption. The projects are mainly focused on innovation, automation, process improvement, alternate fuel, renewable energy. Corporate Sustainability Cell facilitated to conduct preliminary Energy Audit at Systech plants, MTWL and MMFSL.
 <p>REDUCTION IN RESOURCE CONSUMPTION (PAPER/ WASTE)</p>	2%	7.78%	<ul style="list-style-type: none"> In the current reporting year the group has shown a reduction in specific water consumption and in devising a methodology to capture variation in paper and waste. To reduce specific consumption of the above resources sectors like AD, FD, MTWL, Systech, MLDL, MHRIL, MIL, AM-MSB, Tech M, MSat have adopted the 3R (Reduce/Recycle/Reuse) methodology. MLL and MIL have taken special projects to reduce wood consumption for packaging and material handling. MIL Nashik and Vadodara have started replacing wooden pallets with metal pallets and saved 578 & 138 tonnes of wood per annum respectively.

Sustainability and Us

 <p>GREEN IT & GREEN PROCUREMENT POLICY</p>	<p>Draft / release & implement</p>	<p>Policy Released. Implemented by some companies. Target will be met by 2011-12</p>	<ul style="list-style-type: none"> • MTWL has devised Green Procurement & Green IT Policy. • Green IT Policy have been adopted by AD, FD, MHRIL, MMFSL. • Green Procurement Policy released by AD, FD. • Action plan set up for the implementation of Green Procurement & Green IT policy.
 <p>CERTIFICATIONS (ISO / OHSAS / GRIHA / ECOTEL ETC.)</p>	<p>10</p>	<p>18 certifications in current year 2010-2011</p>	<ul style="list-style-type: none"> • In the year 2010-2011 three plants of Systech (MUSCO Khopoli / MUSCO Rudrapur/ Mahindra Forging - Chakan) certified for ISO 14001 & OHSAS 18001. • MSB Kanhe plant certified for ISO 14001 & OHSAS 18001 integrated system. • MTWL Pithampur plant has been certified for ISO 14001 & OHSAS 18001. • MHRIL Goa and Coorg resorts have certified for ECOTEL. • Five sites of MLDL have received IGBC rating. • Faridabad - Chloris received platinum rating.
 <p>SUSTAINABILITY AWARENESS FOR SIGNIFICANT STAKEHOLDERS</p>	<p>50%</p>	<p>Achieved</p>	<p>Sustainability Awareness will be a continuous process for employees, shareholders. Structured interaction with suppliers is in progress. The awareness was also carried out in community areas like schools, colonies.</p>
 <p>REDUCTION IN GHG / CO₂ EMISSIONS</p>	<p>2%</p>	<p>18.62%</p>	<p>AD, FD, Systech, MMFSL, MLL, MHRIL, MLDL have shown reduction in Specific Co₂ emissions. MIL have shown increase.</p>
 <p>ENHANCE EMPLOYEE ENGAGEMENT IN ESOPS</p>	<p>10% year on year</p>	<p>Achieved</p>	<p>Employees were motivated to participate in the Esops activities by empowering them to choose the initiatives.</p>

For the roadmap review MWC's performance has not been considered owing to their dynamic nature of business of expansion and new developments. Tech M data is also not considered because there is a significant improvement in the data collection process for the past two years compared to base-line year.

Companies added in the scope in FY 2009-10 and FY 2010-11 are not a part of the roadmap, because they do not align with the already set baseline year for the above reasons. In the future, we plan to alter the roadmap to address the same.

CARBON FOOT-PRINTING

Last year we enhanced our depth of reporting to include scope 3 emissions concentrating on Inbound / Outbound Logistics, air travel, paper consumption, employee commutation and CO2 fire extinguishers and undertook a comprehensive review of our carbon-footprint as per the GHG protocol developed by WBCSD/WRI and laid the foundation of our carbon strategy.



The maturity of this process is at different levels in different businesses, and efforts to increase the depth and width of capturing this data will be a continuous process. Nevertheless, this exercise has resulted in a renewed focus on reducing GHG emissions and we are in a position to:



SUSTAINABILITY STRUCTURE

We continue to build on our successful 3 tier structure which lends a top-down approach to enable strategic context towards sustainability & a bottom -up approach to enable strategic action through data monitoring & analysis.

THE TOP TIER	Comprises of the "Corporate Sustainability Council"; which is a cross sector committee of senior executives chaired by a member of the Group Executive Board
THE MIDDLE TIER	Comprises "Corporate Sustainability Cell"; which is the backbone of the group sustainability initiatives
THE THIRD TIER	Comprises "Sustainability Champions" at each sector & company within the sectors

For more information on our sustainability structure refer last year's report. [→](#)

STAKEHOLDER ENGAGEMENT

In an increasingly complex and ever-changing business environment, the scope of the term 'stakeholder' has increased manifolds.

In order to align our businesses to the needs and expectations of the our key stakeholders, we continue to have a structured process which helps the senior management to identify, review and prioritise key stakeholders, as well as issues and concerns that are material to each of them. Based on this the engagements with each stakeholder groups are designed to achieve the desired results.

Each sector/business ensures that their individual communication department engages in an active dialogue with internal & external stakeholders through formal & informal mechanisms. Many of the engagements continue although there may be some additions or deletions based on the annual review process. For a detailed view of our ongoing stakeholder engagement initiatives, refer our Sustainability Report 2009-10 on www.mahindra.com.

We are committed to strengthen our ongoing dialogue with our employees and stakeholders and create greater awareness among them on sustainability related issues. To accomplish this goal we flagged-off a host of initiatives round the year, across various sectors:

Key stakeholders identified for the Mahindra Group include

EMPLOYEES



The Mahindra Group has always given importance to the nurturing and all-round development of its employees - these include sharing of knowledge and sharpening of logical and statistical ability. Following are some of the initiatives that various sectors have undertaken for engaging the employees.

Great ideas from Great Conversations (Fireside Chats)

The Group HR (corporate centre) has started organising an initiative known as "Fireside Chats". The Fireside Chats first came into existence in the 1930's during the Great Depression, as a series of interaction between the President of USA and the American public going through a financial downturn. They were known as Fireside Chats to connote the warmth and friendliness accompanied at an informal chat around a roaring fire in the comfort of one's home.

In the context of the Mahindra Group, the Fireside Chats are informal meetings held at every quarter where top management engage with young talent in small groups in a freewheeling discussion about the company's vision, mission, and strategic direction and objectives for the future. The Executives participating will also be free to ask questions / clarifications on any issue that confronts them which is not individual or personal in nature. There is live telecast of the Fireside Chats across the group, so that every member of the Mahindra family is able to derive value from the interaction.



The objectives of the fireside chats are:

To establish a regular and informal channel of communication

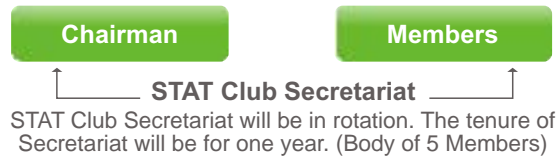
To enable managers to gain visibility with the leadership

'The Mahindra STAT Club'

In our journey towards becoming a world-class company, we have set for ourselves a milestone of infusing quality in everything we do. And one of the most important components of a good quality control system is sound knowledge of statistics. Towards this objective we have established 'The Mahindra STAT Club'.

'The Mahindra STAT Club'

For effective functioning of Mahindra STAT club the structure is divided into two layers and supported by STAT Club Secretariat.



Activities of the Mahindra STAT Club include

Building the Statistical competency of STAT Club members	Conduct training on advanced Statistical tools & techniques	STAT Query resolution - On call basis help on Statistical Analysis
Facilitate learning session on Excellence day - On call basis	Organise seminars on various Statistical topics	Participate in National & International forums

The idea of the club initiated in November 2010 and implementation is in progress.

Shadow Board

A Shadow Board consists of bright, young executives working together to deal with key priorities and examine strategic issues of the Sector and provide an 'alternative' point of view to the senior management. They enable vibrant engagement of young mind through direct interaction with top management on strategic business issues.

Drushti

Mahindra Intertrade Limited, Nashik launched a 1-day employee wellness program called 'Drushti'. The program included topics on managing stress and pressure, positive thinking, achieving focus and increased concentration, and managing personal and professional life. The program received an excellent feedback from the participants.





CUSTOMERS

From connoisseurs of blues music and the adventurous die-hards to the farmer of rural India - this year the Group interacted with customers from very diverse background. Following are some of the initiatives undertaken by different sectors for the customers.

Coalesce

The Coalesce is a quarterly customer meet conducted between Mahindra World City and operational heads / facility heads of operational companies within MWC.

The objective of the meeting is to understand and address the operational issues that the customers might face. It also serves as a forum to address customers' feedback on operational issues.



Home User Guide

MLDL's Home User Guide is a manual that helps the customers be familiar with their home. This guidebook also introduces one with the green features installed in the home providing technical help and practical tips on energy saving and recycling.



Green Book

Green book is designed to describe how MLDL develops Green Buildings as an integral part of Sustainable Development Initiative.

It includes energy efficiency measures taken during and after construction and activities leading towards savings or cost reduction. The objective is to get more output from the future-friendly systems implemented in the building.



Going to the Grassroots - Kisan Mela

FD took part in the Kisan Mela (Farmer Fair) at the Punjab Agricultural University (PAU) on September 14 - 15, 2010.

The Kisan Mela was a huge draw and saw more than 1.76 lac visitors. The stall provided the ideal platform for interaction and knowledge sharing with the farming community. It resulted in over 1200 enquiries and over 11 tractor bookings in just two days.



The Mahindra Great Escape

The Mahindra Great Escapes are organised by AD to give customers an opportunity to fully explore the off-roading capabilities of their vehicles.



When they were first initiated in 1996, the Mahindra Great Escapes used to be small one-day events, but now they have evolved into spectacular weekend events. The routes are meticulously chosen to ensure excitement without compromising on safety. In addition, there are experts along the route who guide the drivers through difficult terrains that may require skilful driving.

From the hills of Coorg and the tea estates of Munnar to the undulating sand dunes of Mandawa in Rajasthan, the Great Escape has blazed a unique trail across the length and breadth of India.

Mahindra FD at CII AgroTech 2010

FD displayed its complete range of Tractors, Farm Mechanisation Solutions and Specialised Agri services at the CII Agro Tech 2010. The event was supported by Ministry of Agriculture, Government of India.



E-engagements

To keep in line with the growing popularity of social networks, we regularly engage with our internet savvy customers via Facebook, Tweeter etc.




Some of our key e-communication initiatives include:

facebook
advertising

Contests

- Logan Unique India Contest
- Xylo Xperience Contest



E-mailers

are sent to existing and probable customers about launch of new products



User Generated
Content

Feedback Forums

Scorpio Xtream an online competition conducted on Facebook received a phenomenal response

Facebook presence of Mahindra Brands

- Club Mahindra **94,000 fans**
- Two Wheelers **54,000 fans**
- Auto **750,000 fans**

3,000 fans have reached to 0.75 million within one year

Brand Updates




Applications

Mahindra Great Escape Game witnessed more than 0.1 Million downloads on Facebook and Orkut

The role of e-engagement in the success of promoting Mahindra Retail (Mom & Me) among young parents has been remarkable

SUPPLIERS



From a sustainability framework point of view, as we progress further into scope 3 emission and endeavour towards a greener supply chain, it becomes imperative for us to keep our suppliers abreast on the organisation's business plans and expectations.

Supplier Meet 2010

This year, a first-of-its-kind combined "Supplier Meet 2010" was organised by Automotive and Farm Divisions. The aim was to share the current and future scenario of automotive and tractor industry, Mahindra's business plans and expectations from suppliers on QCD. Furthermore, FD also honoured suppliers through Commodity Awards and Panchratna Awards.



DEALERS



Dealers are the backbone to our sales structure and we appreciate their inputs on our products and always encourage an interactive dialogue. This year, we entered the construction equipment business and decided to engage the dealers in following manner.

FD Dealers meet the Mahindra Backhoe Loader

In order to interact with the dealers from the construction equipment business and to capture their feedback, an interactive session was organised at Mahindra's Chakan Facility. Over 65 FD Dealers attended the meet to understand and evaluate the new business opportunity.

Force 500/1000 Dealers Meet

FD organised the "Force 500/1000 Dealers Meet" in Mumbai, where thirty dealers, with sales of more than 500 or 1000 tractors in a year, were felicitated with mementos. The top ranking officials from FD conducted seminars on wide ranging topics like alignment of purpose, identity and values between the Company and its channel partners, value proposition in the coming year and the key challenges.



Dealer Advisory Committee

The objective of the committee is to form a common platform between Mahindra Finance and Mahindra's dealers by making them a strategic partner in the group. The aim is to create a sustainable future for both, in their respective core businesses.

The committee helps Mahindra become a more customer-centric organisation since process improvement initiatives are undertaken by soliciting the voice of dealers, the customers and the market.



LOCAL COMMUNITY



Mahindra Group has always strived bring about a positive change in the local community that resides around its manufacturing facilities as well as the society in general. This includes educating the farmer about agri-technology as well as enabling health check-ups in remote parts of rural India.

Mahindra Samridhi has been setting up Samridhi centres in rural India since 2007. Samridhi Centres educate farmers about various technological inputs that keep them abreast with world-class solutions to farming issues. In the endeavour to deliver "Farm Tech Prosperity" (Farming Technology for Prosperity) and impact the life of the Indian farmer, Mahindra Samridhi signed a Memorandum of Understanding (MoU) with the following three Agricultural Universities for **"Innovative Farming Technology Development and Dissemination"**



Maharana Pratap University of Agriculture & Technology (MPUAT), Udaipur

Tamil Nadu Agricultural University (TNAU), Coimbatore

Junagadh Agricultural University (JAU), Junagadh

Sapno ka Bharat

Project "Sapno Ka Bharat" (Dream India) was initiated at Rudrapur with the aim to conduct Education, Health & Environmental activities targeting the present & future generation under one umbrella.

In a "Sapno Ka Bharat", we expect to see everyone enjoying good health. If the youth of today is fit & healthy then "Bharat" will be healthy.



When our Esops team found that the remote area of Rudrapur lacked basic medical facilities it decided to take up the following initiatives:



Health check up of School students



Pulse polio camp & rally



AIDS awareness for transporters coming inside the Plant



Ongoing free mobile dispensary for school children & villagers

case study

REWARD

Agriculture, which provides livelihood to almost 65% of India's labour force, is yet to get its due. Overexploited and under-appreciated, this 'basic for survival' industry has never been rewarded like the other 'basic' industries.



alternative
REWARD

Mahindra's 'Samridhhi India Agri Awards' recognises farm professionals on a national platform



To transform the perception of farming as a profession; and empower enterprising individuals and institutions in the field of agriculture to rise and take center stage, Mahindra FD has instituted the prestigious Mahindra Samridhhi India Agri Awards.



Mahindra Samridhhi India Agri Awards recognise exemplary farm professionals who think alternatively, and rise above the legacy farming practices and drive a positive change in the agricultural sphere.

The objective is to bring glory to these sons of the soil and create a national awakening whereby agricultural enterprise and industrial enterprise are recognised as equals and success in any sphere, be it in agrispace or aerospace, is celebrated alike.



The Mahindra Samridhhi programme aims to increase agricultural productivity and enhance rural prosperity.

The India Agri Awards 2011 felicitated eight national and fourteen regional / runner-up winners. These exemplary individuals from the agri sector were titled as the Heroes of Indian Agriculture for having played an instrumental role in driving innovative, sustainable and scalable farming technologies.

The awards were judged by an eminent and illustrious jury that included luminaries like:

- **Mr. P. K. Basu** - Jury Chairman
Secretary (Agriculture and Cooperation),
Ministry of Agriculture
- **Dr. Ishar Ahluwalia** - Judge
Chairperson, Planning Board, Punjab
- **Dr. Pawan Goenka**
President - Automotive & Farm
Equipment Sectors, M&M Limited
- **Dr. Gurbachan Singh**
Commissioner - Agriculture Machinery
- **Dr. M. S. Kang**
Vice-Chancellor -
Punjab Agricultural University
- **Mr. Barun Das**
C.E.O - ZEE News Limited
- **Mr. Gokul Patnaik**
Chairman - Global Agri Systems
Pvt. Limited
- **Dr. K. D. Kokate**
Director - ICAR

These National Awards recognise and reward excellence across six categories at the national & regional level.

1 MAHINDRA SAMRIDDHI FARMER OF THE YEAR AWARD (MALE)

Recognition for Farmers who have been instrumental in driving innovation by leveraging modern technology in agriculture, thus changing the agriculture scenario in their region.

2 MAHINDRA SAMRIDDHI FARMER OF THE YEAR AWARD (LADY)

Recognition for lady farmers who have broken established stereotypes, to be instrumental in driving innovation by leveraging modern technology in agriculture, thus changing the agriculture scenario in their region.

3 MAHINDRA SAMRIDDHI KRISHI SANSTHAN SAMMAN

Recognition for Public Sector organisations committed to a broad policy on agriculture that has become instrumental in changing the lives of hundreds of farmers.

4 MAHINDRA SAMRIDDHI KRISHI SHIKSHA SAMMAN

Recognition for Agriculture Universities who have made a noteworthy contribution in the field of agriculture, impacting the lives of Indian farmers.

**5 MAHINDRA SAMRIDDHI KRISHI SAHYOG SAMMAN
(NGOs / SHGs working in field of Agriculture)**

Recognition for NGOs / SHGs for purposeful contributions in the field of agriculture, thus impacting the lives of farmers.

**6 MAHINDRA SAMRIDDHI KRISHI SHIROMANI SAMMAN
(Lifetime Achievement)**

Recognition for lifetime achievement in the field of agriculture; presented to a renowned personality in the agri space whose contribution is recognised at national and international levels.

Broadcast on a leading national television channel, these first-of-its-kind awards not only encourage innovative farming technologies but establish farming as a proud profession. The awards are in the form of citations and cash rewards.

Driven by our People

ALTERNATIVE ENERGY

Overview

At Mahindra, our people are our transformation agents who move beyond limits, think alternatively and drive positive change. Thus a well-defined talent management strategy is an integral part of Mahindra's winning business strategy.

We nurture and channelise the inexhaustible energy of our people by a continuous loop of growth, performance, feedback, training and motivation. We make it a priority to empower every team member with authority and responsibility and provide challenging projects which translate their potential into performance.



'Professionalism' and 'Dignity of the Individual' are two of our five Core Values.

We celebrate their achievements, appreciate and acknowledge their efforts, reward their commitment and talent, and take care of not only their needs but also the needs of their family.

MANAGEMENT APPROACH

Human Rights

At Mahindra, human rights are indivisible and non-negotiable. "Dignity of the Individual" is one of our 5 core values. Discrimination, forced & compulsory labour and child labour are strictly prohibited. We also denounce bribery or corruption in any form and our processes ensure that such negative practices are strictly discouraged. Our Human Rights policy released in May 2009, formally adopted the 10th Principle of UNGC.

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.

Labour Practices

We practice and endorse equal opportunity employment and do not discriminate on the basis of caste, religion, gender or handicap. We are committed to provide a safe & healthy work environment and ensure adherence to all labour legislations.

To ensure that all business entities of our Group are aligned to a common approach which fosters a transparent, fair and growth oriented work culture, we have a 'Corporate HR Cell' which sets out norms, policies and initiatives for all to imbibe. This cell also looks at standardised Industrial Relations policies.

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 on obtaining the certification. Training and education of our employees is a part of our structured employee up-gradation process. We support the right of collective bargaining by our employees.

Driven by our People

In 2001; Mahindra was one of the first Indian companies to be a signatory to the United Nations Global Compact (UNGC) and 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

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 organize 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**

TALENT MANAGEMENT

Human Capital

At Mahindra, our biggest wealth is our human capital. We constantly invest in the sustainable growth and development of our employees. We provide a vibrant work environment where equal emphasis is given to professional and personal growth. A plethora of enabling mechanisms helps individuals as well as businesses to perform at their peak potential.

Through our well-established "Integrated Talent Development Process" (ITDP), emphasis is given to attract, nurture, revitalize and retain some of the finest talent. The ITDP helps identify business leaders who would fulfill critical roles and trains them in efficient decision-making and drawing effective strategic business plans. The process ensures that we always have a strong repository of leaders to fill critical vacancies that arise due to fast paced growth, diversification, promotions and attrition.

With a global footprint spanning 25 countries in five continents and a team strength of over 100,000, talent management is a priority area for Mahindra.



"Enduring organisations, those that prosper through good and bad economies and major market changes, share an important commonality - they develop long-lasting and powerful talent strategies"

Rajeev Dubey | President - Group HR & Aftermarket Sector, Mahindra & Mahindra Ltd.

Driven by our People



This rigorous and comprehensive talent management and leadership development process is ably supported by state-of-the-art management development centers like Bodhivriksha & Mahindra Institute of Quality.

Thus it is no surprise that for the reporting year:

70% of our positions were filled through the internal talent pool against 54% in the previous year.

Successors for **75%** of positions in all sectors were identified and designated against 66% in the previous year.

During the reporting year, we carried out planning and implementation of cross-sector rotations for senior positions in the Group. Succession planning continued to be an important aspect of the process.

To enhance the effectiveness of ITDP, we conducted development workshops for top executives on how to chalk out Individual Development Action Plans and engage in fruitful development conversations with employees.

Developing Leadership

To equip existing and potential leaders with new skill sets, Mahindra has in place an efficient and effective program that builds a strong leadership culture through a series of well-aimed training interventions and ensures a robust and sustained Leadership Pipeline.

These global programs are offered as a part of the Group Learning & Development Calendar - Ascend and they include:



Driven by our People

Ongoing Programs

Senior Leaders Program

Formulated to sharpen the skills of senior executive managers in the organisation.

Global Leaders Program

Created to inculcate an international working skill set amongst executives working in the upper strata of the organisation.

Global Management Development Program

Global Program consisting of creating global strategies, organising outsourcing platforms, developing global products as well as managing joint ventures and alliances.

Leadership Lifecycle Program

A three tiered leadership program to ensure consistency across leadership levels to achieve long-term objectives.

Advanced Program for Strategic Planning

Designed for senior leaders to infuse strategic thinking into planning process and decision making.

Capstone Business Simulation

Simulation based program to help participants acquire a strategic and holistic mindset towards business through cross-functional simulations in which 4 teams ran a \$100 million company for 8 virtual years.

Aligning HR to Business Strategy

- A plethora of strategic programs aimed at ushering in a new rung of HR leadership in the organisation.

Pragati - F&A up-skilling Program | Account Employees up-skilling Program

- Interactive e-modules to foster management skills for new and experienced management professionals to address a spectrum of leadership challenges

E - Learning Initiative: Harvard Manage Mentor

Intercultural Sensitivity

A three day program designed to provide senior executives at Mahindra with a strategic mindset for recognising the potential of diversity and how they can support the development of inter-cultural competence. It provided participants with practical tools for recognising cultural differences and for predicting specific cross-cultural misunderstandings.

For details of the above mentioned programs, refer our previous year's CSR Report.

Employee Engagement

It is well documented that employees who have had an emotional connect with their work perform better and derive a higher satisfaction from their job. In response to the findings in our annual Gallup Employee Survey, that we need to engage employees beyond just their jobs we implemented various initiatives. The aspects covered were employee health, managing their daily chores through a workforce service provider, fun at work, various women centric programs and community development activities.

Driven by our People

Attracting Future Talent



“It’s time to recognise that financial performance increasingly comes from returns on talent, not on capital.”

Rajeev Dubey | President - Group HR & Aftermarket Sector, Mahindra & Mahindra Ltd.

The War Room

The Mahindra War Room reigned as India's biggest B-school event for the third year in a row. This strategy contest has become a cult Brand in India's top B-school campuses, with students awaiting the entire experience right from the launch on campuses till the Grand Finale. This year, this event witnessed a participation of 914 teams vis-à-vis 852 teams in the previous year.

The winning team was awarded a cheque worth INR. 150,000/- where as the runners up team received a cheque of INR. 75,000/-. In the post event feedback survey, participants awarded it a rating of 4.6 which improved from 4.3 in previous year on a scale of 5.



watch video →

http://www.moneycontrol.com/video/special-videos/mahindra-war-room-10-who-will-lead-indiathe-future_499209.html?utm_source=Article_Vid

Prefer to Refer

This year under the Mahindra concept of "Prefer to Refer", **53.8% of all employees have been recruited through employee referrals.**

In order to get an in-depth analysis of the war room and the prefer to refer concept of Mahindra; you can refer to previous CSR Report for the year 2010-2011.

Nurturing Existing Talent

Effective training reduces staff turnover and absenteeism, improves motivation and increases productivity, which in turn helps boost customer satisfaction. By focusing resources on nurturing existing talent, Mahindra reaps significant benefits.

Our wide-ranging training programs address soft skills and hard issues topics such as positive attitude, stress management, creativity, team effectiveness, employee engagement, safety and environment, quality tools, TPM, dexterity and technical capabilities.

Driven by our People



ASSESSMENT CENTRES

As a part of building a culture of identifying and nurturing talent, an Assessment Centre has helped Mahindra to bring in a scientific dimension to the Career Progression process, for the middle management.



DEVELOPMENT CENTRES

This year the 'Development Centre' program was conducted for 32 executives in E band - The band created for Senior Management Executives. The positive response is evident from the fact that it received a feedback rating of 4.5 on a scale of 5.



PRAVARTANA

'Pravartana - An inter company mobility initiative happens when a full-time executive on the payroll of one Mahindra Group Company moves to the payroll of another Mahindra Group Company with continuity of service which protects the overall tenure of employment of the executive. This shift facilitates cross learning and seeding of best practices.

Implementation Structure

In order to get an in-depth analysis of the implementation structure and how strategic implementation leverages individual and team strength to create value addition in the organisation, you can refer to our previous Sustainability Report for the year 2009-10.

The talent Management process of Mahindra received huge external recognition through the below mentioned highlights:

The success of our strategic talent management initiatives can be gauged from the fact that succession cover of our in-house talent at the top three levels of management has improved from

33% to 100% over the past 5 years

Ranked 12th

as preferred recruiter in 2010 AC Nielsen Campus Track Survey, from being 33rd in 2009 and 48th in 2008

Featured in

"Tomorrow's Company"

- Global Talent Publication

Featured in the CII Compendium of

Corporate Case Studies which was circulated globally



Transformational Work Culture

At Mahindra, we value diversity in our work folio and promote a high performance, high ethics culture.

Driven by our People

While we remain rooted to these two core fundamentals, we are well aware that the global paradigms are changing and we need to lead this change.

The "Transformational I.R. Initiative" embarked upon in 2004 continues to promote self-realisation and encourage all employees, regardless of their cadre or rank, to proactively engage in achieving organisational goals. The basic aim is to unleash human potential, and create a sense of ownership for one and all in the organisation. Cross-functional teams across business and locations work on this initiative.



POLICIES

Overview

Mahindra believes in employee empowerment and we make sure that every policy is created keeping that in mind. Our policies are created to ensure that work for every employee remains 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.

HUMAN RESOURCE

Mahindra follows a strategic HR Policy to ensure that ample opportunities are provided to people of the right caliber and maintain the dignity of the employees irrespective of their seniority. Moreover, Mahindra conducts employee surveys to gain valuable feedback from the employees.



EMPLOYEE RELATIONS

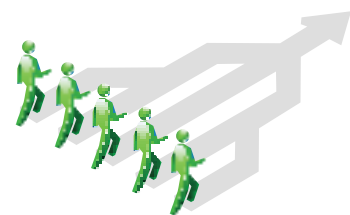
Below is the list of employee relationship objectives followed by Mahindra

- Achieve organisational goals with the active involvement of employees**

- Focus on attracting, retaining and nurturing people with relevant skill-sets and competencies**

- Create a mutually beneficial and productive industrial climate**

- Manage employees fairly and transparently**



In order to get details of HR and Employee relations Policies; you can refer to previous Sustainability Report for the year 2009-10.

EMPLOYEE ASSOCIATIONS

Employee Associations and Collective Bargaining Agreements

Majority of the employees who come under the Mahindra wing are free to choose the union of their choice and thereby encourage collective bargaining agreements leading to substantial developments within the organisation. Discrimination is prohibited under the unionised employees since it is stated that Mahindra does not advocate the use of favoritism for any specific employee group. a majority of the employees are members of:

Driven by our People

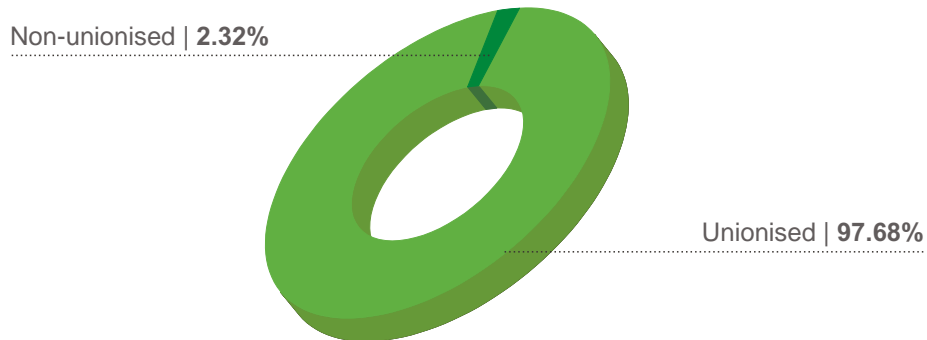
Bhartiya Kamgar Sena (BKS)

Mahindra & Mahindra Workers Union

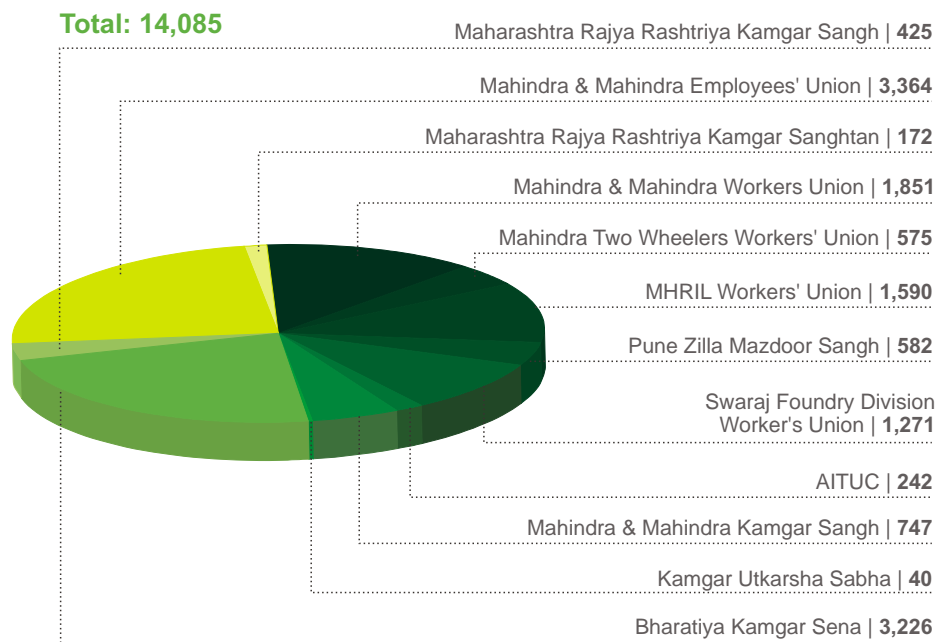
Mahindra & Mahindra Employees Union

Centre of Indian Trade Unions (CITU)

Employees who are covered under the collective Bargaining Agreements for FY 2010-11



Break-up of unionised employees for FY 2010-11



Minimum Notice Period of Operational Changes

During the reporting period all our companies that employ unionised labour followed all pertinent regulations in letter and intent. 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.

In order to have a clear idea about the various types of changes that are inculcated in the following act, please refer our previous Sustainability Report.

OCCUPATIONAL HEALTH & SAFETY

Occupational Health & Safety

At Mahindra, ensuring employee safety and health is a universal value that is unaffected by the time. We have a team of professionals who constantly persevere towards the occupational health & safety of all the employees of the organisation.

We have articulated a Health and Safety Policy in accordance with the provisions of the Factories Act - 1948 and Maharashtra Factories Rule 73-L. The policy outlines Mahindra's commitment to strengthen a safety & health oriented culture that is conducive to the mental and physical well-being of employees.



SWINE FLU



In comparison with last year Swine flu was under control in the current year. The initiators at Mahindra made sure that enough education, training and counseling on Swine Flu was provided to the employees, their family members and neighboring communities. During trainings, protection gear including masks and disinfectant solutions were also distributed as a precautionary measure.

AWARENESS CAMPS



Mahindra conducted counselling sessions for female employees on serious diseases like Breast cancer & cervical cancer. These diseases are becoming more and more common in females and such counseling sessions were highly appreciated by them. Along with such sessions, the initiators also understood that 'Prevention is better than Cure.' Arrangement of fat and bone checkups, health camps for diabetes, cardiac health, stress management, ergonomics etc were conducted in sectors like Mahindra Satyam, Tech M, Mahindra Finance, etc.

Our previous report gives an analysis of our policy highlights, objectives of the policy, additional health and safety topics and awareness campaigns and initiatives taken to tackle diseases like AIDS.

CASE STUDY

ENABLING A NEW LEASE OF LIFE

At Mahindra, our employees are powered by passion - in their professional as well as personal lives. While Esops our volunteering program continues to undertake developmental initiatives for the community, our employees also proactively lend a helping hand to the ones in need. A case in point is our compassionate team of MTWL employees who helped Rakesh in his most critical phase to life.

Rakesh Singh our employee got seriously injured in a road accident on Pithampur-Mhow road when a fully loaded mini truck crossed over his body. He suffered multiple injuries with four broken ribs, dislocated shoulder, punctured lungs, damaged liver and kidney. His condition was so critical that even the nearby hospitals refused to admit him.

It was then that our MTWL employees came to the rescue and rushed him to C.L. Gurjar Hospital. Though his pulse rate had collapsed, the hope of his survival had not. After all due efforts, he started breathing again. This was followed by several surgeries to put him back on his feet.

One of our employees also donated blood to Rakesh

At Mahindra, we contributed our bit by giving him INR 50000 from MTWL Benevolent Fund as well as the benefits of ESIC (Employee State Insurance Corporation). But the real support came from our employees whose timely rescue and helpfulness has given Rakesh a new lease of life.

Today he has not only found his original health and but has also resumed his work.

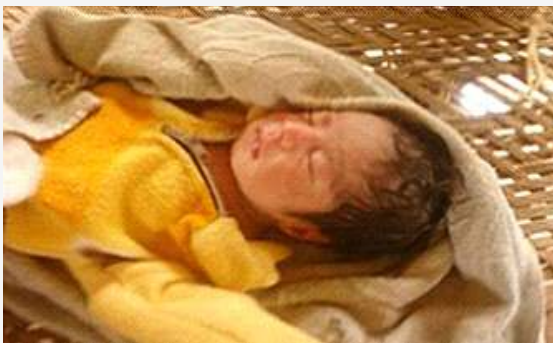
CASE STUDY

TRANSFORMING THE LIFE OF AN ABANDONED GIRL CHILD

Every cloud has a silver lining. When a newborn girl child was abandoned under the gloomy skies, Mr. Sushil Choudhary, an MMFSL employee from Karnal came to her rescue and ensured that she saw sunshine again.

On a particularly rainy day of August 27, 2010, when Sushil and his colleague Mr. Mohnish Jaiswal were on a collection visit near Rumala village, they took refuge under a tree. To their horror, there they found an abandoned newborn wrapped in a plastic sheet.

After searching in vain for the child's parents and contacting the Sarpanch of Rumala village, they filed an F.I.R. at the nearest police station and got the news published in a local newspaper.



Infant on the day she was found by us.



Infant with her foster family.

While the search was still on for the girl's biological parents, Sushil decided to take her home so that his wife can give her a mother's care. After hearing the news about the infant, a number of families came forward to adopt the child, but Sushil decided to do thorough background checks of the interested couple in order to ensure that the girl's future is not jeopardized in any way. Among the interested families, Sushil entrusted this infant to Mr. Shiv Kumar and his wife, a childless couple married since 20 years. The adoption took place in letter and spirit with all legal formalities duly fulfilled.

This once abandoned girl child has now found love and affection from her foster parents. It is because of such passionate employees like Mr. Sushil Choudhary that Mahindra has been able, and will continue, to usher a positive change in the society.

WORKFORCE SNAPSHOT

Overview

In view of the significantly enhanced scope of this report the workforce covered is 112,816 as against 73,536 covered last year.

TOTAL WORKFORCE	ATTRITION RATE	
73,536	13.33	2009-10
112,816	18.11	2010-11



Note: # All figures as on March 31st, 2011. # In the previous year, the turnover was calculated based on the number of separations/31st March Headcount. This year, in consultation with Corp HR, we have changed the formula applied to number of separations/average headcount of 1st April, 2010 & 31st March, 2011.

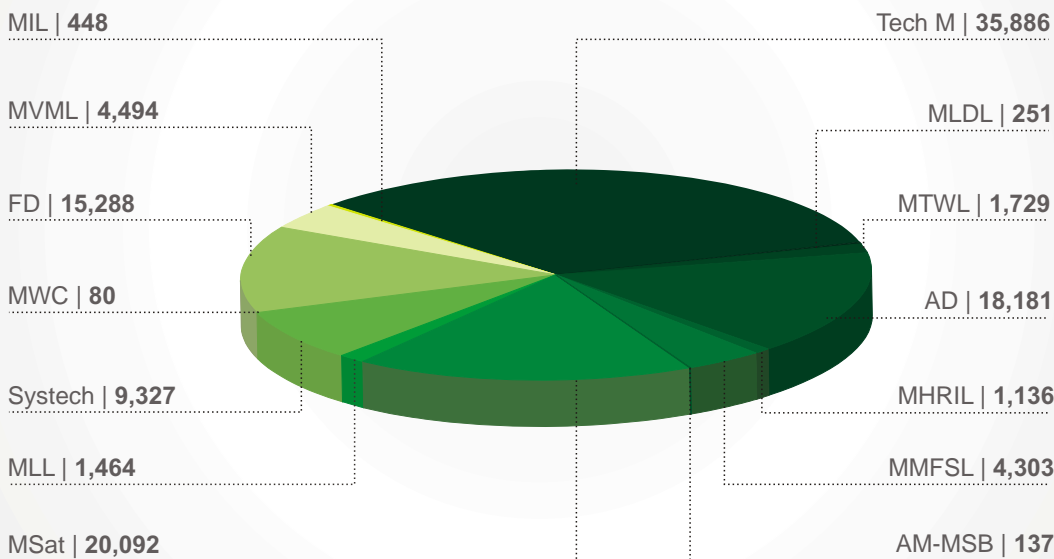
Talent Sustainability Highlights

19.70% of work force (Under officer's category) is female. Total number of employees under officer's category is 65,789.

97.68% of the employees were covered under the Collective Bargaining agreements for Fiscal year 2010-11. Only 2.32 % of employees were non-unionized.

Employment Distribution - Group Wide

Total: 112,816



Driven by our People

Employment Grade and Type

Sector	Permanent			Workmen	FTC	TPC	Others	Total
	Officers							
	Jr. Mgmt	Mid. Mgmt	Sr. Mgmt					
AD	2,305	1,246	113	6,047	2,322	-	6,148	18,181
MHRIL	111	209	20	309	487	-	-	1,136
MIL	31	60	11	36	1	272	37	448
MLDL	54	141	27	-	29	-	-	251
MLL	338	120	30	-	976	-	-	1,464
MMFSL	3,990	301	12	-	-	-	-	4,303
AM-MSB	33	50	6	-	48	-	-	137
MSat	9,301	6,947	390	-	197	726	2,531	20,092
MTWL	540	187	41	575	386	-	-	1,729
MVML	346	18	2	1,337	10	338	2,443	4,494
MWC	26	21	9	3	12	9	-	80
FD	1,356	651	226	4,019	3,192	3,468	2,376	15,288
Systech	1,162	322	63	1,784	2,839	3,056	101	9,327
Tech M	29,955	4,409	609	-	112	759	42	35,886
	49,548	14,682	1,559					
	Total Officers			65,789	14,110			
	Total Permanent			79,899	10,611	8,628	13,678	112,816

FTC: Fixed Term Contract, TPC: Third Party Contract.

Age Composition and Turnover

Sector	<30	30-50	>50	Turnover (%)		
				<30	30-50	>50
AD	1,505	1,916	243	2.49	1.07	0.00
MHRIL	76	242	22	33.59	34.80	26.09
MIL	26	66	10	24.00	6.40	0.00
MLDL	74	138	10	26.87	19.77	10.00
MLL	179	283	26	35.21	36.96	18.52
MMFSL	1,487	2,797	19	18.00	12.78	10.81
MSB	23	59	7	15.00	12.84	0.00
MSat	8,512	7,971	155	29.39	26.46	17.42
MTWL	207	448	113	31.94	10.75	6.06
MVML	300	57	9	5.66	0.00	0.00
MWC	15	36	5	14.81	23.68	0.00

Driven by our People

FD	676	1,209	348	24.87	15.19	7.48
Systech	664	630	253	28.26	22.02	8.35
Tech M	24,608	10,257	108	46.16	32.5	14.85
Total	38,352	26,109	1,328			

Gender Composition and Turnover

Sector	Female	Male	Turnover (%)	
			Female	Male
AD	191	3,473	1.71	1.58
MHRIL	70	270	26.67	36.05
MIL	15	87	0	12.2
MLDL	39	183	21.33	21.64
MLL	46	442	39.13	34.72
MMFSL	135	4,168	13.49	14.72
MSB	9	80	13.33	12.33
MSat	3,556	13,082	32.98	26.44
MTWL	27	741	12.77	14.51
MVML	21	345	0	5
MWC	8	48	23.53	12.5
Systech	17	1,530	20	22.67
FD	65	2,168	24	16.39
Tech M	8,766	26,207	39.64	42.16
Total	12,965	52,824		


Employment Category Turnover

Sector	Jr. Management Turnover (%)	Mid. Management Turnover (%)	Sr. Management Turnover (%)
AD	2.02	0.79	0.96
MHRIL	43.48	29.28	27.27
MIL	6.90	14.04	0.00
MLDL	19.61	24.24	11.76
MLL	30.71	44.54	40.68

Driven by our People

MMFSL	15.24	5.80	18.18
MSB	25.00	4.71	0.00
MSat	29.81	25.36	23.78
MTWL	4.97	45.16	10.00
MVML	4.99	0.00	0.00
MWC	16.00	22.22	11.11
Systech	19.94	29.38	34.92
FD	20.14	12.50	7.37
Tech M	45.72	18.30	15.40


Training

		
SECTOR	TRAINING MAN-DAYS OFFICERS	TRAINING MAN-DAYS WORKMEN
AD	13,535.00	10,473.00
MHRIL	2,178.00	3,830.00
MIL	486.75	35.44
MLDL	94.00	NA
MLL	335.00	NA
MMFSL	4,711.20	NA
AM-MSB	455.00	NA
MSat	52,382.00	NA
MTWL	2,109.00	1,865.00
MVML	1,393.00	2,839.00
MWC	241.00	NA
Systech	1,802.64	12,188.45
FD	14,605.65	25,158.40
Tech M	190,144.00	NA

The total number of training man-days for HR Personnel employed under Mahindra Lifespace Developers Limited was 370 days and the total number of training man-days for HR Personnel employed under Mahindra Satyam was 2,920 days respectively

HEALTH AND SAFETY

SECTOR	LOST TIME INJURY RATE	LOST DAY RATE
AD	0.287	16.873
MTWL	0.551	35.846
MLDL	0.147	883.121
Systech (Without Gears)	2.841	77.168
Systech (Gears)	0.198	4.96
FD	0.35	24.47



During the reporting period, there were no lost time injuries in sectors like MSat, MVML, MHRIL, MLL, MIL, AM-MSB, MWC and Tech M.

Lost time injuries considered whereas defined in the Factories Act, 1948. The factor of 1,000,000 is used in calculation of above rates is derived from 50 working weeks @ 40 hours per 500 employees to ensure that the resulting rate is related to the number of employees and not the number of hours.

To further ensure the safety of our employees, all our plants are equipped with a state-of-the-art fire fighting system and as part of ongoing activities we provide fire safety awareness and training to our employees.



CASE STUDY

PREVENTION OF ACCIDENTS IS BETTER THAN CURING INJURIES

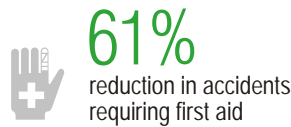
According to International Labour Office statistics, 120 million occupational accidents occur annually at workplaces worldwide. Such occupational accidents and resulting injuries have become a new business challenge.

At Mahindra, we believe that for a business to remain in the pink of health, pivotal importance must be given to safety, security and health of employees.

That is the reason why our Nasik automotive plant goes beyond the conformation of statutory requirements to collect and analyse data pertaining to any previously occurred accidents. This process is carried out by our SH&E Dept keeping in mind below parameters:

- Year wise Accident
- Agency wise accident analysis
- Unsafe material or physical condition wise accident analysis
- Organ wise accident analysis
- Department wise accident analysis
- Type of accident wise analysis

This analysis gave us an opportunity to introspect our past actions and inspect our present processes to make them accident proof. The impact of this documentation is visibly clear from the overall decline in accident cases witnessed this year over previous year.



**CELEBRATION OF
FIRE PREVENTION WEEK
BY AUTO DIVISION**



All manufacturing plants of the division observed Fire Prevention Week from 14th to 20th April 2010.

Our three plants located in Maharashtra viz., Kandivali, Nasik & Igatpuri participated in Industrial Fire Drill competitions conducted every year by the Govt. of Maharashtra to create awareness amongst citizens, especially in industries.

Out of the seven events;

- Kandivali Fire Team won 6 prizes
- Igatpuri and Nasik teams won 1 prize each in the Four Men Hydrant Drill
- Kandivali Plant won the Overall Maharashtra Fire Championship Trophy

It is matter of great pride that in the last 14 years Mahindra has singularly won these awards 12 times.

**WINNING THE GOLDEN PEACOCK
AWARD FOR OHS IN AUTOMOBILE
INDUSTRY - FARM DIVISION**



M&M's Farm Division has once again won the prestigious Golden Peacock Award for Occupational Health and Safety in the Automobile Category.

The Award was presented to the Farm Division team by Mr. P. Chidambaram, Hon. Home Minister, Govt. of India, in the presence of Justice P.N. Bhagwati, Former Chief Justice of India and Chairperson of Golden Peacock Awards, India.

The Farm Division plants have come a long way towards improving safety practices.

Excellent progress has been made in Frequency Severity Index Ratings across all the plants in Farm Division. The results achieved on ZERO Accident have been commendable.

Driven by our People

case study

INTEGRATION

When an organisation expands, the operational complexities expand exponentially. What often goes amiss is the integrity in thoughts, actions and intentions.

Communication gaps, supply chain slacks, global integration, knowledge management, policy fulfillment are some of the challenges that arise. To maintain integrity more often than not diversity is restricted.



alternative
INTEGRATION

At Mahindra, we seek unity in the diversity of not just our people, but also our products and processes.

To unite all our companies through one common thread, we harmonised the communication of 60 Group Companies via the unique SAP platform.

This integration of processes across core functions will channelise inter-company expertise, enhance efficiency and optimize resources.



This project is the largest big bang project in the world that harmonises-

Project Harmony, is an initiative by Mahindra to interlink all the departments of the organisation through a central database. The aim is to leverage the interconnectivity to realise real time reporting, streamline communication and automate various business practices using SAP as a platform.

This is a project of epic proportions which covers 42 Mahindra Group Companies.

In view of the magnanimity of the whole exercise, it was decided to implement the project in a 3 phased manner

Phase - I	Phase - II	Phase - II
Business Process Harmonisation Workshops	Implementing Common Processes and consolidation of all SAP systems	Rollouts / Implementation of SAP ERP to new businesses and New Modules & functionalities for existing implementations.

Driven by our People

- 60** Group Companies

- 50,000+** Users

- 450+** Locations

- 40+** Harmonised Processes

- 500+** Strong Project Team

- 5,000+** Man Month Effort

- 1** Common Platform

Key benefits

1. One Mahindra experience to employees
2. Increasing efficiencies through harmonisation and automation.
3. Uniform spread of global industry best practices
4. Making available homogeneous analytics & reports across the group.
5. Faster and more effective decision making.
6. Leverage benefits from economics of scale.
 - 80% reduction in IT costs
 - Decrease in the per user cost
 - Great reduction in implementation time reduction
 - Significant decrease in costs of integration and maintenance of that integration piece.
 - Huge savings through centralised contracting and vendor base rationalisation.
7. Improve service levels to the internal customers (On-time & Error free)
8. Faster consolidation and declaration of results.
9. Social & environmental benefits:
 - The employees will have a single window for all employee services, which will result in enhanced employee relations.
 - Sustainability benefits due to reduction of Paper based processes for employee transactions

Among the most coveted accolades received, both internally and externally, include:

AWARD	CATEGORY
SAP ACE Award	Best Run Award for Conglomerate
SAP ACE Award	Best Run Award for Business Intelligence
UB Media - Edge Award	Diamond Edge Award for driving growth and excellence through IT
Indian Express Group Award	Intelligent Enterprise Award for the most innovative IT Initiative
Cyber Media Group Award	Best IT Implementation
Lakshya Award - NITIE	On the Job Achievers
International Data Group	Best Storage Infrastructure Award
CIO 100	Exemplary use of IT to Deliver Business Value
Indus	BI Champions Trophy
C.S.I. 2010	Awards for Excellence in IT

Product Performance

OVERVIEW

World over demands on products are increasing. Consumers want product choices that integrate environmental improvements, but will switch their purchasing decisions only when the product retains the performance they require and the value they need. Eco-efficiency has to jog along with cost efficiency across the entire product life cycle to witness mass adoption.

At Mahindra, we are conscious of the fact that our products and services touch many lives and livelihoods in more ways than one. By synthesising sustainability with Alternative Thinking we have adapted a transformative approach throughout our production processes. We don't just build products; we build possibilities by accepting no limits.

Management Approach

We continually challenge ourselves to improve the environmental performance of our products and reduce the total cost of ownership to our customers and environment. We develop solutions that support the transformation to a fair, inclusive and low-carbon economy thus truly driving positive change.

We are augmenting our product portfolio in the area of sustainable mobility, alternative propulsion technology, environmentally responsible world cities, green homes, green data centres and inclusive rural finance.



Meeting and exceeding the high expectations of our stakeholders is a collaborative effort at Mahindra. Our R&D and strategy departments work in tandem with our execution team to achieve environmentally and socially responsible products which comply with all statutory regulations and voluntary codes throughout the product life cycle. We seek to enhance the sustainability score of our products through adoption of prioritised, systematic and scientific development at every juncture.

The Mahindra Quality Way ensures that this is done by integrating management technology, process technology and product technology in manufacturing, vendor management, product development and marketing.

Mahindra Group, being a conglomerate, has diversified business sectors. Though we do not have a single customer privacy policy encompassing all our sectors but we do follow local and national legislation. We have not received any complaints related with customer privacy.

We provide accurate and appropriate information through strict compliance with required disclosures and product labelling warranted by procedures including product & service labelling, marketing & communication requirements and laws inclusive of promotions, sponsorships and advertising.

ENVIRONMENTAL IMPACTS

Combating Climate Change

In line with the UNEP framework, Mahindra has assumed adherence of a 360° approach that aims to reduce the stress on the environment at every stage of product management - right from the product design, procurement of raw materials, manufacturing, distribution, to responsible end-of-life disposal. This approach is embedded into our production processes, products and services.

Around the globe, as issues pertaining to climate change and carbon footprint take center stage, we at Mahindra understand that eco-friendly transportation has become the need of the hour. Last year, we re-launched Bolero Pickup, Bolero Maxx Maxi Pickup and the three wheeler Champion with superior technologies that reduce CO₂

Product Performance

emissions, to meet Bharat Stage IV emission norms. This year, we added value to our alternative mobility approach by introducing a plethora of initiatives - from incorporating green features in existing products, developing new fuel-friendly products to acquiring an electric car company.

Our Approach

We continue to focus on mitigating CO₂ emissions by research and development in conventional power-train technologies, fuel-efficient engines, low friction transmissions and drivelines.

The overall strategy is to build sustainable mobility solutions through multi-dimensional initiatives which include:

<p>Reducing CO₂ footprints by making our conventional fuel engines more fuel efficient and increasing use of alternate fuels like CNG, LPG, & Bio fuels etc. A target to reduce CO₂ footprint by about 8% by 2014 from the base year of 2009.</p>	<p>Ensuring reduced emission levels against those prescribed by National & International Emission norms. The current vehicles emission for domestic is BS-IV compliant for 12 cities and BS-III for rest of the country. Export vehicles are either EURO IV or EURO V compliant.</p>
<p>Reducing fossil fuel consumption by substituting it with non-fossil fuel alternatives like Bio diesel, hydrogen cell etc. We have already developed few concept vehicles with Hydrogen fuel and Bio-Fuels. Some vehicles with Hydrogen & CNG mixture are in the demo phase.</p>	<p>Working towards the elimination of hazardous materials and increased use of recyclable material on the vehicles. Our target to meet recyclable material standards of EEC 2005/64/EC by 2012.</p>
<p>Downscaling our engines and using light weight materials to reduce CO₂ emissions. This is a continuous improvement programme which is adopted in most of the vehicle platforms.</p>	

New Developments

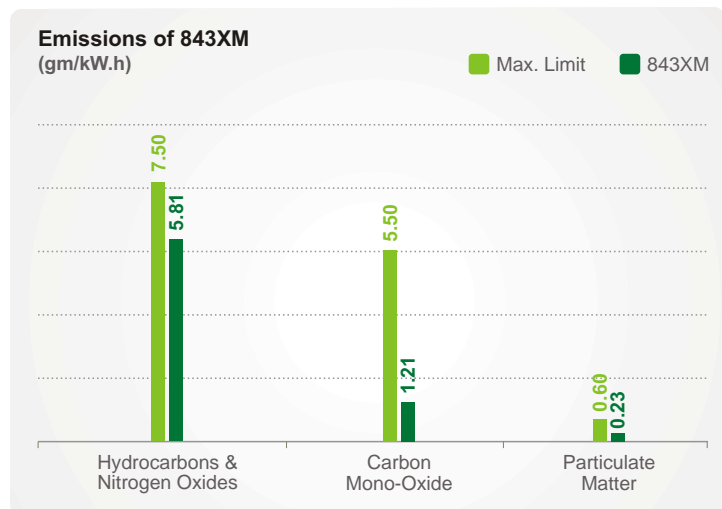
Farm Division

Development of fuel-efficient conventional diesel engine continues to be our top most priority. On 12th May 2010, Swaraj 843 XM was launched by the Swaraj Division of FD in Ahmedabad. This new tractor is powered by a 42 HP engine for greater pulling and load carrying capacity while the branding XM defines "Xtra Mileage" and highlights the new fuel efficient engine used in this series of products.

Swaraj 843 XM has recorded the Specific Fuel Consumption as 169 g/hph (power take off), among the lowest in its class, under stringent testing conditions at Central Farm Machinery Training & Testing Institute (Budhni, M.P.). The emission and noise levels of this engine are also much below the stated requirements.



Emission levels of Swaraj 843XM vis-à-vis the permissible limits



Product Performance

Two Wheelers

Mahindra Duro

Duro, one of our best selling family scooter, uses **light weight panels and components to ensure better fuel efficiency.**



Mahindra Stallio

On 30th September 2010, the very stylish Mahindra Stallio marked its debut in the Indian market. This bike sports LED tail lamps and pilot LED lamps which not only enhance front and rear visibility but are also more resistant to failures from vibration, **generate almost no heat and consume very little power.**



Automotive Division



All Scorpio variants & 20% of Bolero variants were enabled with micro (start/stop) hybrid system and they now **deliver enhanced fuel efficiency.**

Mahindra's Pickup trucks (TR-20, TR-40) received Federal Tier-2 BIN-5 & OBD II Compliance **Certificate from Environmental Protection Agency (EPA), USA**



Mahindra Group acquired the Reva Electric Car Company in May 2010. Today, **Mahindra Reva has one of the largest deployed fleets of electric car in the global market** and has accumulated data for more than 100 million km of user experience.

In harmony with our Indian and international partners, our R&D team comprising 1,200 passionate professionals explores trajectories to introduce future-friendly technologies. We have been working on different platforms of driveable full hybrid vehicles, bio-fuel vehicles, an electric passenger vehicle, a hydrogen combustion engine vehicle and many recyclable materials and reusable technologies. We made significant progress on these fronts.

Vehicles developed on HCNG (Hydrogen + CNG mixture) platform were displayed during the last commonwealth games at New Delhi.

Vehicles that run on the HCNG (Hydrogen + CNG mixture) platform successfully completed 10,000 km demo trials and long distance trials for 50,000 km are underway on 2 vehicles. Once on the road, these vehicles will further bring down CO₂ emissions as compared to CNG vehicles.

Product Performance

AD and Mahindra Hinoday

The technical knowledge of AD and the material knowhow of Mahindra Hinoday came together to develop a high pressure casting for crankshaft. Special material with less machining allowance was used for this project. Automotive Division who is OEM (Original Equipment Manufacturer) helped in developing and co-designing a GC Casting that resulted in a reduction in weight from 22 kg to 16.8 kg.



Mahindra Holidays & Resorts India Ltd.

TERRA, the new camping & adventure holiday product from Club Mahindra combines nature at its pristine best with recreational & adventure activities that ensures a cherished experience for its patrons. TERRA's tented campsites is designed to take one closer to nature at its best.



TERRA at Panchgani, the first of many campsites to come, is now open. It's a 5 acre campsite with 10 tents situated just 20 km from Blue Country, a Club Mahindra managed resort.

Explore more >> <http://www.terracamps.com/>

Mahindra & Mahindra Financial Services Ltd.

Electrical failures in rural areas result in insufficient charging and down time of Handheld Devices (HHD) and mobile phones of our field agents. In order to mitigate this, MMFSL started the implementation of bike chargers and solar charger for mobiles and HHDs respectively.

The bike charger is simply attached with the battery of the bike and enables the field executives to charge their HHD & mobile anywhere during field visits. The solar chargers for HHD make them independent of grid power and prove to be extremely useful during power shortages.



i LOGAN CLOCKS RECORD MILEAGE



In the month of December 2010, M&M organised the 'Logan Mileage Rally' in Kochi, Kerala. It was a unique customer centric initiative aimed at creating a platform for customer interaction and highlighting the vehicle's superior mileage. Over 80 Logan customers and their families attended the event. The rally was flagged off at the Renaissance Hotel in Kochi and the participants were handed over the route map for navigation. Before that the vehicles had to fill up to full fuel capacity in the presence of neutral marshals to prevent any misreporting in mileage figures.

Product Performance

The winning Logan recorded a mileage of 34.33 kmpl, followed by an average of 34.01 kmpl and 32.63 kmpl. For a car that has covered over 59,000 km, this record was a great achievement.



The vehicles travelled on the National Highway no.47 till Thuravoor and covered a distance of approximately 62 km, on returning to the starting point the amount of fuel consumed by each vehicle was measured and mileage was determined.

End-of-Life Vehicle Recycling

End-of-life vehicles have the potential to release harmful substances into the environment if they are not stored, treated and disposed of properly. As a result of concerns about the environmental and economic impacts of these vehicles, the European Union has adopted the End of Life Vehicles (ELV) Directive (2000/52/EC).

Mahindra is committed to minimize the environmental impact of its vehicle and we have instituted special processes to ensure compliance with the European Union Directive 2005/64/EC. Our objective is to restrict the amount of waste produced from ELVs and increase the recovery and recycling of ELVs that arise.

Below is a list of European Export models for which RRR procedure has been performed and approval received.



We follow the ISO 22628:2002, to calculate the recyclability rate, the recoverability rate and the reusability rate (RRR) of our new road vehicles.

For an elaborate view of the 4-step RRR procedure adopted by M&M refer previous year's report [-->](#)

Looking ahead

Sustainable mobility solutions are a key focus area for us and we will continue to aggressively pursue technology development in these areas. Some of the key thrust areas in this direction are weight reduction by using alternate materials, designing modularity to take care of variants, VAVE (Value Analysis Value Engineering) approach for meeting environmental objectives along with cost pressures.

Building Greener Landscapes

At Mahindra Lifespaces, our efforts are focussed towards building green spaces that ensure the wellbeing of its residents.

All our ongoing projects undergo pre-certification under the IGBC Green Building rating system. Over and above our previous projects, this year Mahindra Eminent received gold rated pre-certification and Mahindra Aura applied for gold pre-certification.

Mahindra Chloris is India's second Platinum Certified Green Building constructed under CII-IGBC Green home rating system. It has introduced the use of solar energy to illuminate street lights.



Till date, we have received **platinum rated pre-certification** for:

- Mahindra Splendour
- Mahindra Royale (Pune)

Mahindra World City Jaipur also received **LEED pre-certification for commercial building** for the ongoing phase of Evolve.



While those recognised as **gold rated pre-certified** green buildings are:

- Aquality (Chennai)
- Mahindra Eminente (Goregaon, Mumbai)

The company has also developed an in-house **team of engineers and architects as certified energy saving analyst** for analyzing efficiency of its green building.



MWCDL is India's first operational Special Economic Zone (SEZ) to apply for IGBC Green Township Certification.

India's 1st SEZ

To provide and promote a sustainable lifestyle, Mahindra Lifespaces continues to deploy a range of green building initiatives in all its projects. These include:

1 Use of Low Volatile Organic Compound (VOC) paints, adhesives and insulations.

2 Use of High-albedo-insulating material on the terrace roof with a SRI (Solar Reflectance Index) value of over 78.

3 Installation of high energy-efficient low emissivity glass in all fenestrations.

4 Use of fly-ash based concrete bricks/blocks of low energy density.

5 Use of polypropylene fibers and waterproofing admixtures in cement mortar plaster to protect the building from water leakage.

6 Installation of highly water efficient fixtures with aerators.



Development of an innovative erosion and sedimentation control management system outside the building, with a rainwater harvesting system and storm water management to recharge ground water levels. Installation of an in-house Sewerage Treatment Plan (STP).

HEALTH AND SAFETY IMPACTS

At Mahindra, safety comes first and remains at the heart of each of our products. Care for the health and safety of our colleagues, communities, customers and the environment is a part of everything we do. Each Mahindra offering is subjected to intensive prototype testing and virtual validation. This sieve empowers us to address all possible health and safety parameters before commencement of commercial production.

Automotive Division

Our vehicles comply to all Central Motor Vehicle Rules (CMVR), including safety and noise norms. Over and above the CMVR, our vehicles also comply with the safety standard set by the Auto Division in terms of seatbelt anchorage, head impact, steering impact, pendulum impact, permissible emission and noise levels.

Our mission of covering 13 mega cities in the country under the Bharat Stage IV emission norms and rest of the cities under Bharat Stage III is well on track. We have phased out BS-II vehicles from our product range.

In addition to that 40% of our vehicles, meant for the export market, are designed in accordance with major European, Australian, South African & South American motor vehicle safety standards and regulations such as front, offset, side and rear impact with dummy injury criteria.

In case of export vehicles, compliance is monitored with applicable OECD & country specific regulations including those for emission, noise and safety. In case of Auto Division, EURO IV emission norms have been achieved for all export vehicles and EURO V emission norms for some selected vehicle models. All safety instructions of the product are conveyed through a user's manual. Moreover dealers are also trained to provide a better understanding of safety to the customers.



New Developments

Our latest offering the Genio - a 1.2 tonne pickup, is far ahead of its contemporaries in terms of technology and safety features. These include:

Cross members on the doors which protect the passengers in case of any side-on accidents.

SLR seat belts that ensure greater safety of the driver and co-driver; a first for India.

LSPV brakes which adjust the braking pressure depending on the load of the vehicle.

Radial tubeless tyres which are an industry first in commercial pick-up vehicles ensure that the tyres do not burst in case of a puncture, especially on the highway.



We believe that the development of the product concept, R&D and product certification are the most important stages in the assessment and augmentation of health and safety standards of our vehicles.

Farm Division

For domestic market, Farm Division closely monitors compliance with applicable Indian regulations viz. Central Motor Vehicle Rules (CMVR), emission, noise & safety.

Additionally for the export market, compliance is monitored with applicable OECD & country specific regulations including those for emission, noise and safety.

All safety instructions of the product are conveyed through a user's manual. Moreover dealers are also trained to provide a better understanding of safety to the customers.



Product Performance

Mahindra Two Wheelers

Even at Mahindra Two Wheelers, we continue to focus on the development of the product concept, R&D and product certification to enhance the health and safety standards of our vehicles.

In the last reporting year, Mahindra Two Wheelers had introduced a unique fuel cut-off valve in its 'Flyte' model which ensured zero fuel leakage as it creates requisite pressure in the fuel tank to maintain proper flow of fuel and releases pressure in case of leakage to cut-off the supply to the engine thus preventing any fire hazard.

This year MTWL redefined the biking experience in India with the launch of Stallio and the Mojo. These power horses usher in new standards of safety and reliability in the category.

Stallio

High on safety quotient, the bike's chassis features a double-cradle frame ensuring greater stability and reducing any possibility of deformation in the future. Its superior braking system and advanced responsive controls offer the rider a comfortable drive even under challenging conditions.



While the sturdy rear grab rail offers the pillion rider a firm grip ensuring better safety, the bike sports alloy wheels which not only provide more stability at corners but also have better tolerance to shocks and ensure good heat dissipation.

Mojo



Inverted front shock absorbers developed by Paioli of Italy, ensure superior shock absorbing ability at high speeds. This is complemented by a horizontally mounted mono shock absorber at the rear. The radically mounted assembly helps in accurate braking.

The Mojo is the first ever motorcycle in India to sport Pirelli tubeless radials the widest tyres in their class (4" x 17" at the rear), ensuring greater stability. Front petal 320 mm disc brakes, the widest in the segment, and a disc brake at the rear, ensure better safety.

Systemch

Casting, forging, composite manufacturing and steel processing, - Systech companies have diverse business and thus require diverse approaches to achieve the common underlying goal of health and safety.

EMS/OHSAS

Along with the MUSCO Steel Plant, Mahindra forgings and MUSCO stampings (Rudrapur) are EMS ISO 14001: 2004 and OHSAS 18001:2007 certified.

Mahindra Composites

A systematic, Computer Aided Engineering (CAE) analysis is conducted, to determine the break point for various products.

The material also undergoes rigorous testing at an independent laboratory to determine product endurance. Software modelling of the product is undertaken to ensure that the product delivers its designed output.



Mahindra Hinoday Industries Ltd. (Magnetic Product Division)

Owing to the nature of its business, the products do not have any direct impact on the safety and health related issues upon their usage.

Product Performance

The division is TS16949 certified and complies with customer specific requirements related to health and safety standards for each product.

These requirements are built-in during the product development stage itself and the same are reviewed with reference to their compliance. Specific requirements such as ROHS (Restriction on Hazardous substances) compliance, PFOS (Perfluorooctane-sulfonates) compliance and REACH compliance, etc are checked and complied, even till the extent of packaging materials.








Mahindra Lifespace Developers Ltd.

Being one of the country's premier developers of real estate, the responsibility of offering healthy, safe and secure living spaces is second nature at Mahindra Lifespaces.

All the buildings designed and developed by Mahindra Lifespaces are in line with safety standards set by the National Building Code (NBC), Government of India and other relevant IS codes.

Following elements are incorporated during the design & development stages to ensure the safety of our residents:

 An earthquake resistant structure	 Fire exits and fire extinguishing facilities	 Building material specifications that meet required fire rating	
	Sufficient lighting and ventilation as per NBC Part 8 requirements and ample window to floor ratio		
Designed for optimum use of natural light		Better exhaust systems for kitchens & bathrooms	Proper Orientation of buildings
Other safety features like handrails, parapets, anti-slip tiles in wet areas etc.			

All project locations ensure safe working conditions and are OHSAS 18001:2007 (Occupation Health & Safety Assessment Series) certified.

Service Sectors

Mahindra Finance, Mahindra Logistics, Tech Mahindra and Mahindra Satyam have also adopted adequate measures to address the health and safety impacts of their respective sectors.



SOCIAL IMPACTS

At Mahindra, we believe that our products should add value to not only natural resources but also human resources. Our products and services, therefore, aim to address specific needs of the community - ranging from rural development and farm productivity to creating career opportunities for the local population.

Product Performance

MMFSL

We see rural finance and insurance as an integral part of sustainable economic development and a smart business move which empowers customers to create a brighter future for themselves.

At Mahindra and Mahindra Financial Services Limited, we provide customised financial solutions for a wide range of utility vehicles, tractors and cars targeted at the rural and semi-urban sector.

By making credit available, we open opportunities for people to improve their own lives and create lasting systems of livelihood. Our customer distribution is predominantly rural ranging from farmers, shopkeepers, vehicle operators, individual entrepreneurs to contract labourers.



40%
of the financing we provide is for utility vehicles and people carriers



22%
is for tractors



10%-15%
for small cars

the rest is for second hand vehicle sales.

Our unique business model helps customers to grow by providing them loans based on their future earning capacities. **Currently the monetary value of our products and services is INR 1,441,987.** This has proved to be a catalyst in helping rural India surge ahead through poverty reduction, rural development and inclusive growth.

Farm Division

FD goes beyond farm equipment manufacturing to help farmers achieve holistic 'Farm Prosperity' through technological interventions, knowledge empowerment and providing productivity enhancers.

i INITIATIVES

- The 'Yuvraj' tractor which has been specifically developed for the small and marginalised farmer

- The Samriddhi Initiative offers farmers a wide range of agri-related services under one roof.

- AppliTrac is an initiative which aims to help the farmer increase his level of mechanization by offering him total farming solutions which would enhance the efficacy of his tractor, thereby increasing farm productivity. This would be achieved through use of farming implements such as rice transplanters, sugarcane cutters, rotavators, etc., and specific use implements like loaders, dozers, backhoes, etc.





BIRD'S EYE VIEW

Alternative Technology for Managing Tractors Effectively & Efficiently

At Mahindra, our constant pursuit is to ensure that the rural India also keeps pace with the urban India. We therefore, time and again, strive to introduce cutting-edge concepts in the rural sphere. Our Duur Niyrantran (Sustainable Monitoring) Project is a case in point. It is a GPS-based technology for effective remote management of tractors. This initiative is a first of its kind in India by any auto manufacturer thus reinforcing our superlative technological expertise in the sector.

Our tractors are mounted with tracking devices which are tracked and monitored by a GPS satellite. Live feeds and data is then passed on to the data centre and is made available on the internet or on the mobile phone using a GSM service provider. A diagnostic and customer help centre is also set up to address any queries of our customers.

Duur Niyrantran has been developed keeping in mind the following audiences.

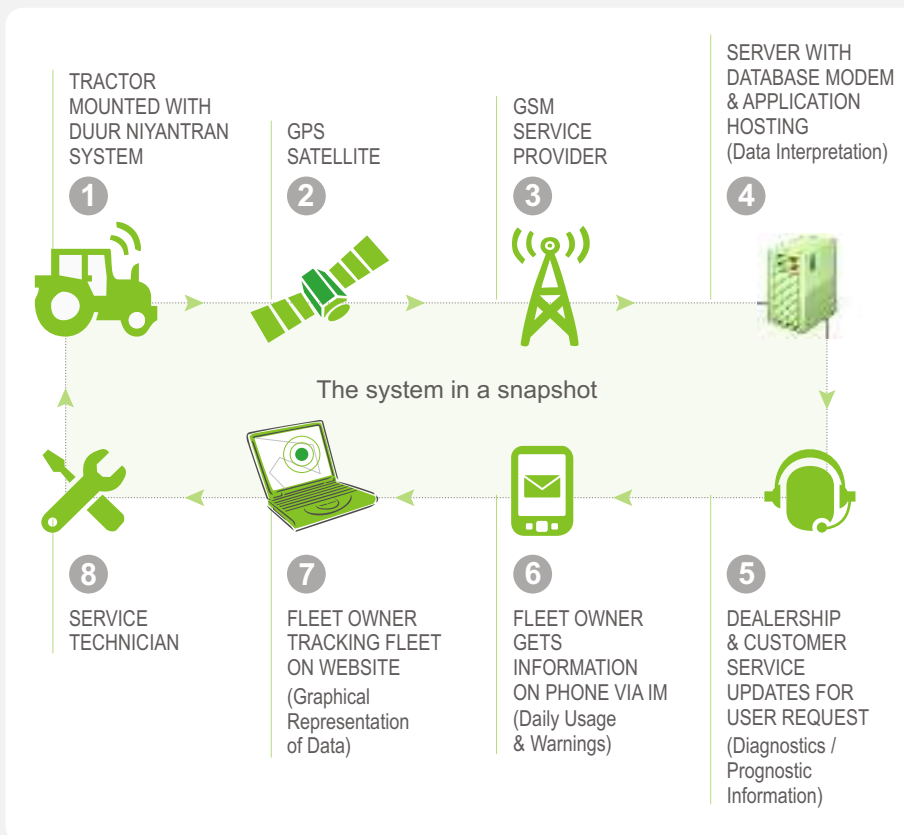
Fleet Owners
Manage Large
Number of Tractors

R&D Engineers
Field Testing &
Seeding Tractors

Bank Officials
Giving Loans
to Farmers

**Dealer,
Sales &
Service**

**Customers
& Tractor
Users**



Easy and Hassle-free Usage

- Using the internet the user can check or know the location of the tractor by logging on to the website. He can even identify different parameters related to his tractor like its ignition status, battery voltage etc. A daily report can also be availed by the user on his email account.
- By using mobile phone a user can avail automatically generated daily reports and location report generated by the server. These can be queried as and when required using the interactive interface.

Benefits to End Users

- Reduced cost of travelling incurred in data collection
- Reduced maintenance cost
- Reduced running cost
- Optimum utilisation of the resources
- Increased life
- Better utilisation of manpower

Product Performance

New Development

This year we forayed into the micro-irrigation industry by acquiring 38% of the paid-up Equity Share Capital in EPC Industrie' Limited, one of the top five companies in India in the micro-irrigation space.

Through micro-irrigation, we aim to facilitate various benefits for the farmer such as - increased productivity, reduced requirement of water, fertilizers, electricity, labour, etc.



Micro irrigation is a water efficient irrigation technology which has been identified as one of the major focus area by the Agricultural Department.

This acquisition enables us to achieve a three-fold objective. Firstly, leverage Mahindra's existing strong presence in the rural sector, to make a bigger difference in the life of the farmer. Second, help conserve the most precious of natural resources - Water. Third, align our business goals with larger national goals.

COMPLIANCE

Health and Safety Regulations

At Mahindra, our goal is to deliver 100% compliance with all regulations and voluntary codes concerning health and safety throughout the entire product life cycle.

We work with all our potential to achieve this goal. During the current year, no incidences were reported related to product & service non-compliance.

Product and Service Information

At Mahindra, customer-centricity, information security and delivering high quality and timely information are integral parts of our solutions.

We believe that providing accurate and appropriate information enhances the quality and productivity of our products. Thus it is our endeavour to comply with mandatory disclosures and ensure that our products are labelled as warranted. The information stated in our products and services and on our product brochures clearly list out the known potential utility risks and mention ways to disseminate or eliminate such risks.

We have instituted an efficient mechanism throughout our businesses to assimilate and deliver product and service information on the following:

The sourcing of components	Detail of content in reference to substances posing environmental or social impact
Safe use of product or service	Disposal of the product and its environmental and social impact

Product Performance

Systemch

MUSCO Steel furnishes test certificates with all their products. These certificates describe the composition and chemistry of the product, which enables informed and safe disposal with minimal environmental and social impact.

**Mahindra Hinoday Industries Ltd.
Magnetic Products Division (MPD)**

Customers are provided with a compliance certificate and International Material Data Sheet (IMDS) of the customer is updated by MPD.

MLDL



At Mahindra Lifespaces, a checklist is maintained classifying the use and reuse of various construction materials and denotes the quantity of material reused within site or recycled/reused through an approved vendor. To meet the prescribed limits specified by the State Pollution Control Board various environmental parameters are also constantly monitored.

All our Green Building projects come with a "Green Home User Guide". These guidelines summarise all the various sustainability features incorporated in the design, construction and commissioning of our building and its safe use.

MHRIL & MWC



Mahindra World City provides information related to their products & services on their websites & product brochures. **Mahindra World City organises a forum "Coalesce", which is a unique customer engagement initiative where the Mahindra World City occupants meet on a quarterly basis to discuss operational issues.** "Rejoice@mahindraworldcity" is another such community building initiative that was recently launched at Mahindra World City.



Mahindra Holidays & Resorts India Limited (MHRIL) focuses on the leisure hospitality sector and is part of the service industry. It provides all the information relating to various products and services on its website, including certifications like - ECOTEL.

Service Sectors

Mahindra Finance, Tech Mahindra and Mahindra Logistics furnish all their service information on their respective websites and specific business agreements.

Marketing Communications and Product Information

We believe that effective communication is vital to avoid any kind of misrepresentation, incorrect statements or misleading impressions. At Mahindra, fully integrated systems are in place to conform to all the statutory laws and standards related to marketing communication, advertising, promotion and sponsorship.

For us transparency is the key to long term organisational success.



The Vice Chairman & Managing Director of Mahindra & Mahindra Limited Anand Mahindra, is one of the very few top management executives in India who regularly communicates on twitter to connect directly with customers and various stakeholders in an open forum.



Below is an overview of our marketing communication channels:

AFS, Real Estate, Two Wheelers and MMFSL

Strict adherence to the code of conduct defined by Advertising Standards Council of India.

MHRIL

Compliance with the statutes of the Advertising Agencies Association of India.

MTWL

The audience of our power Scooters and bikes comprises youngsters. Hence, responsible marketing and promotion of our products focussed on environment & personal safety is of utmost importance at Mahindra. A case in point is our Mahindra Duro advertisement with a message of keeping the city clean and Stallio advertisement which stresses on safe riding.

Social Networking

With time, our communication approach has also transformed - only to cater to a wider audience. Embracing social media marketing is one such change to not just promote our products but also receive customer feedback on the same.



Following are various online communication channels to which our companies are tuned in:



Club Mahindra has a travel and holiday blog called clay.



- Club Mahindra
- Mahindra Satyam
- Tech Mahindra
- Mahindra Xylo
- Mahindra Scorpio
- Mahindra Bolero



- Auto Division
- Tech Mahindra
- Mahindra Satyam

Economic Performance

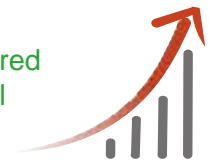
OVERVIEW

The Mahindra Group's growth story runs parallel to the rise of India. We manufactured robust vehicles that conquered the rugged terrain of a nation that had just earned its independence. We manufactured the tractors that tilled the soil and revolutionised the agricultural sector during the Green Revolution. While Indian industries were grappling with scarce resources of the pre-liberalised economy, we gauged the opportunities in the developed markets and established Tech Mahindra to ride the Telecom wave. Today, our SUVs are pride possessions and fulfil the growing aspirations of both - the young sports enthusiasts and the massive utility seeking class that want more from their vehicle without compromising the comforts of a sedan. Our two wheelers help millions of Indians enjoy the freedom of movement, our pick-up trucks fuel the entrepreneurial spirit of the rural Indian, our defence segment helps secure the nation while Mahindra aerospace caters to the global high fliers of the country. The time is ripe and the scale just right for Mahindra to usher in the next wave of transformation.



Along with India, Mahindra too is pursuing a dual growth strategy - accelerate growth nationally and enhance market reach internationally. This year, we acquired Ssangyong Motor Company Limited (SYMC), a premier manufacturer of sports utility vehicles and recreational vehicles in Korea. We also leapfrogged our EV technology capability by acquiring a majority stake in Mahindra Reva Electric Vehicles Private Ltd.

We take great pleasure in reporting that the Automotive and Farm Divisions have secured their best performance for the second year in a row which is reflected in the substantial growth in the net income of the Company.



Management Approach

At Mahindra, we are acutely aware that viability is a pre-requisite for sustainability. We look at all our businesses as economic engines of society. Their core purpose is to generate wealth and distribute it fairly across its various stakeholders. While our goal is clear so are the means. Wealth generation is driven by ethics and powered by our values.

The Mahindra Group's performance across most of its segments has registered an improvement. The Systech segment, which had faced challenges on account of the situation prevailing post the global meltdown of 2009, has shown encouraging improvement on the back of an improved performance in Europe.

While we are confident of continuing our robust growth in the coming years, we are also acutely aware of the perils ahead. Inflationary pressures, coupled with rising fuel cost, natural calamities and security issues, may play a substantial role in future business outcomes. We have well-chalked out plans such as streamlining our operations and introducing more fuel efficient technologies to mitigate the impacts of these factors.

KEY HIGHLIGHTS

The Gross Revenues and Other Income for the year ended 31st March 2011 grew by 17.5% to INR 397,087 million (USD 8.7 billion) from INR 337,901 million (USD 7.4 billion) last year. The consolidated group profit for the year after exceptional items, prior-period adjustments and tax and after deducting minority interests is INR 30,797 million (USD 677.2 million) as compared to INR 24,786 million (USD 545 million) earned in the previous year - a growth of 24.2%.

This impressive bottom-line growth is a manifestation of our rigorous cost restructuring exercises, efficiency improvements, value engineering, optimisation of plant capacity utilisation and commitment to cost competitiveness in all areas.

Economic Performance

INR million

PARTICULARS	FY 2008-09	FY 2009-10	FY 2010-11
Net Revenues	231,028.3	297,870.5	433,138.8
PAT	21,315.5	32,100.70	38,172.83
Foreign exchange earnings*	6,912.50	7,614.4	10,999
Amount spent on R&D#	5,156.50	6,895.6	8,527.5



*For M&M Limited only. The values of revenues, Net Turnover and Profit After Tax are on standalone basis and before elimination of intergroup transactions

#The R&D investment for M&M Limited and MTWL are 2.85% & 19.80% of their turnover respectively for the reporting year. • FY 2008-09 data is for M&M Ltd. • FY 2009-10 and FY 2010-11 data is for M&M Ltd. and MTWL.

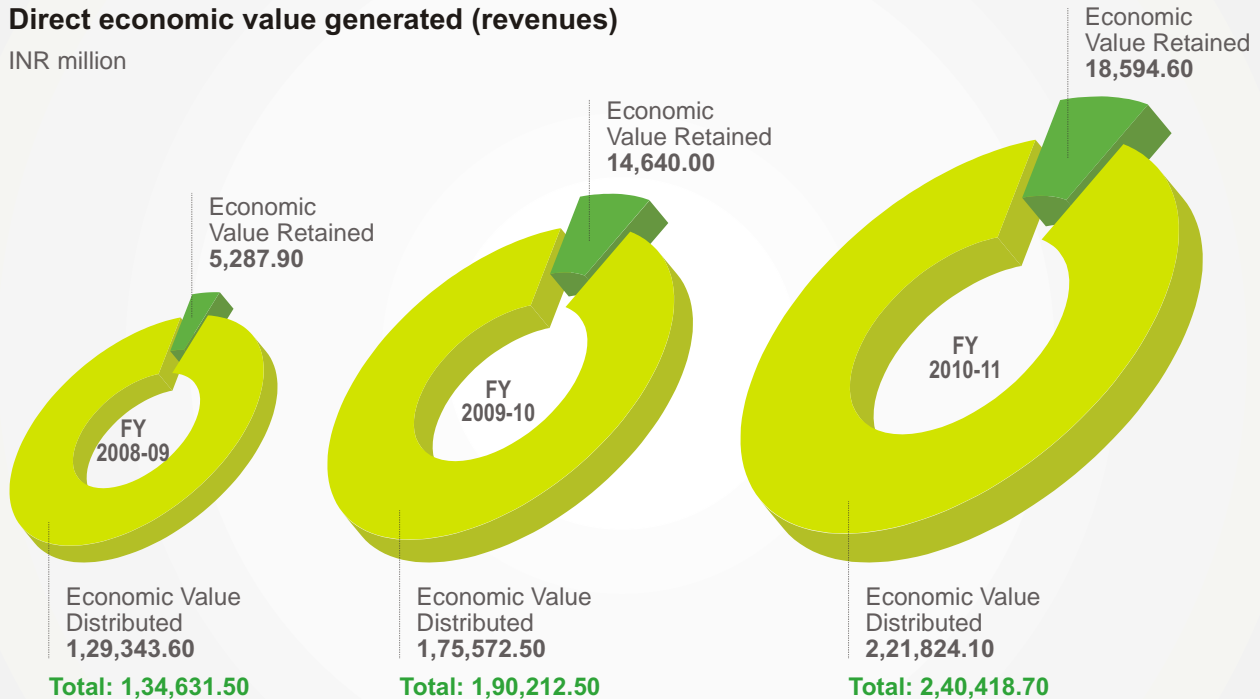
Note: The above comparison should be viewed in the light of the fact that MVML & MSat have been added to the scope in FY 2010-11.

Economic Value Generated

We continued to generate higher economic value on a year on year basis and distributed 26% higher value across our spectrum of diverse stakeholders.

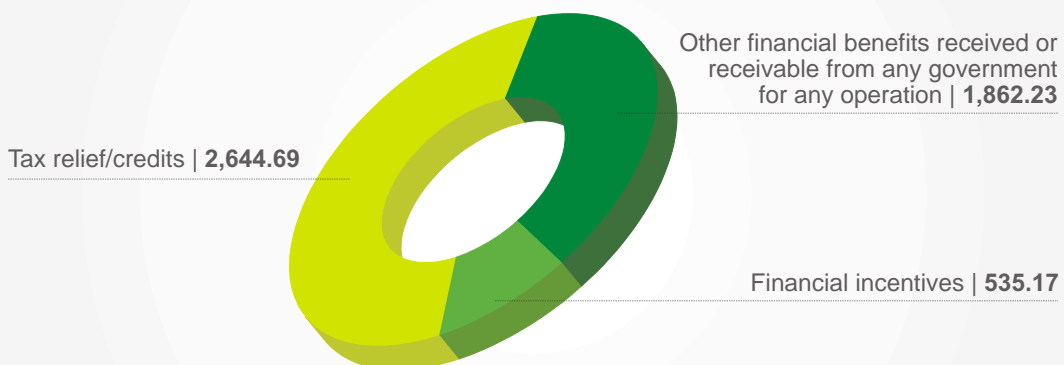
Direct economic value generated (revenues)

INR million

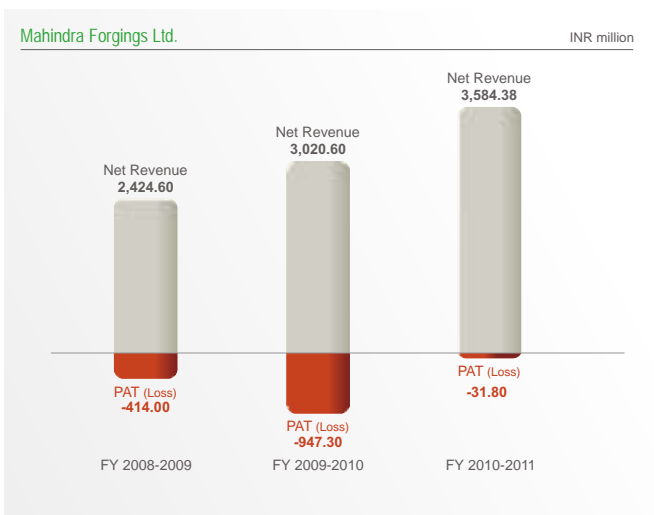
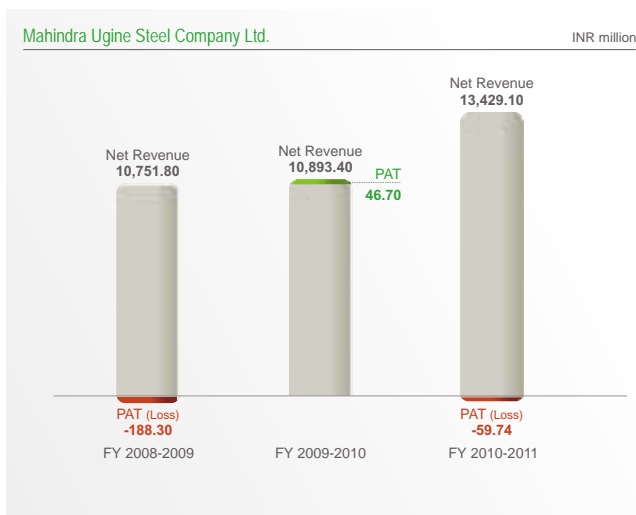
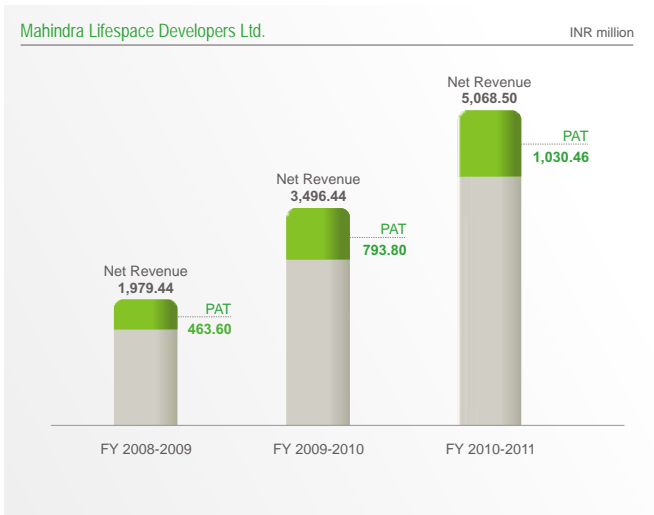
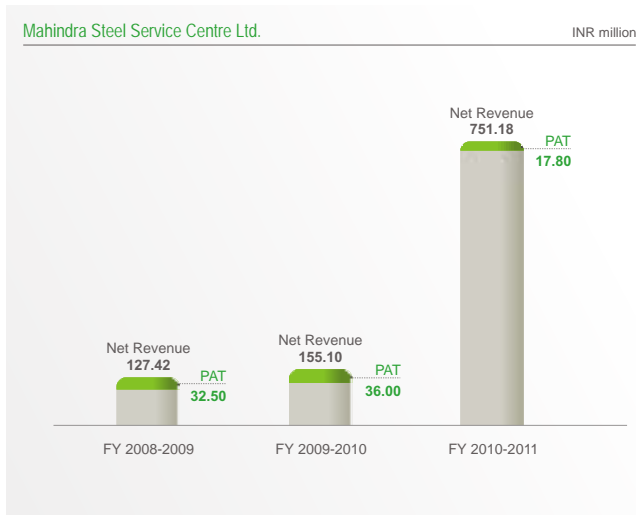
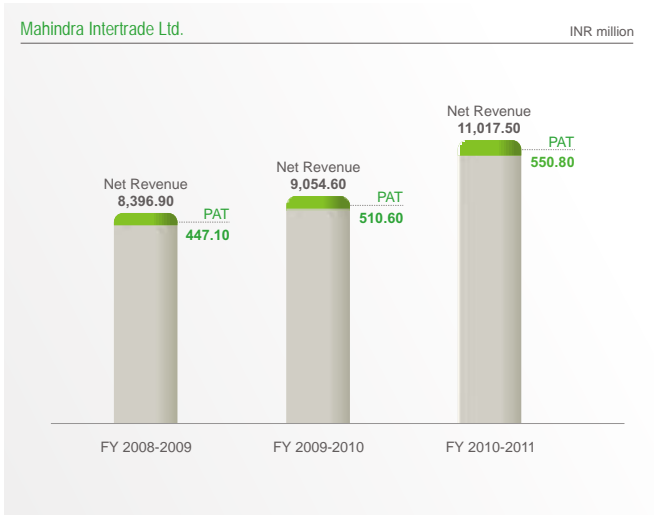
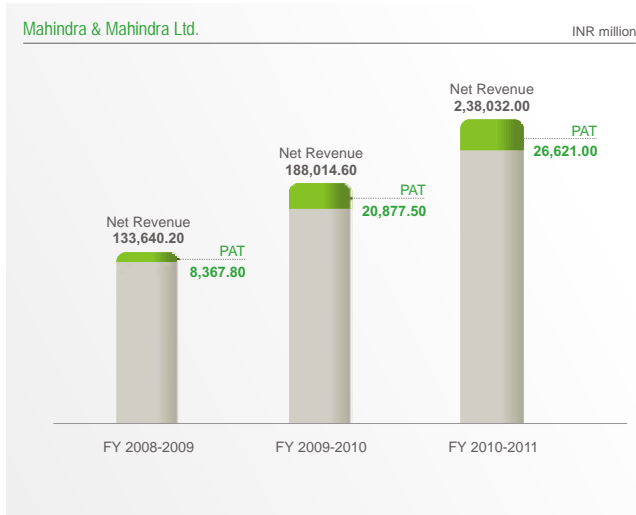


Financial Assistance Received from the Government

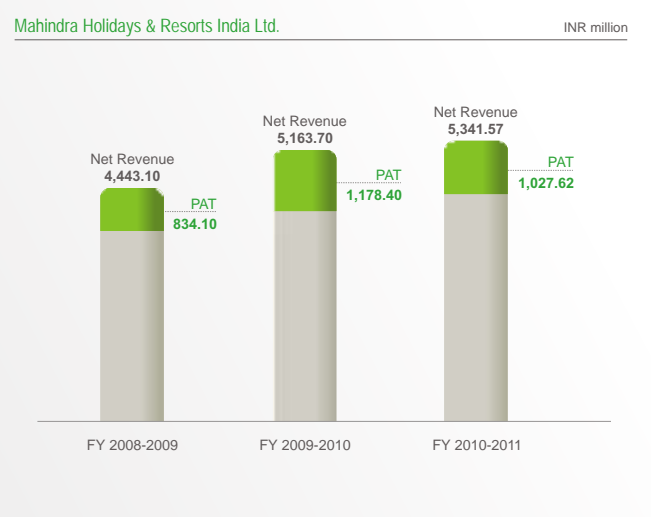
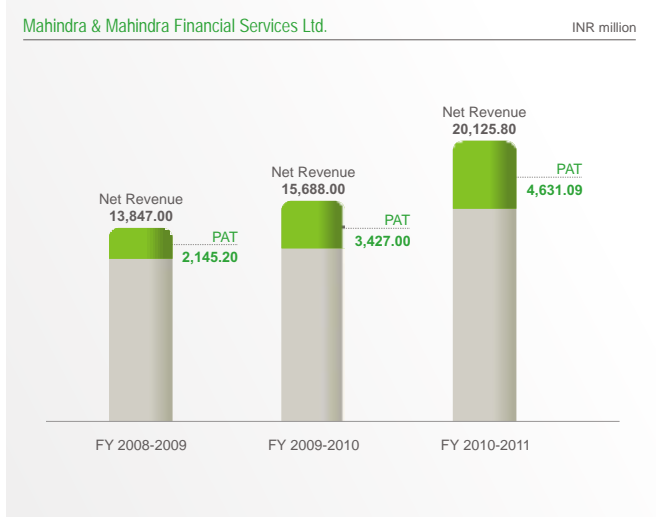
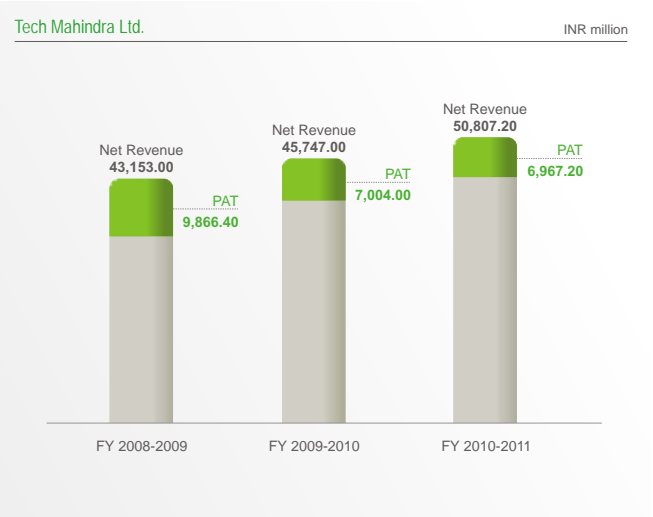
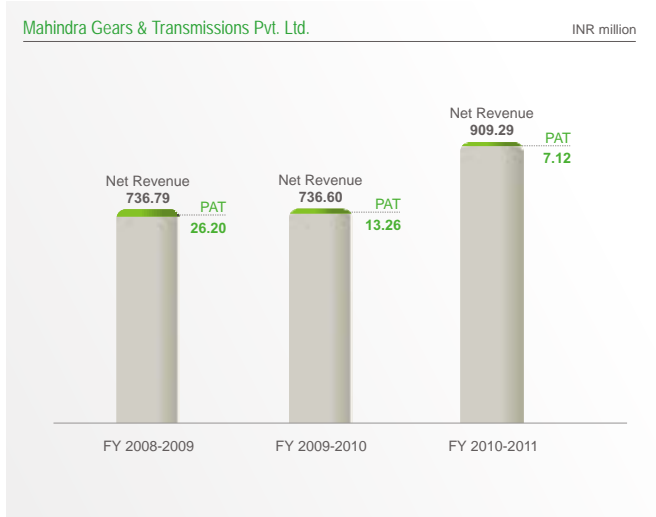
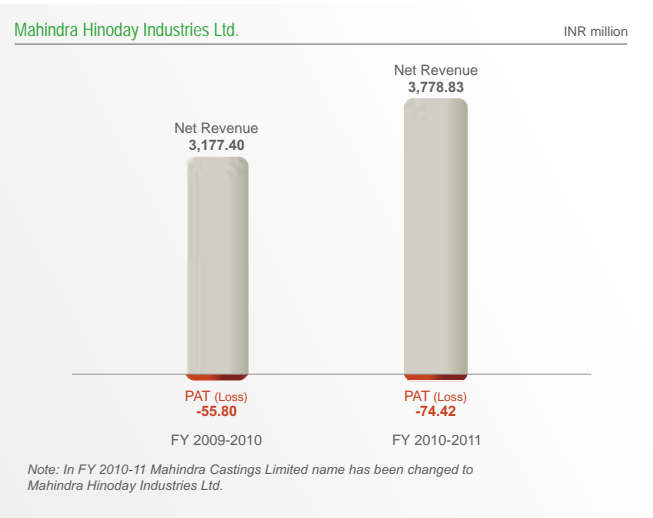
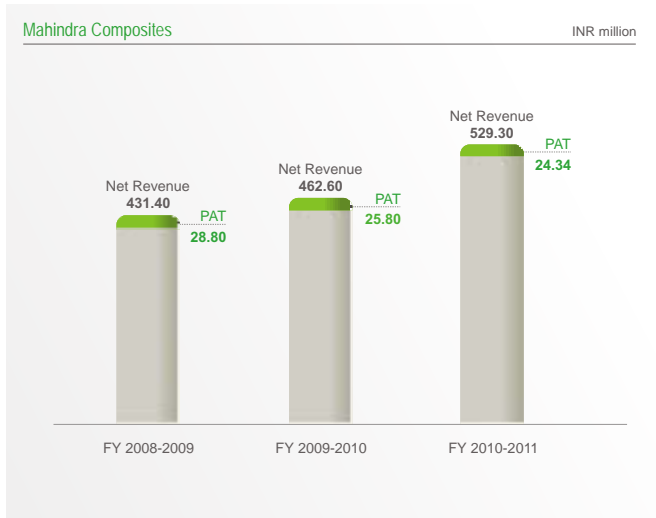
INR million



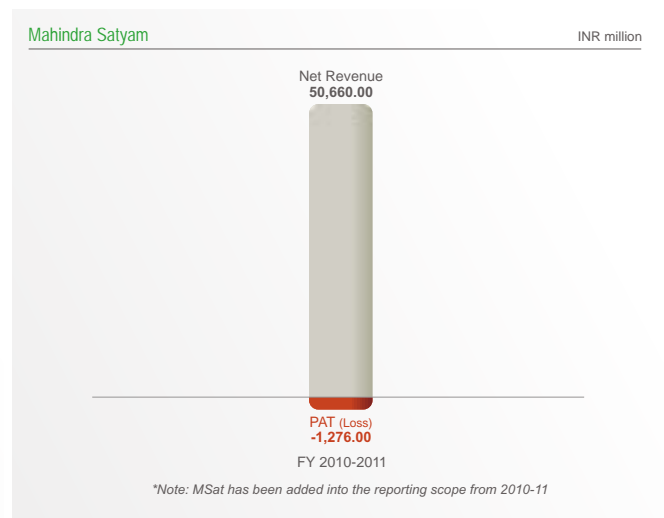
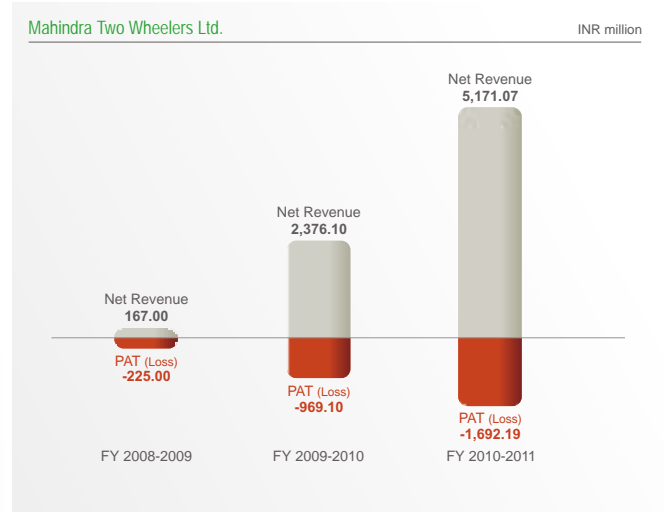
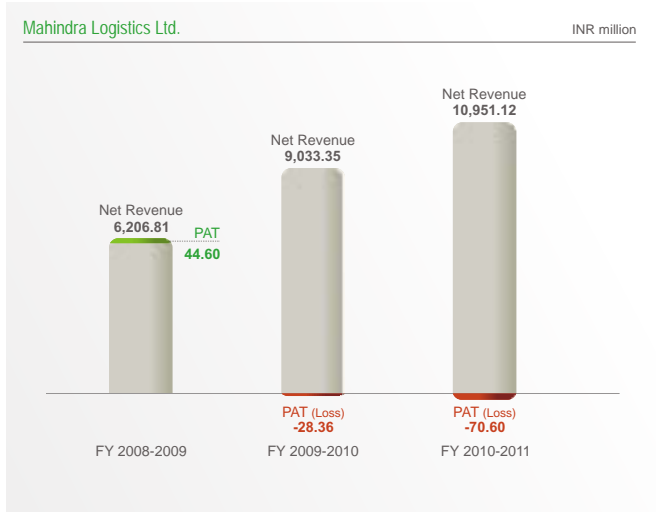
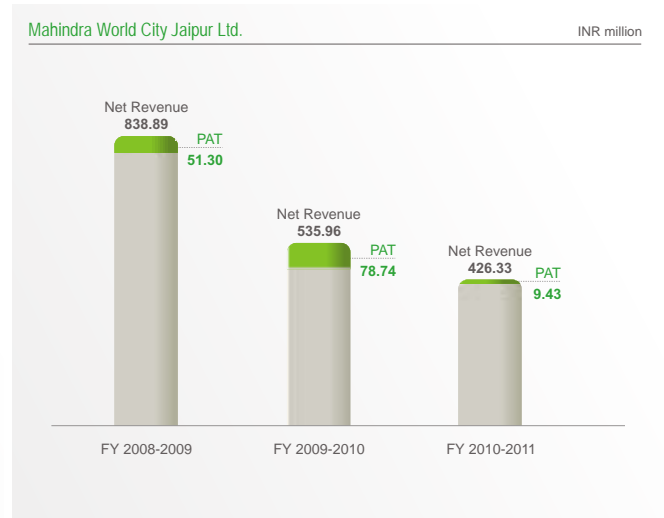
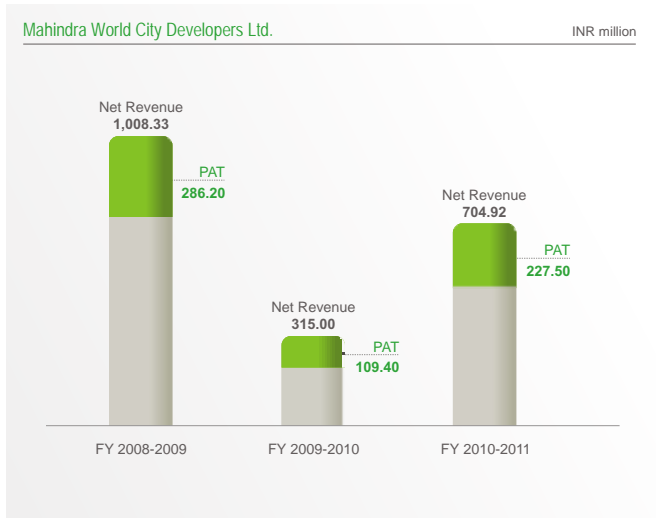
BUSINESS HIGHLIGHTS



Economic Performance



Economic Performance



FINANCIAL IMPLICATIONS OF CLIMATE CHANGE

Climate change is the greatest environmental challenge of our generation. Its impact has implications for productivity and competitiveness.

The multitude of impacts include scarcity of natural resources and their upwardly spiralling prices, enhanced transportation costs, additional insurance covers and expenditure on risk mitigation. At Mahindra, we are constantly pursuing optimal utilisation processes and recycling programs to reduce our dependency on fresh natural resource. We are also injecting more time and resources in our logistics to refine our systems and create more efficient processes.

While the financial implications of future regulation have not been quantified, we do quantify the financial implications of continuously rising energy costs and consistently take measures to reduce energy consumption in our manufacturing processes and in the use of our products.

Currently, our operations do not fall under the European Emissions trading scheme for carbon dioxide and have experienced little regulatory impact as a result of current greenhouse gas regulations. However, with India releasing its first National Action Plan on Climate Change (NAPCC) outlining existing and future national policies and programs our operations are likely to be affected by regulations in the future. The NAPCC consists of eight missions that address different aspects of the climate change. Each mission has the power to initiate policy refinements and legislations that can affect the way business is traditionally done. We are closely monitoring proposed initiatives and initiating proactive steps to be policy ready even before these policies come into implementation.



We, the Mahindra Group, by the virtue of our breadth of the operations, come under the purview of a number of these missions. Detailed below are the forward looking initiatives that we have already undertaken to align our operations to these missions and generate value from emerging opportunities.

	Aim	What we are doing
National Solar Mission	To promote the development and use of solar energy for power generation and other uses.	Mahindra Solar One, set up in 2010 as a subsidiary of Mahindra Cleantech Ventures , offers a range of solar solutions spanning on-grid solutions, EPC (Engineering, Procurement, and Construction) services, and off-grid solutions.
National Mission for Enhanced Energy Efficiency	To yield energy savings of 10,000 MW by 2012.	Through our various initiatives in all our Group companies, we saved 37,695 GJ of energy in 2010-11.
National Mission on Sustainable Habitat	To promote energy efficiency as a core component of urban planning.	Mahindra Group has also made it a point to embed green characteristics into any new building projects. In fact we have retrofitted Mahindra Towers in Mumbai to be more energy efficient. Till date, five sites of have received IGBC rating. MWC has developed an in-house team of engineers and architects as certified energy saving analyst for analysing efficiency of its green building.

Economic Performance

<p>National Water Mission</p>	<p>20% improvement in water use efficiency through pricing and other measures.</p>	<p>Various sectors of Mahindra Group have adopted the 3R (Reduce / Recycle / Reuse) methodology for water conversation. In addition to this, we have decided to conduct a comprehensive water footprinting exercise to understand and optimise our water consumption.</p>
<p>National Mission for a "Green India"</p>	<p>Afforestation of 6 million hectares of degraded forest lands and expanding forest cover from 23% to 33% of India's territory.</p>	<p>Mahindra Group has an ongoing project called Project Hariyali which is a mass tree plantation initiative undertaken by each and every Mahindra location. Under this project, we surpassed our target to plant a million trees in 2008 and are currently well on our way to achieve our target of an additional million trees by October 2, 2011.</p>
<p>National Mission for Sustainable Agriculture</p>	<p>To support climate adaptation in agriculture through the development of climate-resilient crops, expansion of weather insurance mechanisms, and agricultural practices.</p>	<p>We have always been at the forefront of agricultural technology. We manufactured and supplied tractors that gave an impetus to the Green Revolution of India. During the reporting period, the Group decided to foray into micro-irrigation and acquired a stake in EPC Industrie' Limited.</p> <p>Products from Mahindra's Farm Division are helping farms become more prosperous in more than forty countries in six continents. Over and above robust and efficient tractors, Mahindra have also expanded into farm-support services, including agri-mechanisation solutions under Mahindra AppliTrac; seeds, crop protection, and market linkages and distribution through Mahindra Shubhlabh; and agri-support information and counselling through the Samriddhi Initiative.</p>

On-ground initiatives to climate-proof, our business are reported along with their results in the environment performance section.

LOCAL SUPPLY

At Mahindra we strongly believe that you are as good a company as the suppliers you keep. Mahindra as a group has diverse businesses that operate in diverse geographies. In India, we operate across various states and have therefore always defined local for Mahindra as "within India." It has been our constant endeavour to encourage local supply because it provides a dual benefit of good corporate citizenship and better business sense.

Local supply enables us to provide global platform to local talent, add value to local resources and help fuel a vibrant local economy which has a large stake in the success of Mahindra.

Local supply also translates into a shorter supply chain, greater certainty and predictability of delivery times, a heightened degree of responsiveness to demand spurts, increased speed to market and mitigation of climate risks as posed by air traffic suspension due to a volcanic activity. It also enables a higher degree of control and auditing of vendor's operation to strengthen our reputation management.

Economic Performance



Marking a change in approach towards ensuring shorter supply chains, the Mahindra Group has set up Supplier Parks around its manufacturing facilities in Chakan, Maharashtra. We encourage our major suppliers to establish their manufacturing units in this park to exclusively cater to the needs of Mahindra Navistar. Some of the major suppliers who have already set up their manufacturing unit include Imperial Auto and International Automotive Component.

Along with proximity, other significant vendor selection factors include quality, delivery performance, pace of procurement, logistic advantages, ISO certifications, factory visits, reports, reputation and past relationship.

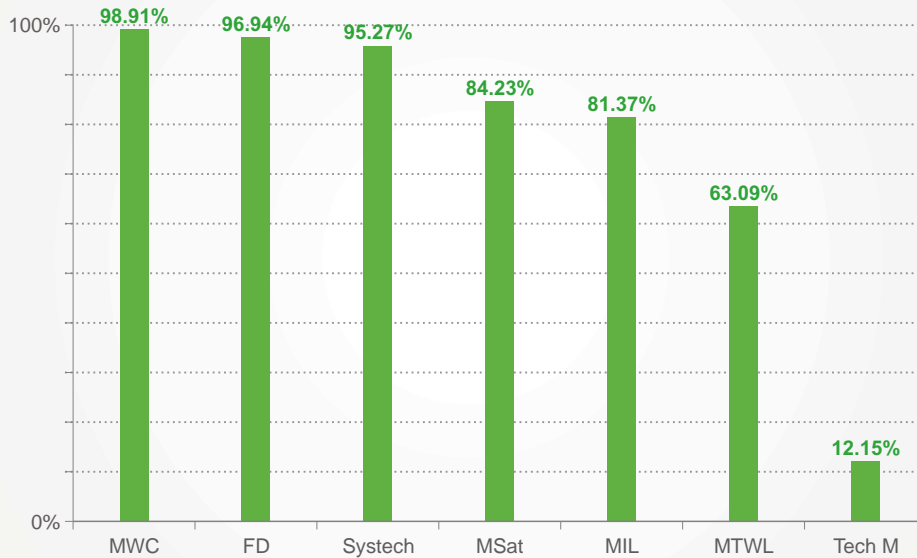


We analyse the share of local suppliers in the total monetary value of significant suppliers every year. AD, MVML, MMFSL, MHRIL, MLDL, MLL & MSB source 100% of the requirement from local suppliers. In fact, only 2 sectors Tech M and MTWL source less than 80% of their requirements from local suppliers.

Analysing the Top 10 suppliers as per monetary value for each business, we find that on an aggregate basis 84.93% of the Group's supply is from local suppliers.

		 INR million
SECTOR	MONETARY VALUE OF SIGNIFICANT TOP 10 SUPPLIERS	MONETARY VALUE OF TOP 10 LOCAL SUPPLIERS
AD	24,106	24,106
MSat	12,17	1,025
MVML	4,455	4,455
MTWL	2,251	1,420
MMFSL	78	78
MHRIL	107	107
MIL	18,110	14,735
MLDL	537	537
MLL	1,898	1,898
AM-MSB	1,381	1,381
MWC	104	103
Systech	5,623	5,357
Tech M	7,962	967
FD	11,964	11,598
Total	79,794	67,769

Monitory Value of Top 10 Local Suppliers (%)*



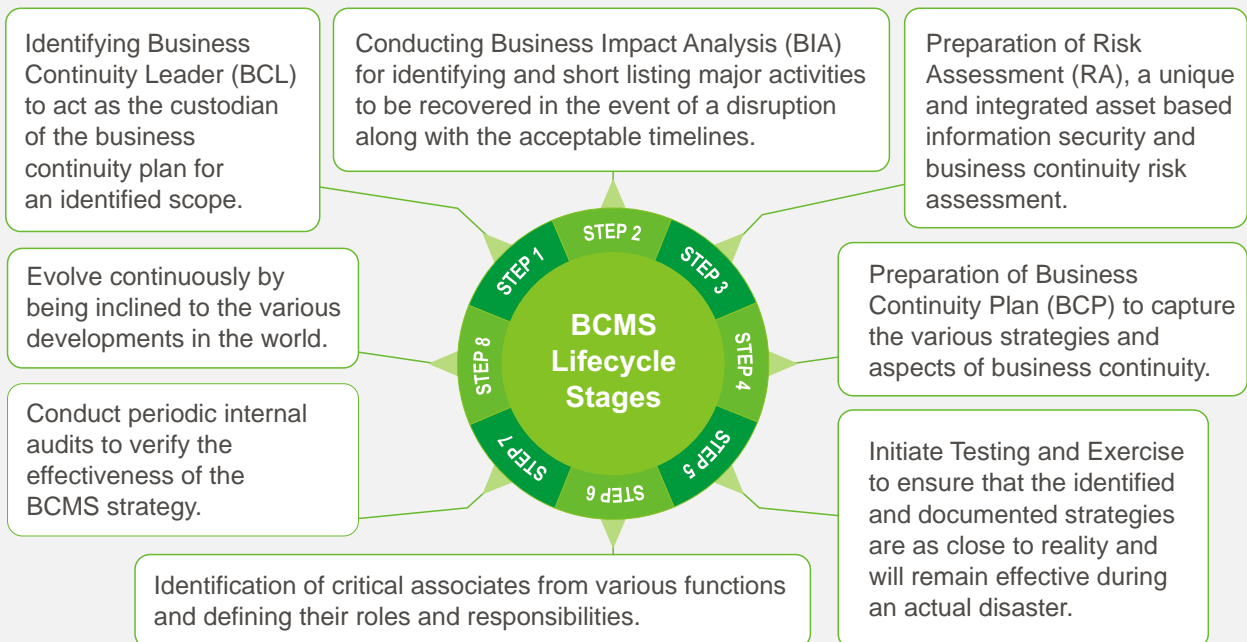
*as percentage of Monitory Value of Top 10 Suppliers

CASE STUDY

BUSINESS CONTINUITY MANAGEMENT SYSTEM AT MAHINDRA SATYAM

When the times get tough, Alternative Thinking gets going at Mahindra. With the world facing increasing number of unprecedented events ranging from 9/11 to the major upturn in Libya, Syria and Japan, Mahindra Satyam decided to transform its business management model to make it more robust, more sustainable and adversity resistant.

It therefore established a robust Business Continuity Management Systems (BCMS) framework which is in line with BS25999 - the global standard for business continuity.



Mahindra Satyam's delivery centres are located across the globe. These services are critical to ensure smooth business operations for the user organisations (clients).

Results

The process now safeguards more than 80% of the revenue of the company.



The agile BCMS framework has won many accolades from customer and external auditors alike.



Mahindra Satyam became the third company in India for being certified for this standard.



A toll free crisis helpdesk is now available 24/7 for reporting any incidents and also for getting updates during business disruptive situations.



This sustainable business framework will ensure the continued support of MSat services during any business disruptive situation and minimise the operations downtime or an impact on its infrastructure and/or associates.

case study

GOALS

The Mahindra Group acquired Satyam Computer Services while it was reeling from a massive high profile corporate governance deficit which had not only the nation's eyes on it but also had the global business world closely following each event.

The standard goal in such situations is to disappear from the public eye and drop off the radar of main stream media. Allow a sufficient cooling period and then commence rebuilding the brand, one creative unit at a time.

alternative
GOALS

Transforming Mahindra Satyam

Mahindra Satyam, as Satyam Computer Services was rebranded after the acquisition, decided to travel an alternative path and take brand-resurrection by the proverbial horn. The goal was to get there by taking giant leaps instead of the traditional baby steps.

The chosen vehicle was football - inarguably, the favourite sport of this planet and the chosen event was FIFA - by far the most watched televised program in the world.



We signed on with FIFA, the world soccer body, as a sponsor and official IT provider for the 2010 and 2014 editions of the football World Cup tournament. Mahindra Satyam became the driving force of the tournament's software network.

Economic Performance





Website



FIFA Portal




Digital Marketing on social media

Game Plan

The company undertook this project with the following goals in mind.

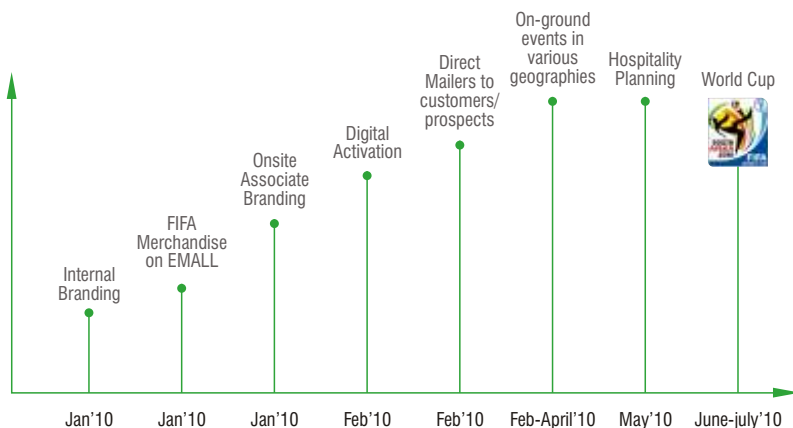
- To create and fortify a positive brand image and brand recall for "Mahindra Satyam"
- To promote the immense capability of the organisation to handle operations of any magnitude
- To instil pride of association among employees and existing customers

Reviving the 'Espirit De Corps

To inject enthusiasm, ownership and the joy of shared achievement the whole event was handled in-house right from the designing of creative materials to vendor management. An integrated 360 campaign was mounted along with active presence in social media like Facebook and Twitter.

The campaign was flagged off by engaging associates through quizzes, FIFA theme campaigns and intra-corporate tournaments across various locations. Customers were offered special deals on tickets including free tickets and hospitality services during the games.

Activity Timeline



Integrated Approach



Branding - Offices



Audio-Visuals



Templates



World at Large



Customer Communications



Associate Communications

All these approaches were at play concurrently and they managed to keep the spirit at a consistent high; both within and outside the organisation.

Goals Scored

- Constant on-field visibility for 30 days increased recall value of Mahindra Satyam.
- The pride that this association brought to every Associate and to the nation at large is beyond all metrics.
- Our Sports Management Vertical got prominent attention in the global sporting arena - we were approached for the Singapore youth Olympics and London Olympics.
- Our most cherished ROI was the resurgence of brand "Mahindra Satyam" which was achieved on the principles of zero budget branding.



Game Analysis

Handling the IT operations for FIFA World Cup™ was a truly unique and learning experience for Mahindra Satyam. We learnt to:

- Transcend perceptual mind-blocks and handle one of the biggest events in the world, with minimal people resource
- Utilise low-cost alternative marketing tools for maximum effect
- Leverage social media for events
- Formulate a repeatable framework for events of different sizes and standing

“Mahindra Satyam's team is a good example of individuals who do whatever it takes to get the job done. That's the very key to the successful delivery of the IT solutions to the World Cup.

Dick Miles
Executive Co-Chairman,
FIFA

“Mahindra Satyam has illustrated a very positive attitude and a lot of flexibility and willingness from their staff. It is a unique project, and it is very important for FIFA to have a flexible and experienced partner like Mahindra Satyam.

Peter Meyer
Head of Information Technology,
FIFA

Environmental Performance

MANAGEMENT APPROACH

At Mahindra, environmental performance is not just a 'nice to have' indicator, it is part of our core strategy and viewed as a 'must have' for long term business viability and continued success. We began our journey towards environmental sustainability before others and thus we have transcended the traditionally accepted parameter of gauging environmental performance - limits. For us, satisfying the minimum statutory requirement is only the beginning of the journey. The commitment has always been to go "Beyond Compliance" and ensure that we stay ahead of local laws and pollution norms. We aim to set new benchmarks by successfully translating environmental issues into actionable and measurable goals which help enhance our economic bottom line, operational efficiencies and compliance across geographies.

Protecting the environment benefits our businesses in a number of ways such as significant cost saving through reduced energy usage, raw material consumption, and waste disposal. It also mitigates the risk of climate change and reinforces our reputation among our stakeholders - staff, customers, regulators, investors and local community.



At Mahindra, we strive to be the transformation that we wish to see.

Thus it is no surprise that our business practices are aligned with environmental stewardship. Whether it's greening our supply chain, launching a new green product or service, reducing our corporate carbon footprint, developing eco-friendly processes, or attaining IGBC certification for our buildings - our environmental performance is helping craft a robust competitive edge.

This approach is practised by all Group Companies; especially those having significant environmental impacts like Auto, Farm, Two wheelers, Systech and infrastructure development.

Our sustainability roadmap, keeps us focussed on a target based improvement. For more details on our sustainability roadmap kindly refer the chapter 'sustainability & us'.

ENVIRONMENT POLICIES

It is our constant endeavour to integrate environmental constructs into management decisions like products costing, product pricing, product development, capital investment, and performance evaluation decisions. Compliance of all laws and regulations relating to environment has always been ensured in letter & spirit.

Our environmental management is anchored by an environmental policy that has been formulated by M&M Limited and applies to all Group Companies.

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




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



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.

Environmental Performance

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

<p>Principle 7</p>  <p>Businesses should support a precautionary approach to environmental challenges.</p>	<p>Principle 8</p>  <p>Undertake initiatives to promote greater environmental responsibility.</p>	<p>Principle 9</p>  <p>Encourage the development and diffusion of environmentally friendly technologies.</p>
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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 adhere to these guidelines.

ENVIRONMENTAL MANAGEMENT

Responsibility and accountability are two key pillars of environmental management at Mahindra. As a responsible organisation, we set ourselves targets to reduce emissions, eradicate waste and optimise consumption of natural resources across sectors. As an accountable organisation we not only monitor and report our environmental performance, we constantly enhance the depth of our reporting to enable informed improvements.

In the previous reporting cycle, we undertook a detailed carbon foot-printing exercise of the entire group to zero-in on carbon intensive processes that offer significant reduction potential. This will be a continuous exercise and the scope of the exercise will be enhanced on an ongoing basis.

During the year, most sectors reported significant progress on the environmental front and demonstrated that they were well on course to achieve the targets assigned to them in the sustainability roadmap.

Last year over and above reporting on a consolidated 'Group-wide' level we commenced reporting our 'Sector specific' performance. We continue to do that this year as well, but with greater efficiency. We analyse, report, and track sector-wise trends for specific GHG emissions and specific consumption of water and energy against unit of produce/service.

We have been reporting environmental performance in terms of absolute and specific consumption. The specific consumption is calculated by dividing absolute consumption by a denominator, which is set based on the nature of business e.g. In case of manufacturing business units it is number of units produced, for services it is number of employees, or units of services offered etc. Like last year, this year too Mahindra witnessed high growth and the Group's production levels rose significantly across almost all sectors. The total quantum of produce also rose due to the addition of firms like MVML, MSat, AM-MSB to the reporting scope. This has led to an increase in the absolute values of the environmental indicators.

Environmental Performance

Sector	Unit of Measure	Denominators			
		2008-09	2009-10	2010-11	
Manufacturing Sectors	AD	Equivalent number of vehicles manufactured	192,662	254,638	282,018
	FD	Equivalent number of tractors manufactured	218,869	280,911	331,923
	Systech (Except Gears)	Tonnes of production	198,913	239,242	282,211
	Systech (Gears)	Number of gears produced	2,100,000	2,000,000	2,680,179
	MIL	Tonnes of production	118,379	141,377	180,916
	MTWL	Number of vehicles manufactured	NIS	69,624	179,625
Service Sectors	MWC	Acres of area developed and maintained	1,903	2,207	2,207
	MLDL	Built up area in square meters	529,482	488,233	569,938
	MLL	Full time equivalent employees	351	468	509
	MHRIL	Room nights booked	136,798	156,080	237,260
	MMFSL	Full time equivalent employees (replaced from Loan disbursement)	426	399	299
	Tech M	Full time equivalent employees	23,954	28,897	35,886
Newly Added	MVML	Number of vehicles manufactured	NIS	NIS	40,954
	MSat	Full time equivalent employees	NIS	NIS	20,092
	AM-MSB	Tonnes of packaging	NIS	NIS	8,207

Note: The denominators mentioned in the above table are considered for calculating specific consumption of environmental parameters.

Air Quality

Automotives constitute a major part of our Group production and revenue. While we continue to make our vehicles more fuel efficient and compliant with new emerging pollution standards, we also focus on refining and modernising our production processes towards minimising our impact on air quality.

The Mahindra Group complies with the statutory emission norms of various governments and agencies. Various pollutants are monitored on a regular basis at the industrial locations as well as some of the services locations.

The Suspended Particulate Matter (SPM), Sulphur Oxides (SOx) and Nitrogen Oxides (NOx) are commonly monitored at all the manufacturing locations. Some of manufacturing plants monitor more specific pollutants related to their processes like Respirable Suspended Particulate Matter (RSPM), Carbon monoxide (CO), Methane (CH₄), etc.

Environmental Performance

The average concentration of the pollutants is well below permissible limits prescribed in the revised National Ambient Air Quality Standards (NAAQS, 2009).



Air Quality Parameters (Stacks) 2010 - 11

(Tonnes)

Sector	SPM	SOx	NOx
AD	26.65	18.00	21.85
FD	55.25	15.35	49.40
MTWL	0.0596	0.039	0.0434
Systech	1,009.63	895.84	43.76
MIL	0.009	0.005	0.00001
MHRIL	19.11	2.68	4.84
AM-MSB	1.40	2.79	0.84
MSat	0.0000326	0.0000767	0.0000843

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

The ambient air quality standards represented in the graphs are for the industrial area and time weighted average of 24 hrs.

Last year we standardised 'tonnes' as the unit of reporting stack emissions and all our manufacturing plants now measure and report total stack emissions by weight.

Environmental Performance

Biodiversity

"No man is an island, entire of itself" - When John Donne made this statement on the interdependence of mankind in the year 1624, he might not have realised that this interdependence is true for every living organism on this planet. We are all interconnected and the actions of one person can have far reaching effect on everything that surrounds him.

Biodiversity is a measure of the health of ecosystems. Greater biodiversity implies greater health. At Mahindra we are not only committed to protecting biodiversity but also creating the right habitat to ensure that it flourishes.

Our manufacturing plant at Kandivali, Mumbai is the only Mahindra facility located near a protected area or an area of high biodiversity. The plant is 5 kilometres away from the Sanjay Gandhi National Park, one of the few national parks that lie within city limits. Through strict monitoring we have taken all necessary steps to ensure that our activities have no adverse effects on the ecosystems thriving within the national park.



Project Hariyali

Deforestation leaves many species homeless and results in destruction of the local biodiversity.

Mahindra Hariyali is a large scale tree plantation initiatives flagged off by the Mahindra group in May 2007 with an initial target to plant one million trees by October 2008. The passion and enthusiasm of our employees ensured that the targets were surpassed by a good 22% and the total trees planted were 1,221,118.

Our commitment to a 'Green India' goes beyond just planting, we monitor survival rate and plant replacement saplings if and when required.

In the current phase of Project Hariyali, we have set a target of planting another million trees by October 2, 2011. As of March 31, 2011, we have planted 692,976 trees and are on course to achieve our targets for the year.

Given here is a breakup of the number of trees planted by various locations of the Mahindra group. This includes trees planted to replace the saplings in the previous year which did not survive, (referred here as Gap Filling) so as to maintain the 1 million target.



Total number of trees to be planted by Mahindra Group as on October 2, 2011.

Name of the Sector / Location	Total number of trees to be planted by Mahindra Group as on October 2, 2011.	
	Number of trees committed	Plantation done till March 31, 2011
Aftermarket	60,000	28,876
AD	178,000	103,505
FD	317,100	360,430
MMFSL	75,000	54,998
Real Estate	60,000	55,510
Information Technology	6,050	1,463
Systech	55,000	10,664
Partners Division	7,500	7,126
MACE	125,000	7,301
Leisure & Hospitality	75,000	44,250
MTWL	20,000	6,500
MRV	6,500	6,478
Corporate Centre	5,000	0
MVML	11,700	5,875
Total	1,001,850	692,976

**OTHER BIODIVERSITY CONSERVATION INITIATIVES
IMPLEMENTED AT OTHER SECTORS**



MWCDL

MWCDL piloted a feasibility study through world renowned water consultants M/s. Tetra Tech, USA for sustainability and conservation of Kolavai lake which is adjacent to the township.

MWC tabled this report to the Public Works department (Govt. of Tamil Nadu) and prepared a detailed project report for onward submission to Ministry of Environment & Forests, Government of India in order to avail financial assistance from the Central and State government. After allocation of the subsidy, the project execution will be carried out by Government of Tamil Nadu.



AD-Zaheerabad

Our AD Zaheerabad facility is spread over 343 acres of semi-arid land and dependent solely on groundwater for its requirements.

Following the year 2000, when the area faced acute water shortage, the facility came up with a comprehensive 10-year water management master plan, with the help of Govt. of Andhra Pradesh and ICRISAT. Measures like wastewater recycling, drip irrigation system, rainwater harvesting and large-scale tree plantation were undertaken.

The tree plantations have now spread over 90 acres of land and house a variety of birds. For the employees and their families to appreciate the flora and fauna, an eco trail has been set up.

What began as a twin strategy of rain water harvesting and tree plantation has also resulted in bio-diversity enhancement making the plant, energy-efficient and water-efficient. The entire ecosystem has been transformed and regenerated.



CASE STUDY



FROM UNDERUTILISED LAND TO A RESOURCEFUL LANDSCAPE

Mahindra continues to remain on the environmental forefront - be it rejuvenating the area's biodiversity, promoting environmental awareness among the locals or creating green zones.

This year, AD - Nashik saw a 7.5-acre underutilized land which was being neglected by the local municipality completely transform into a botanical garden. The aim was to create environmental awareness & build a small botanical garden for school kids.

A Project Hariyali endeavour, it took to make a lush green botanical garden. Our team planted and nurtured around 9,660 trees and over 130 different varieties of medicinal & botanical species of plants. Due care was taken to preserve the original trees on the plot.

What the rest of the world regarded as an adversity, we saw it as an opportunity.

These efforts over a period of 21 months have started to yield fruits. The garden is helping school children to learn and study nature better. It has also become a source for the disposal of 140 cusec meters of water as part of additional production requirements.

Blooming with rich fauna and flora, this lush landscape has become a shining example of biodiversity conservation.

Special Features of the Botanical Garden



130 different varieties of medicinal & botanical species



Dedicated space for rose beds



Use of scrape wood and reusable material for the construction of benches



Focus on retaining the original trees in the plot



Additional avenue for disposal of treated water



Ozone Depleting Substances

The Mahindra Group has always taken the dangers posed by Ozone Depleting Substances (ODS), like CFC and HCFC, very seriously. We abide by the terms and timelines of the Montreal Protocol. The Group has taken Environmental Management Programs to eliminate the use of ODS.

The Non-ODS (R134a) consumption for 2010-11 stood at 82.04 tonnes.

Note: The manufacturing plants of the Automotive Division are the only consumers of ODS for the Group. Hence, we report on the ODS consumption of the Automotive Division only.



Greenhouse Gases

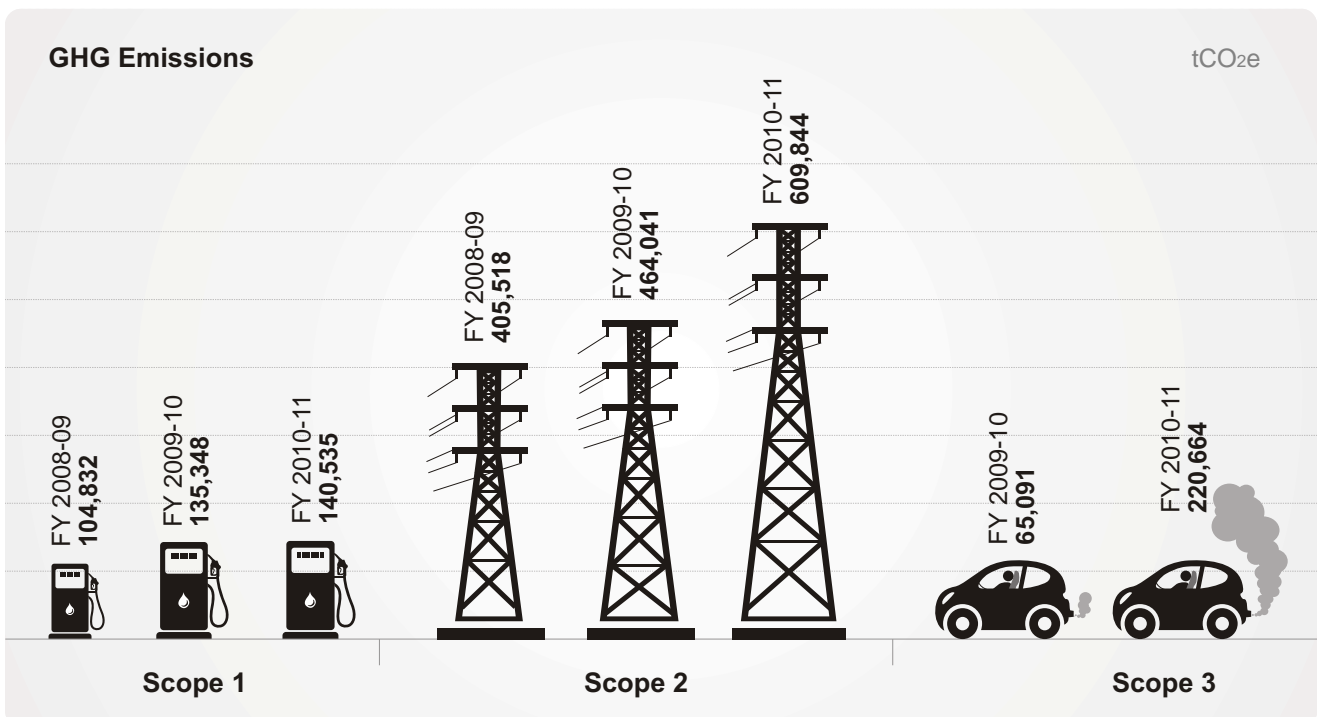
GHG emissions, both direct and indirect, can be categorised into three broad scopes:

Scope 1	Scope 2	Scope 3
All direct GHG emissions like CO ₂ , methane and nitrous oxide.	Indirect GHG emissions from consumption of purchased electricity, heat or steam.	Other indirect emissions, such as inbound, outbound logistics, air travel, daily commutation, paper consumption and transport-related activities.



Since last year, we report our emissions across all the three scopes. Last year we also shifted from reporting direct emissions as per GRI Guidelines to GHG protocol (WRI/WBCSD guidelines). This year we have continued with the GHG protocol.

Mahindra Group - Absolute GHG Emissions



Note: The increase in absolute GHG emissions as compared to the previous year is due to increase in production/services and inclusion of MVML, MSat, AM-MSB in the reporting scope (refer table for enhanced production volumes shown earlier in this section). This is likely to happen year on year as we enhance the scope of our reporting. As a continual improvement, sectors have devised processes to capture Scope 3 consumption in detail. This has resulted in the increase of Scope emissions compared to previous year.

Environmental Performance

GHG Emissions segmented by source

in tCO_{2e}

Parameter	2008-09	2009-10	2010-11
Scope 1 - Direct Emissions			
Diesel/HSD	25,924	46,766	56,920
LDO	2,676	1,958	3,358
Petrol	251	301	244
FO	47,058	50,779	59,838
LPG	19,951	25,458	12,631
Natural Gas+ CNG	8,972	10,085	7,544
Total	104,832	135,348	140,535
Scope 2 - Indirect Emissions			
Electricity purchased	405,518	464,041	609,844
Scope 3 - Indirect Emissions			
Total (Inbound logistics, Outbound logistics, Daily commutation, Air Travel, Paper consumption)	NIS	65,091	220,664

Note: NIS-Not in Scope.

The emissions arising from CO₂ fire extinguishers and Acetylene are insignificant and hence excluded from the reporting scope 2009-10 onwards. Kerosene is excluded since it is not used for energy generation.

The emission of petrol and LPG has come down due to less utilisation. The sectors use natural gas, LPG and diesel for their Scope 1 emissions. The use of fuel mix depends upon the availability of the fuel.

GHG Emissions Sector-wise Composition

in tCO_{2e}

Year	2008-09		2009-10			2010-11		
	Scope 1	Scope 2	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3
AD	27,073	88,578	31,259	101,470	3,593	23,267	106,998	23,440
FD	12,717	51,374	18,416	59,162	28,886	16,788	71,492	54,373
Systech (Except Gears)	56,359	190,166	66,264	241,823	16,365	71,092	283,138	48,455
Systech (Gears)	671	3,288	514	3,242	272	294	3,265	2,717
MIL	135	791	120	991	11,920	197	1,293	22,314
MTWL	NIS	NIS	1,561	4,034	1,960	2,978	5,741	4,605

Manufacturing Sectors

Environmental Performance

	MWC	MLDL	MLL	MHRIL	MMFSL	Tech M	MVML	MSat	AM-MSB	Total
Service Sectors	236	267	2,972	1,875	DNA	2,528	NIS	NIS	NIS	104,833
	1,986	734	DNA	4,961	1,513	62,128	NIS	NIS	NIS	405,519
	323	441	3,629	1,894	DNA	10,927	NIS	NIS	NIS	135,348
	2,968	470	DNA	4,967	890	44,024	NIS	NIS	NIS	464,041
	288	312	65	130	DNA	1,300	NIS	NIS	NIS	65,091
	323	337	324	2,148	7	13,768	4,869	4,110	33	140,535
Newly Added	4,683	643	311	8,985	928	50,883	22,773	48,075	636	609,844
	50	522	46	257	477	22,172	227	26,196	14,813	220,664

Note: NIS-Not in Scope, DNA-Data Not Available

Specific Emissions Highlights

- AD, FD, Systech, MTWL, MLDL, MLL, MMFSL and Tech M have all recorded significant reduction in their specific combined Scope1 & Scope 2 emissions compared to previous year.
- MIL, MWC, MHRIL, MMFSL are the four sectors to have recorded an increase in their combined specific Scope 1 & Scope 2 emissions compared to previous year. The sectors have been alerted and a cause analysis will soon be instituted to arrest this increase.

Total Specific Emissions

in tCO₂e/unit of measure

	Sectors	2008-09	2009-10	2010-11	% reduction in 2010-11 over previous year
	Scope	Scope 1+2	Scope 1+2	Scope 1+2	Scope 1+2
Manufacturing Sectors	AD	0.60	0.52	0.46	12
	FD	0.29	0.28	0.266	5
	Systech (Except Gears)	1.24	1.29	1.26	2
	Systech (Gears)	0.0019	0.0019	0.0013	32
	MIL	0.0078	0.0079	0.0082	-4
	MTWL	NIS	0.08	0.049	39
Service Sectors	MWC	1.17	1.49	2.27	-52
	MLDL	0.00189	0.00187	0.00172	8
	MLL	8.47	7.75	1.25	84
	MHRIL	0.050	0.044	0.047	-7
	MMFSL	3.552	2.231	3.127	-40
	Tech M	2.70	1.90	1.80	5

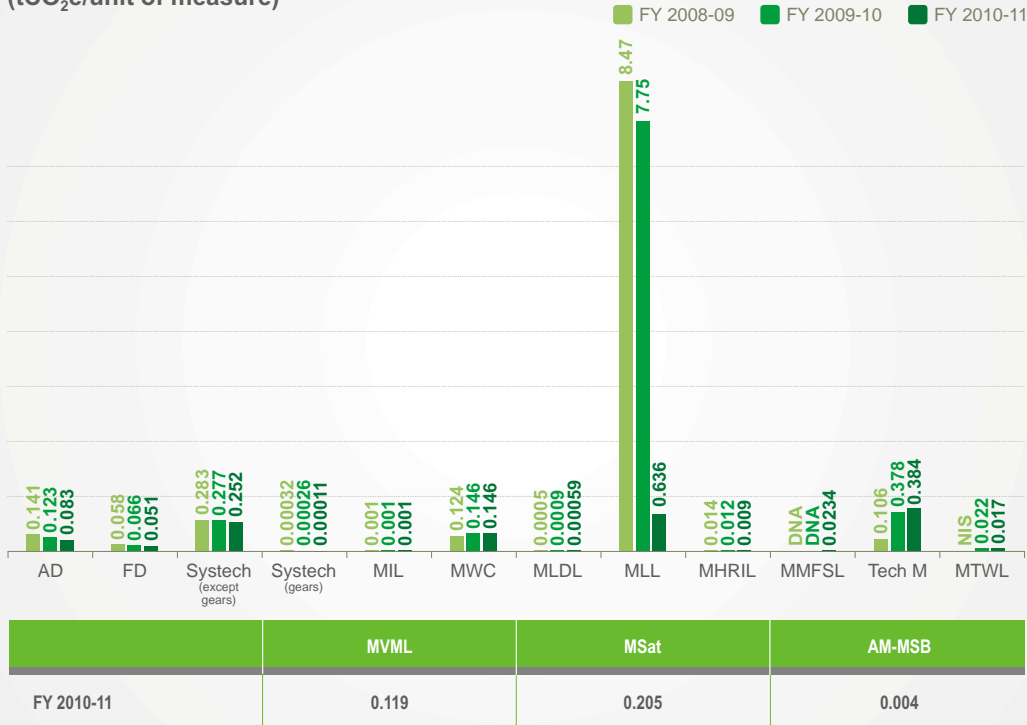
Scope 1+2 specific GHG emission values for businesses covered for the first time in this report i.e MVML, MSat and AM-MSB are 0.68, 2.60 & 0.08 tCO₂e/unit of measure respectively.

All businesses have devised methodologies to capture and report Scope 3 emissions this year. For details, view the full report.

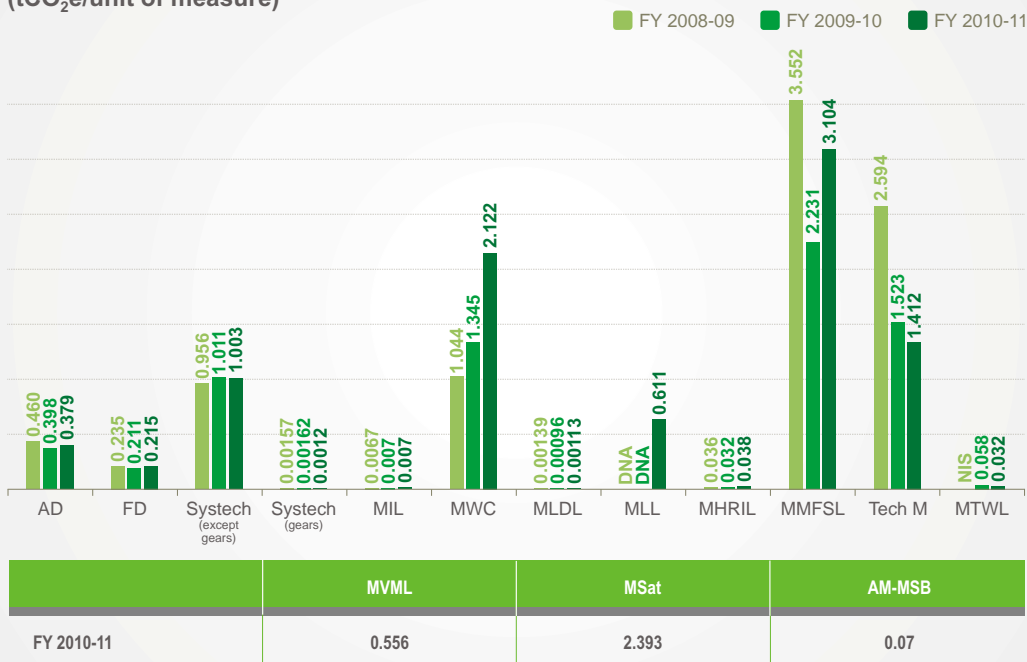
The reason for the increase in specific energy of sectors like MWC & MMFSL is also applicable for the increase in GHG emissions.

Environmental Performance

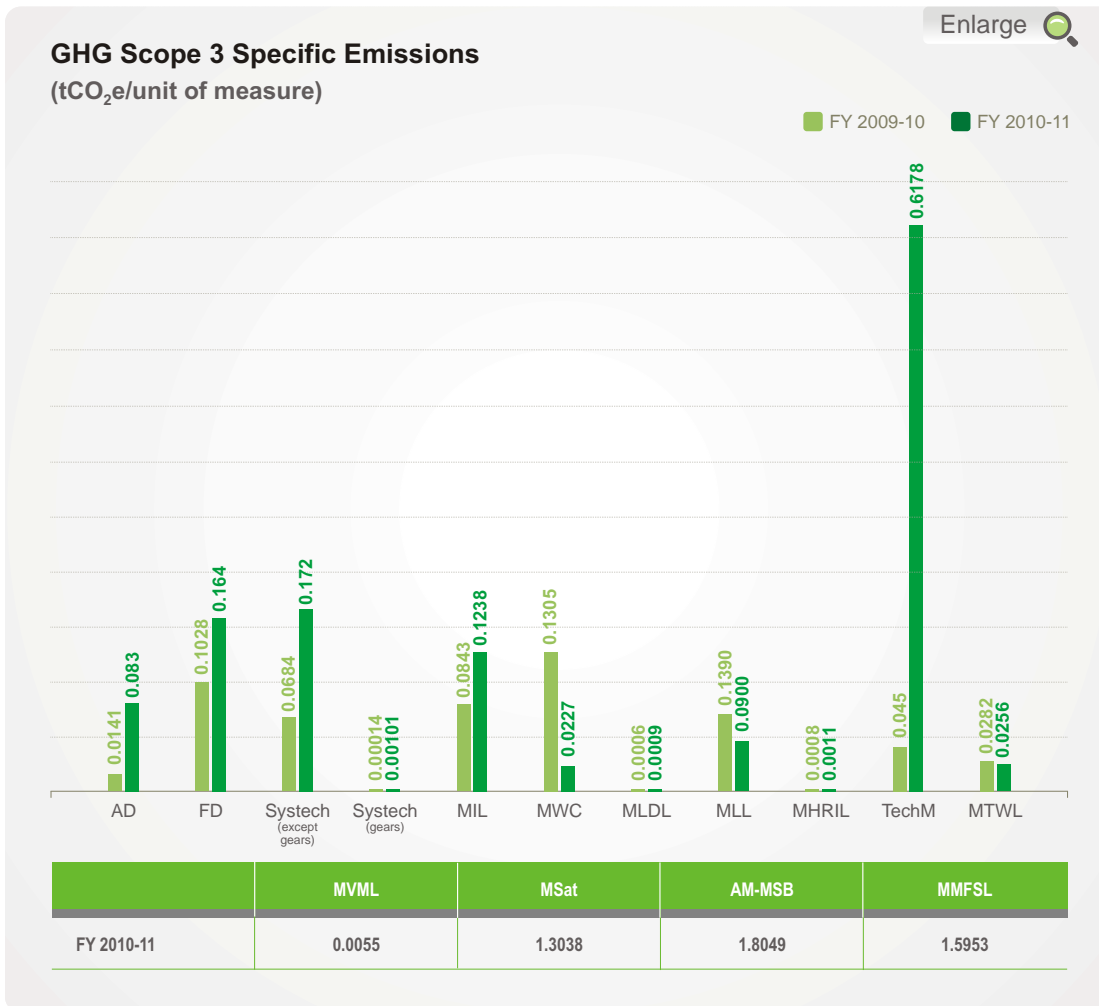
GHG Scope 1 Specific Emissions
(tCO₂e/unit of measure)



GHG Scope 2 Specific Emissions
(tCO₂e/unit of measure)



Environmental Performance



GHG MITIGATION

Logistics Optimisation

Automotive Division

In FY2011, the Automotive Division reduced the number of road trips, resulting in:

Logistics cost saving of
INR 47 million

Annual diesel savings
748 tonnes

Mitigation of
2,334 tonnes

AD-Zaheerabad

Host of initiatives undertaken in Supply Chain Management like modification of trucks and packaging, optimum utilisation of truck space, localisation and reverse logistic decreased the number of trips from 5,973 to 3,702

This saved total diesel consumption of **823,219 liters** eventually reducing carbon foot prints by **2,148,601 kg**

Environmental Performance

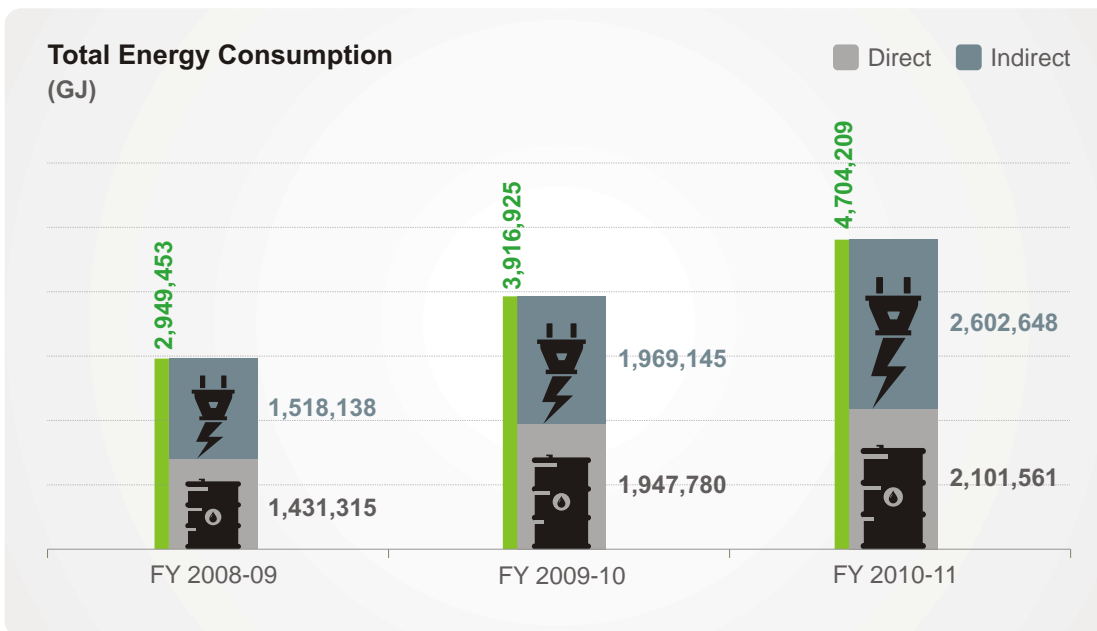
Energy

Energy is one of the key cost constituent in most products and services. It has a dual impact - with the soaring price of fossil fuel it has a large economic cost and with the soaring pollution levels emissions resulting from energy consumption have a significantly large environmental impact.

To mitigate both these impacts we have adopted a two pronged strategy. On one hand, we enhance energy efficiency through innovative product design and process optimisation, while on the other, we are gradually migrating towards a more greener energy mix with an enhanced contribution of renewable energy.



Absolute Energy Consumption (GJ)



The increase in absolute energy consumption as compared to the previous year is due to increase in production/services and inclusion of MVML, MSat and AM-MSB into the reporting scope. This is likely to happen year on year as we enhance the scope of our reporting.

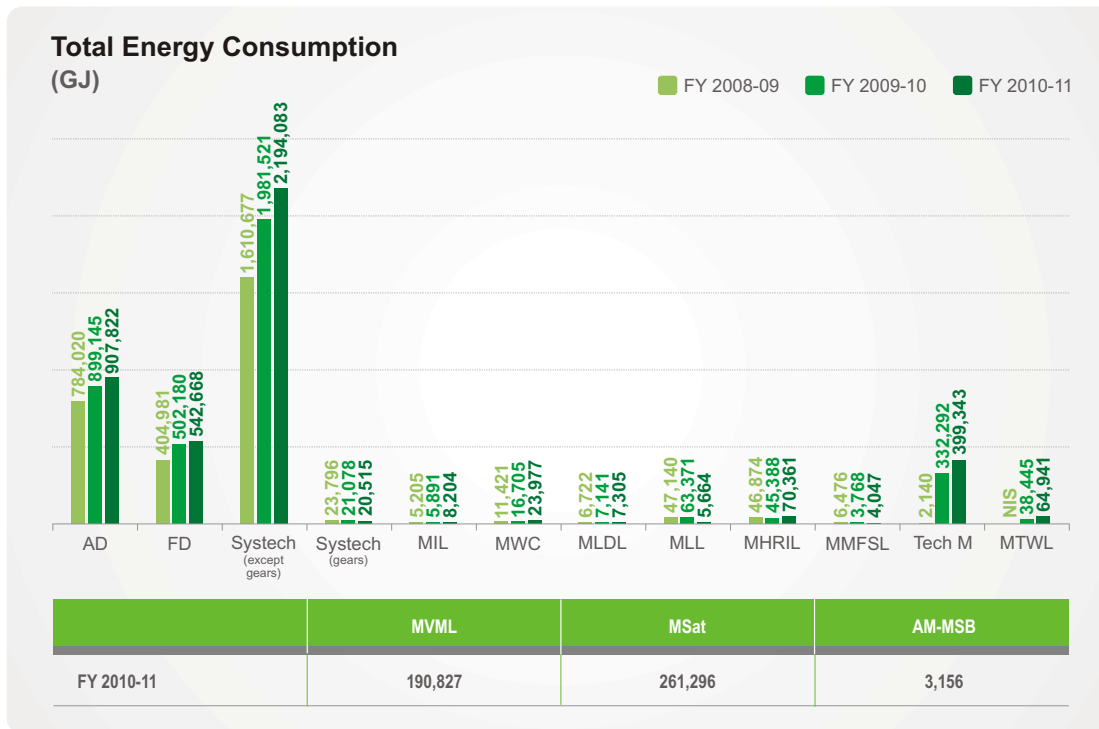
The direct energy consumption by primary energy source is as Diesel (426,279.93GJ), FO (773,103.62GJ), HSD (311,123.05GJ), LDO (45,323.37GJ) LPG (365,385.27GJ) Natural Gas (176,831.13GJ), Petrol (3,514.63GJ).

The purchased grid electricity is the main source for indirect energy consumption which is primarily from non-renewable sources.

Sector-wise Energy Consumption (Absolute & Specific)

- The specific energy consumption of AD, FD, Systech, MLDL, MLL, and Tech M has dropped by 9%, 23%, 6%, 13%, 92%, and 3% respectively compared to previous year.
- MWC posted an increase in specific energy consumption due to ongoing construction activities at Chennai and Jaipur locations compared to previous year. In the current year, MHRIL introduced four new properties at Puducherry, Kumbhalgarh, Thekkady, Ashtamudi, which are on the verge of attaining full occupancy compared to established properties. This has resulted in the increase in specific energy consumption compared to previous year.
- Due to increase in air conditioning and server installation, MMFSL has shown an increasing trend in the reporting year as compared to previous year.

Environmental Performance



Specific Energy Consumption

(GJ/unit of measure)

Sector	2008-09	2009-10	2010-11	% reduction in 2010-11 over previous year
AD	4.069	3.531	3.219	9
FD	1.850	2.099	1.630	23
Systech (except gears)	8.097	8.282	7.775	6
Systech (gears)	0.011	0.011	0.008	27
MIL	0.044	0.042	0.045	-7
MTWL	NIS	0.552	0.362	34
MWC	6.002	7.568	10.864	-44
MLDL	0.013	0.015	0.013	13
MLL	134.302	135.408	11.128	92
MHRIL	0.343	0.291	0.297	-2
MMFSL	15.202	9.444	13.535	-43
Tech M	0.089	11.50	11.13	3
MVML	NIS	NIS	4.660	-
MSat	NIS	NIS	13.005	-
AM-MSB	NIS	NIS	0.384	-

Note: NIS- Not in Scope.

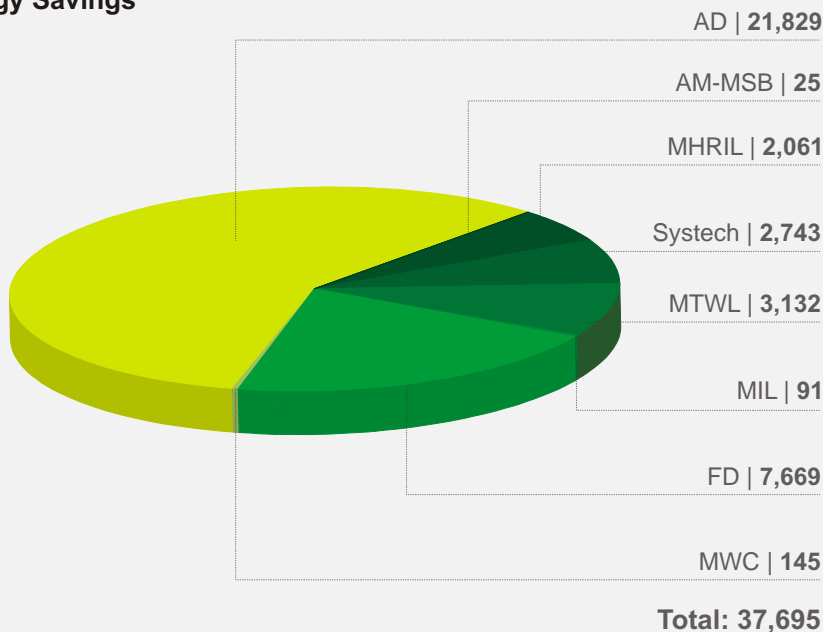
i ENERGY SAVING INITIATIVES



At Mahindra we realise that every operation is an energy saving opportunity and thus our initiatives straddle the entire production chain.

We are aware that energy saving follows a meteor path - a big significant impact in the initial stage, which at Mahindra was three years ago and then a reducing trail as we get closer and closer to optimisation. It is to the credit of our ever-vigilant team that they have been able to squeeze out 37,695 GJ of savings during the reporting year.

Energy Savings (GJ)



Mahindra Towers, Mumbai

One of our many initiatives has been the ongoing energy saving project at Mahindra Towers in Mumbai. Based on an energy audit conducted by the BEE certified Energy Services Company (ESCO) a host of Energy Conservation Measures (ECMs) were identified. They included optimising the electrical distribution system, the air conditioning operations and retrofitting the lighting system to a more efficient one.

These measures have been yielding impressive results in the form of energy cost saving since 2009-10. The energy savings from this initiative in the year 2010 - 11 were 335 GJ.

The Initiatives

Numerous energy saving initiatives were undertaken across various sectors. These include reduction in fuel and LPG consumption, enhanced usage of solar energy and increase energy efficiency. Given below is a snapshot view.

Real Estate

MLDL installed solar water heaters, a money saving and eco-friendly method for effective utilisation of solar energy and reducing the burden on conventional energy resources.

Provision of LED for street lighting at MWCDL.

Environmental Performance

Automotive Division - Kandivali

Introduced a theme C3 (Cut Cost of Compressed Air) to reduce compressed air consumption.

Super Heat Recovery from Air Conditioning unit implemented at Transmission PU to reduce electrical power consumption of 0.309 million / annum.

Wet On Wet (WOW) application at Paint Shop eliminated running of one baking oven, wet sanding and moisture dry off oven. The project has resulted in Carbon emission reduction of 392 tonnes / annum.

Installation of Variable Frequency Drives (VFD) for water pumps and cooling tower fans to reduce electrical power consumption.

Optimum utilisation of Induction Furnace in Foundry.

Automotive Division - Nashik

Initiated 'Project Split' for reducing the consumption of LPG, which resulted in total cost savings of INR 9.6 million plus an added saving of INR 0.4 million on machinery spares.

'Project Vasool' which resulted heat savings of 72,960 K cal per hour, which in turn led to a saving of 6.88 kg of LPG per hour, and eventually manifested in saving INR 0.788 million in 100 days (winter)

Waste Heat Recovery at Paint shop to reduce LPG consumption.

Energy Efficient Motors to reduce electrical power consumption.

Use of electronic ballasts, LED, motion sensors to reduce electrical power consumption of lighting.

Optimum temperature utilisation of chilled water buffer tank at Mahindra Quality Systems (MQS) Paint Shop to reduce electrical power consumption.

Installation of energy-efficient and environmentally friendly screw chiller to control CED bath temperature have successfully reduced energy consumption by 450 units per day and operating cost by INR 2250 per day

Automotive Division - Igatpuri

Continuous to intermittent running of motors to reduce electrical power consumption.

Installation of Heat Pumps for washing machines to reduce use of conventional electric heaters.

Automotive Division - Zaheerabad

Installation of Variable Frequency Drives (VFD) for Air Handling Units, Water Pumps in Paint Shop.

Automotive Division - Haridwar

Installation of gas geyser for washing machines to eliminate use of electricity for heating the cleaning solution.

Energy Saver for Welding Machines.

Mahindra Vehicle Manufacturers Limited (MVML)

Use of Energy Efficient HOC (Heat Of Compression) dryer in place of conventional refrigerated dryer.

Close loop cooling tower at Body Shop to reduce electrical power consumption.

Aftermarket - MSB

MSB Kanhe, replacement of the FTLs with the LED lamps resulted into a monthly saving of 1030.41KWH

Farm Division - Kandivali

Installation of Energy Efficient Motors.

Use of Heat Pumps for washing machines.

Run under loaded motors from delta to star connection to reduce power consumption.

Auto cut off system to avoid idle running of machines.

Farm Division - Rudrapur

The unit undertook a total of 21 projects that resulted in energy savings worth INR 2.038 million. These included - modification of air handling unit duct & air flow, power factor improvement & load balancing at tractor line feeder end, installation of energy efficient pumps and arrangement of moveable compressor for maintenance activity for plant shutdown days.

Systech - Mahindra Hinoday Industries Limited-Bhosari

Use of Energy Efficient Induction lamps to reduce power consumption of lighting.

Energy Efficient Motors for Press machines.

Use of optimum capacity of motor for Vibromill and Ballmill.

Solar Water Heating System for canteen.

MMFSL

Installed Solar Hybrid Photovoltaic Power System at Bihar and Jharkhand location, that operates on Solar Power during day time.

CASE STUDY



SOLUTIONS THAT SUSTAIN

On one hand, the world is heading towards a global energy crisis due to decline in the availability of non-renewable fuels. On the other scientists calculate that we can receive more energy from the sun in an hour than is used in the entire world in one year. If harnessed - the future of power is bright.

At Mahindra, we are investing in other alternatives to tap this transformational energy source. In the reporting year, two of our companies resolved to go yellow.

MLDL

The streets of Mahindra Chloris, a residential society at Faridabad now glitters with the energy which is powered by the Sun. Thanks to the 11.34 kWp Solar System installed on the site by Mahindra Solar.

This system is expected to generate around 16,000 kWh of electricity annually. This electricity is enough to light the street and garden lights for the whole year. Equipped with latest technology, it also allows remote monitoring of power generation through an online portal.

Mahindra Chloris with its eco-friendly features including a solar power system stands out among green buildings and gives an edge to Mahindra Lifespaces with IGBC platinum rating.



11.34 kWp Solar System installed at Mahindra Chloris



Garden Light



Street Light

Tech Mahindra

Tech M, Hinjewadi Guest House has installed Solar Heaters with a capacity of heating 10,000 liters, enough for heating water for 44 rooms. Also, Solar Power is used to generate 1.6KW electricity at the Hinjewadi campus.

The windmill installed last year continues to generate a power of 3.3 KW which supply power for lighting at visitors' lounge.



Water

In spite of the fact that approximately 71% of Earth is covered by water, its 6 billion inhabitants can make use of only 1% of this water for their daily subsistence. With a rapid increase in industrial production and an accelerated population growth, water is witnessing a surge in demand like never before. Contamination of existing water bodies and depleting sources of water is leading to conflict among various stakeholders for thus precious natural resource. We, at Mahindra, are sensitive to this scenario and have commenced a comprehensive water foot-printing exercise across the group.

Most of our locations utilise municipal water for production and day to day activities. But in the absence of piped water, bore wells are dug on-site to tap ground water. The Mahindra Group ensures that water withdrawal at these locations does not pose any threat to water bodies, the surrounding water table, animals and humans.



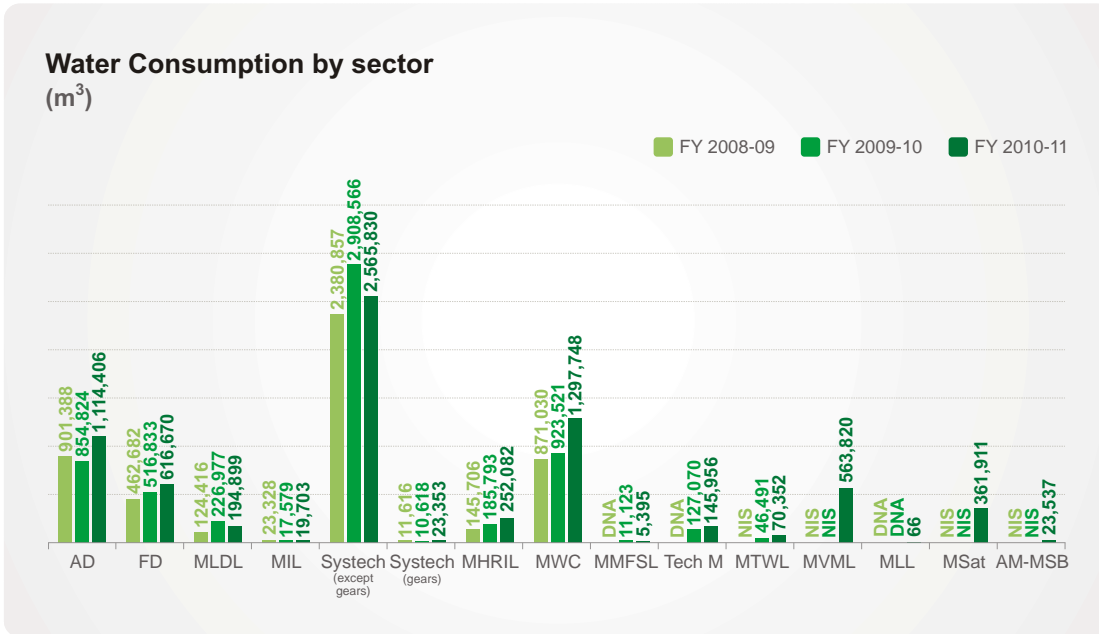
During the reporting period, the Group has consistently initiated programs on recycling & reusing treated water, rain-water harvesting and groundwater recharging.

The water performance of the group, by sector, by location, by specific consumption and by source is detailed below.

Highlights of Water Consumption

- 1 The absolute water consumption has increased as compared to previous years due to a significant increase in production/services this year across most sectors.
- 2 Specific water consumption in seven sectors - Systech, MIL, MTWL, MLDL, MHRIL, MMFSL and Tech M, has shown a substantial decline compared to last year FD has recorded stable specific water consumption with a negligible 0.98% increase compared to previous year.
- 3 MWC posted an increase in specific water consumption compared to previous year due to ongoing construction activities at Chennai and Jaipur locations.
- 4 New projects under implementation stage at various locations of AD has resulted in the increase of specific water consumption this year compared to previous year.
- 5 Significant improvement in data collection process as compared to previous years has resulted in increase in water consumption of Systech - Gears.

Environmental Performance



DNA-Data Not Available, NIS - Not In scope.

Specific Water Consumption

(cubic meter/unit of measure)

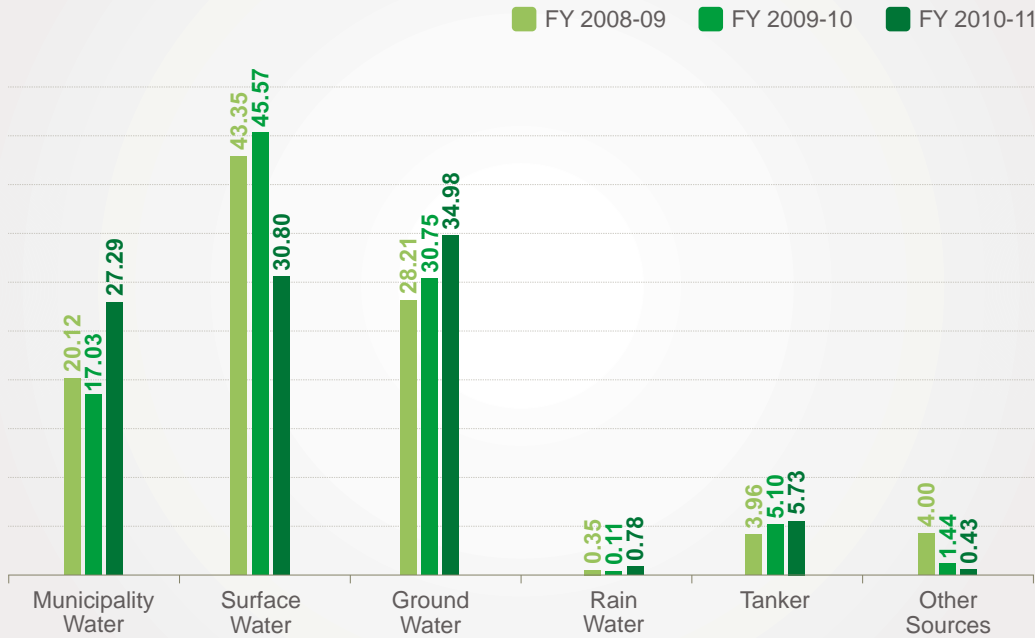
Sector	2008-09	2009-10	2010-11	% reduction in 2010-11 over previous year
AD	4.68	3.36	3.952	-18
FD	2.11	1.84	1.858	-0.98
Systech (Except Gears)	11.97	12.16	9.092	25
Systech (Gears)	0.006	0.005	0.009	-80
MIL	0.20	0.12	0.109	9
MTWL	NIS	0.67	0.392	41
MWC	457.71	418.45	588.014	-41
MLDL	0.23	0.46	0.34	26
MLL	DNA	DNA	0.045	NA
MHRIL	1.07	1.19	1.06	11
MMFSL	DNA	27.88	18.04	35
Tech M	DNA	4.39	4.07	7
MVML	NIS	NIS	13.767	-
MSat	NIS	NIS	18.013	-
AM-MSB	NIS	NIS	2.867	-

Note: NIS-Not in Scope. DNA - Data not available.

Environmental Performance

Water Withdrawal by source

(%)



Discharged Water Quality

All the water on our planet is connected in some way or another. The wastewater that is flushed down the sewer is capable of affecting the drinking water supply of the local population or the ground water tables of the surrounding area. Keeping this in mind, we have invested significant resources to set-up efficient discharge systems comprising robust ETPs (Effluent Treatment Plants) and STPs (Sewage Treatment Plants) to assist zero discharge of wastewater pollutants.

The wastewater is monitored both internally and through external agencies. The discharged water is regularly analysed for C.O.D, B.O.D, pH, and other parameters specified by regulatory authorities.

The values are always been found to be within the limits defined by the State Pollution Control Boards and local statutory authorities.



i WATER CONSERVATION INITIATIVE

AD-Nashik

49 water conservation methods like rain water harvesting and usage of treated water.

Total reduction of **37%** in water consumption



Saving of INR **33.4** million

Environmental Performance

Mahindra World City Developers Ltd.

MWCDL has an in-house Sewage Treatment Plant (STP) with a capacity of 2 million gallons per day (MGD) capacity and a Tertiary Treatment Plant (TTP) of 1 MGD. We ensure that 100% of waste water generated within the project is treated by these plants. The treated water is used to meet the 100% requirement of irrigation for landscaping within MWCDL. In addition to this, MWCDL has incorporated drip irrigation network to water around 5,000 trees.

At present, for our complete irrigation requirement, it is utilizing only 8% of the STP's capacity. Based on trends, it is estimated that the STP will reach 100% operational capacities in 2018. Thus, we ensure that would reuse 100% of the treated wastewater generated within Mahindra World City.

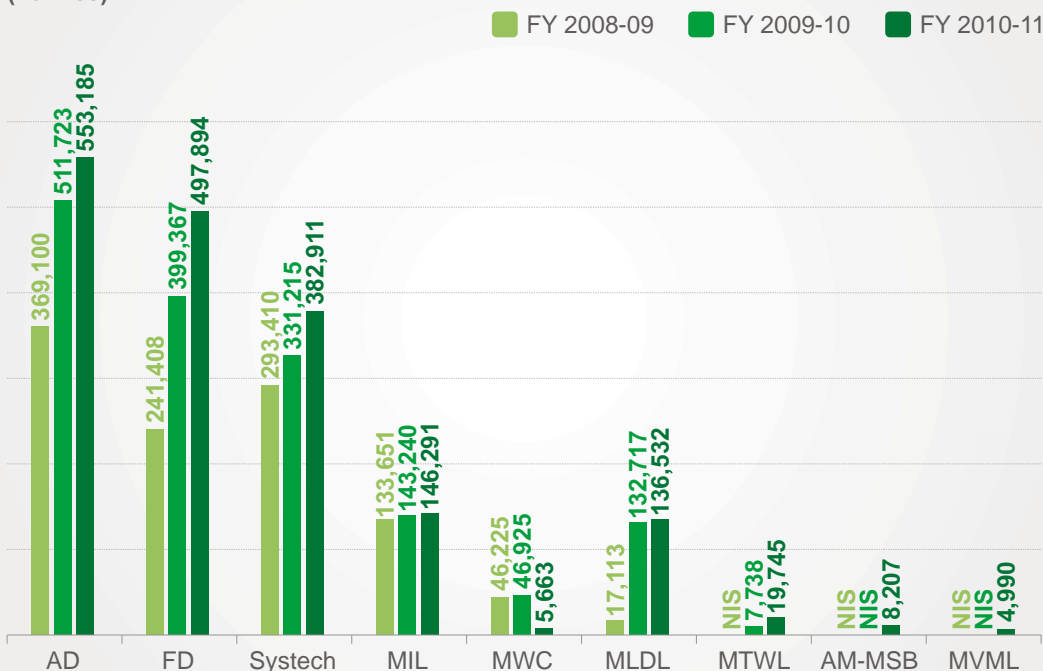


Material

Material selection and quantum of consumption per unit of produce are prime focus across all our businesses. Enhanced penetration of 'Alternative Thinking' has resulted in enhanced priority to parameters such as recycled content, recyclability, and the potential for reuse. Durability considerations too have acquired a whole new perspective where-in extended service life results in a more sustainable product.

At Mahindra we strongly believe that the better you measure, the better you can manage. Thus it is our constant endeavour to add breadth and depth to our reporting. In consonance with this philosophy, we have provided a detailed break-up of material consumed across sectors.

Material Consumption
(Tonnes)



Environmental Performance

Material Consumption of Individual Sector

Automotive Division

(Tonnes)

Materials	2008-09	2009-10	2010-11
Semi-manufactured			
Casting - Light	28,077	38,838	37,134
Casting - Heavy	27,572	38,178	31,568
Casting - SG iron	17,328	23,958	21,201
Aluminium	6,577	9,000	9,457
Forging - Plain carbon	40,237	55,645	43,200
Forging - Alloy Steel	35,989	49,927	55,913
HR	100,029	138,419	160,284
CR	68,872	96,430	117,848
Wheel Rims	14,125	19,495	19,859
Seats (Foam)	4,040	5,591	4,428
Copper	875	1,135	2,179
Lead	2,332	3,317	4,121
Tyres	14,140	19,650	22,536
Paints	875	1,179	1,395
Plastic	4,800	6,568	7,650
Brakes (W/O ABS & Scorpio)	3,232	4,393	5,151
Oil	DNA	DNA	2,678
Rubber (Other Than Tyres)	DNA	DNA	6,547
Precious metal (Platinum)	DNA	DNA	36
Total	369,100	511,723	553,185

MVML

(Tonnes)

Semi-manufactured	2010-11
Acid	1,205
Oil	3,148
Steel	637
Total	4,990
Wheels (Nos.)	230,419

*MVML was not in the report scope in 2008-09 and 2009-10.

Environmental Performance

Farm Division

(Tonnes)

Materials	2008-09	2009-10	2010-11
Semi Manufactured			
Iron	98,182	176,052	160,498
Steel	88,727	133,455	247,094
Rubber	15,922	29,941	28,177
Wheel	13,162	23,183	25,510
Additional semi-manufactured materials	25,145	35,775	36,459
Associated materials			
Grease, chemicals, oil	DNA	311	156
Packaging material			
Polythene, wood, etc.	DNA	650	DNA
Total	241,408	399,367	497,894
Corrugated boxes (Nos.)	0	532843	0

DNA - Data Not Available

Systech

(Tonnes)

Materials	2008-09	2009-10	2010-11
Associated Material	104,301	31,993	48,894
Associated Material (Nos.)	DNA	DNA	65,300
Packaging Material	34,984	4744	36,967
Packaging Material (Nos.)	DNA	DNA	4,083,508
Raw Material	DNA	13,405	17,620
Semi-Manufactured goods	154,125	281,073	279,430
Total	293,410	331,215	382,911

DNA - Data Not Available

Environmental Performance

MWC

(Tonnes)

Materials	2008-09	2009-10	2010-11
Raw Materials			
Sand	43,426	29,838	293
Aggregates	DNA	2,799	1,657
Semi-manufactured			
Steel, steel scrap	2,797	1,002	124
Aluminium	2	DNA	DNA
Cement	DNA	10,999	3,072
Paint	DNA	1	0
Bricks	DNA	332	0
Bitumin, bitumin emulsion	DNA	961	190
RMC	DNA	990	0
Package substation	DNA	2	0
Blinds, Tiles, etc	DNA	DNA	326
Total	46,225	46,925	5,663
Pipes (RCC, HDPE) (Meters)	DNA	58,975	0
Wires (Meters)	DNA	42,595	0
Poles, LED lights, RMU (Nos.)	DNA	760	0

DNA - Data Not Available

MIL

(Tonnes)

Materials	2008-09	2009-10	2010-11
Semi Manufactured			
Steel	132,862	142,231	145,003
Associated materials			
Grease, chemicals, oil	2	17	224
Packaging material			
wood, plastic metal	787	992	1,064
Total	133,651	143,240	146,291

DNA - Data Not Available

Environmental Performance

MTWL

(Tonnes)

Materials	2008-09	2009-10
Semi-manufactured goods or parts		
Steel	5,374	13,166
Plastic	542	1,329
Paint/thinner	264	743
Tyres	182	446
Aluminium	1,029	3,267
Seat Assay	177	432
Carburetors	37	91
Associated Materials		
Grease, oil, lubricant, etc.	1	198
Chemicals	17	0
Gear oil	72	0
Mig wire	30	0
Acid	13	0
Packaging		
Corrugated boxes	0	31
Other packaging material	0	42
Total	7,738	19,745

AM-MSB

(Tonnes)

Semi-manufactured	2010-11
Packaging	
Corrugated Box	3,802
Paper	68
Foam, Stickers, etc.	4,337
Total	8,207

Paper consumption

(Tonnes)

Sector	2009-10	2010-11
MLL	5	7.25
MHRIL	3	7.19
MMFSL	1	22.04
Tech M	30	144.31
MSat	NIS	46.22

*AM-MSB was previously not in the report scope

Environmental Performance

MLDL

(Tonnes)

Materials	2008-09	2009-10	2010-11
Raw materials			
Sand, murum, garden soil, etc.	5,083	23,585	44,471
Semi-manufactured			
Steel Aluminium	6,149	6,495	4,721
Paint	DNA	10	6
Cement	5,881	23,267	10,865
Concrete (RMC)	DNA	61,072	0
Coarse Aggregate	DNA	5,106	0
Bricks, POP, putty etc	DNA	12,733	21,457
Others	DNA	DNA	55,011
Associated materials			
Grease, oil, ply, paper etc	DNA	449	DNA
Total	17,113	132,717	136,532

DNA - Data Not Available

Printer cartridges consumption

(Nos.)

Sector	2009-10	2010-11
MLL	257	328
MHRIL	DNA	41
MMFSL	DNA	79
Tech M	719	1,183
MSat	NIS	1,581

Waste

Last year we enhanced the breadth of our reporting by including waste arising from cartridges, tyres and drum. This year we are pleased to report that there has been a remarkable decrease in the consumption of cartridges, tyres and drums.

The process of reducing of waste cannot survive in isolation. It has to be complemented with a robust process of reusing and recycling.

Most of our 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 after which it is incinerated or put in a landfill.

Environmental Performance

Hazardous Waste

Materials	2008-09	2009-10	2010-11
Solid (Tonnes)	3,177	8,194	5,949
Liquid (KL)	2,461	572	850
Batteries (Nos.)	1,856	14,168	3,457
Containers (Nos.)	134,227	113,033	190,256
Cartridges (Nos.)	0	255	92
Others like Oil filters, drums, E waste. (Nos.)	0	0	13,662

Non-hazardous Waste

Materials	2008-09	2009-10	2010-11
Solid (Tonnes)	100,803	101,575	189,153
Liquid (KL)	24	34	20
Containers (Nos.)	6,245	37,939	50,238
Drums (Nos.)	736	4,378	0
Tyres (Nos.)	0	1,844	111

Note: This year we reconfirmed the reported values for previous years. In light of this exercise, the hazardous waste figures for solid, liquid and containers have been revised.

AD

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	1,442	1,476	1,983
Liquid (KL)	330	447	621
Batteries (Nos.)	923	1,388	965
Containers (Nos.)	103,624	66,355	119,098
Oil Filters	0	0	1,420
Drums	0	0	6,319

Environmental Performance

Non-hazardous waste			
Solid (Tonnes)	35,059	34,033	97,798
Liquid (KL)	0	0	0
Containers & Plastic Materials (Nos.)	0	37,547	0
Tyres (Nos.)	0	1,844	92
Drum (Nos.)	736	225	0

FD

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	319	1,020	734
Liquid (KL)	82	81	91
Batteries (Nos.)	867	392	525
Containers (Nos.)	14,035	40,368	47,940
Non-hazardous waste			
Solid (Tonnes)	10,186	14,455	13,545
Liquid	0	0	0
Containers & Plastic Materials (Nos.)	5,978	0	9,898
Drum (Nos.)	0	668	0

Systech

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	1,413	4,522	3,048
Liquid (KL)	2,046	39	94
Batteries (Nos.)	60	12,139	130
Containers (Nos.)	16,568	6,310	17,077
Others	0	0	5,792

Environmental Performance

Non-hazardous waste			
Solid (Tonnes)	52,895	49,713	62,638
Liquid (KL)	24	33	20
Containers & Plastic Materials (Nos.)	267	392	782
Drum (Nos.)	0	0	0
Tyres (Nos.)	0	3,485	19

MHRIL

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	0.0	0.0	11.3
Liquid (KL)	0.0	0.0	0.5
Batteries (Nos.)	0.0	0.0	3.0
Non-hazardous waste			
Solid (Tonnes)	293.8	371.2	731.1

MIL

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	3.3	1.1	3.1
Liquid (KL)	2.8	0	7.0
Batteries (Nos.)	6.0	37.0	33.0
Non-hazardous waste			
Solid (Tonnes)	2,343.1	2,567.5	5,856.6
Liquid (KL)	0	0.54	0

Environmental Performance

MWC

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	26.29	188.73	410.61

MLDL

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	0	243.53	25.815

MLL

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Batteries (Nos)	0	212.00	0

MTWL

Sector	2008-09	2009-10	2010-11
Hazardous waste			
Solid (Tonnes)	NIS	63.07	52.87
Liquid (KL)	NIS	0	2.50
Batteries (Nos.)	NIS	0	0
Non-hazardous waste			
Solid (Tonnes)	NIS	0	1,031
Containers (Nos.)	NIS	0	39,415

Environmental Performance

MMFSL

Sector	2008-09	2009-10	2010-11
Non-hazardous waste			
Solid (Tonnes)	NIS	3.39	9

AM-MSB

Sector	2010-11
Hazardous waste	
Solid (Tonnes)	0.46
Liquid (KL)	0.108
Batteries (Nos.)	50
Containers (Nos.)	41
Non-hazardous waste	
Solid (Tonnes)	4,827.753

MVML

Sector	2010-11
Hazardous waste	
Solid (Tonnes)	56.5
Liquid (KL)	23.2
Containers (Nos.)	6,100
Non-hazardous waste	
Solid (Tonnes)	2,158.7
Containers (Nos.)	143

MSat

Sector	2010-11
Hazardous waste	
Solid (Tonnes)	59.91
Liquid (KL)	10.01
Containers (Nos.)	1,751
Non-hazardous waste	
Solid (Tonnes)	121.58

Tech M

Sector	2010-11
Hazardous waste	
Cartridges (Nos.)	92
Others	
Computers (Nos.)	131

Note: The inconsistent increase or decrease in the absolute waste generation is mainly due to the reasons like:

- (a) Waste disposal is scheduled to optimize transportation cost without compromising on legal compliance especially for drums and containers.
- (b) Useful life of a particular material e.g. Batteries, Cartridges, Oil filters, E-waste, tyres, etc;
- (c) Increase or decrease in the business activities e.g. MWC, MTWL;
- (d) Utilization of Waste generated in one process into another e.g. MLDL uses the solid waste for pavements and reclamations.

i WASTE MANAGEMENT AND REDUCTION INITIATIVES

1 Employees were trained in waste identification which resulted in a tremendous improvement in waste sorting.

2 Reduction of paint & thinner consumption resulted in **7% reduction of hazardous waste generation** and a saving of INR 5.2 million

3 Recycling of flush paints, achieved **cost savings of INR123,925/month** and reduction of 500 kg/month in paint sludge generation.

4 Reuse of hazardous waste by converting it into **Alternate Fuel helped replace @ 120 tonnes of coal/annum.**



Packaging

Owing to the nature of our business, packaging has never been a key materiality issue for us. But as we diversify into business like spare parts and scale-up the businesses we are gearing up to incorporate the Mahindra 'Alternative Thinking' philosophy into packaging as well.

Even today the Mahindra Group encourages reuse and recycling of packaging materials for the products and services such as cars, tractors, IT consultancy, financial services, logistics and construction.



i AD-NASHIK

Reusable packaging concepts implemented at select supplier locations helped **reduce wooden waste by 62% and cardboard box waste by 40%** which is equivalent to saving 3,750 trees.

Spills

Our comprehensive environment management system is designed to embed safety into our operations itself, thus mitigating the risk of spills. There were no significant spills in the reporting year.

Environmental compliance

The environmental compliance committees in various sectors of Mahindra Group continuously ensure that there is full compliance of all applicable laws. In the current fiscal year, we were not fined for any non-compliance.

C A S E S T U D Y



MMDC-BODHIVRIKSHA, NASHIK GOES GREEN

Going green is not just about planting trees and using eco-friendly bags. It's about implementing strategic initiatives that on a longer term make a larger difference to the planet. At Mahindra Management Development Center (MMDC-Bodhivriksha) - Nashik, we went beyond this routine by implementing a multi-pronged resource conservation approach that sustains nature.

Some among the plethora of initiatives incorporated at the center include:

Water Conservation

- To combat the issue of acute water shortage during summers, we adopted roof rain water harvesting technology. Here the rainwater that falls on the roof is collected and diverted to a specially constructed filter tank, and from there to an existing well. The collected water is then used for gardening and flushing purpose. Assuming normal rain fall, we expect to collect 320 KL of rainwater/annum from the project which covers a partial roof area of 400 sq. meters.
- To further reduce consumption of water, we have installed a waterless urinal on a trial basis. More such urinals will be installed after studying the feasibility of this urinal.



Energy Efficiency

- We installed motion sensors in two of the washrooms that switch on the lights only when movement is detected. This initiative will help save the energy being burnt the entire day.
- To reduce power consumption of street lights we have installed energy efficient magnetic magic lamp.

Waste management

"Responsible disposal of waste is practiced at MMDC-Bodhivriksha. Also the waste generated in the garden is put to use by composting it into manure. Till date 90 tons of garden waste has been converted to 50 tons of manure and utilized for fertilization of the garden soil.

case study

NATURE

Nature knows no boundaries. On August 18, 2008 the river Kosi breached a man-made embankment, its ravaging waters devastated multiple ecosystems, and drowned the hopes of more than 3 million people in Bihar. As welcome relief, poured in band-aid remedies, refugee camps, and millions of dollars.

alternative
NATURE

MACE transforms flood-hit Pattori to an eco-friendly model village

What is in our nature never dies. Time and again, our employees have risen to the challenges of natural disasters. It is has always been our endeavour to leverage these challenges as opportunities to spark robust self-sustaining transformations.

What was missing was a well-engineered rehabilitation solution that would compliment nature rather than compete with it.



Our constant drive to push the limits of legacy thinking, transformed what could have been just a humble flood relief donations drive in to a strategic, long-term rehabilitation program for the residents of Pattori village.



Model village



Model Village hand-over to GoB

On 18th August, 2008 the Kosi breach caused severe damage to life and property drowning hundreds of villages and fields in its way. The five most affected districts were Madhepura, Araria, Supaul, Saharsa and Purnia.

The Mahindra Foundation (MF), has been very active during national calamities and disasters.

Leveraging on the flood rehabilitation expertise of Mahindra Consulting Engineers (MACE), we revived the flood-devastated Pattori village to become a self sufficient ecosystem. The main objective behind the development of this self thriving, sustainable village model was that Pattori being a remote village did not enjoy access to support facilities like external roads, water supply, sanitation and electricity, etc.

MACE acted as single point responsible agency right from initiating memorandum of understanding with Government of Bihar (GoB), till handing over of facilities to GoB and to the beneficiaries. Funds were contributed by employees across the Mahindra Group and the Management.

Pattori village is located in Singheswar Block, Madhepura District of Bihar under the Kosi Relief and Rehabilitation Scheme.

Drafting the Greenprint

MACE undertook a holistic planning approach and used innovative themes and ideas while drawing up plans for this village, which earlier lacked even basic facilities such as electricity, water supply or sanitation.

The scope of the project was complete restoration of village infrastructure including houses, community facilities, and provision of livelihood support based on the policy of sustained economy and environment.

A total of 340,742 houses were damaged and 712,140 animals were affected.

A total of 239 humans and 1,232 animals' lives were lost.

About 3.345 million people in these districts suffered heavily in terms of displacement and loss of assets.

The aim of this project was to transform the lifestyle of the affected community and mend the gap between the privileged and underprivileged sections of society.

The experience and expertise of MACE in natural disaster rehabilitation projects has resulted in a complete transformation of a village in the most remote part of Bihar.



Disaster-resistant dwelling



Community cum Flood Relief Centre



Raised resting platform



Permeable Foot path



Children Play Area



Also, the various options for dwelling units and other components of the village were studied with respect to the choice of technology, cost efficiency, simple and speedy execution, durability, employment to local workforce, energy conservation, eco-friendly building materials and minimum maintenance efforts.

In the selection process for the allotment of homes it was kept in mind that the underprivileged, the widows and the musahars (dalit of the dalits) were given priority.

Transforming the Terrain

Slowly and steadily this flood ravaged village metamorphosed to become a clean, green and secure ecosystem which is not just disaster resistant but self sufficient. This development also provided employment for the local workforce. So strong was this business case that it has become a model for other NGOs and corporate to undertake future rehabilitation projects.

- Due care was taken for transforming the life style of the villagers without changing the ecology.

Highlights of the project:

45 disaster-resistant dwelling units (pakka houses) with:

- a plinth area of 294 sq.ft. and plot area of 1,000 sq.ft.
- open area for other usages
- greenhouse shade net for kitchen
- water supply arrangement to deliver potable water
- toilet block and septic tank

• Host of eco-friendly features including:

- solar lighting, rainwater harvesting, eco bio-block for digestion of bio-degradable liquid discharge, extensive usage of locally available bamboo

• Community hall cum Flood Relief Centre

• Crop cultivation and plant nursery

• Raised resting platform

• Children's play area with sports items

• Provision of water supply system to deliver potable water

Apart from building an eco friendly village and providing employment to the local work force, MACE also contributed to the women of the community by creating self employment schemes for the women.

This project attains a place of pride in our hearts as the entire development cycle of Patteri village initiated and completed by MACE is now viewed as a template for future rehabilitation projects across the nation.

Social Performance

MANAGEMENT APPROACH

Overview

"For a nation to rise, economic prosperity and social equity must walk hand in hand. At Mahindra, CSR means not just sharing of wealth, but of our time and of ourselves."



Anand Mahindra - Vice Chairman & Managing Director, Mahindra & Mahindra Limited.

At Mahindra, we have always believed that businesses can transform the society, and vice versa. Hence businesses have the same degree of responsibility towards driving a positive change in the society and fostering social inclusiveness, as they have towards ethical practices and good governance. This belief got reaffirmed in the year 2005 when our Chairman pledged that the Group would annually contribute 1% of profit after tax (PAT) to Corporate Social Responsibility (CSR) initiatives.

Our practice of Corporate Social Responsibility refuses to accept the 4"X10" limit of chequebook charity and embraces holistic community development through continuing programs in three focus areas - education, health and environment. Besides this, we also promote sports and fine arts and provide a platform for young talent to shine and make a name for them.

For over six decades now, good Corporate Citizenship, Professionalism, Focus on Human Resources, Quality and a Belief in the Dignity of the Individual have formed the bedrock on which the company has been built.

Over the years, we have been investing not only our financial resources but also leveraging the strength of our human resources to ensure that society reaps rich returns.



- Through Project Nanhi Kali, we have changed the lives of underprivileged girl children across India by supporting their education.
- In harmony with the Lifeline Express Project, we have altered the definition of out-patient care by taking the hospital to patients who suffer in silence due to their inability to access medical care.
- In unfortunate times when disaster strikes we not only rise to the occasion and provide immediate relief, we chalk out extended programs to seed and accelerate rehabilitation. A complete revival of the flood-struck Pattori village which has become a model rehabilitation project for others is a case in point.

The drivers of this transformative change are our very own Mahindraites. While our Corporate Social Responsibility Council & CSR department, comprising qualified professionals think alternatively for strategising and managing the strategic social interventions, our employees, across hierarchies, roll-up their sleeves, and invest their expertise & time in on-ground activities, and partner with the government, NGOs & other business associates through our unique volunteering program - Esops.

In addition to direct influence, some of our initiatives are directed towards the betterment of the society in a more tangential manner by designing socially responsible products and services. Mahindra Holidays, for example, is truly 'changing the way India holidays'. Its 'Homestay' product signed with state governments, allows vacationers to live with local people thereby bringing income streams in rural communities. This also promotes cross culture interactions both within the country as well as with foreigners.

KEY HIGHLIGHTS

15,732

underprivileged girls were adopted under Nanhi Kali education sponsorship programme in FY 11. **Currently the project supports 70,096 Nanhi Kalis which include 29,100 Nanhi Kalis supported by Mahindra Group and 40,996 Nanhi Kalis supported by Corporate donors as approached by KCMET.**



Sustained and surpassed the target of planting 1 million trees under Mahindra Hariyali in 2007-08 and set up a target of planting

another 1,000,000 Trees

by Oct 2011 out of which 69,2876 have been planted.



45%

increase in Esops volunteers and

49%

increase in Esops manhours spent over last year



55

students were awarded the **K.C. Mahindra scholarship** for post graduate studies

522

students were awarded with the **Mahindra All India Talent Scholarships**



Lifeline Express stopover at Farrukhabad healed over

1,500 patients



2,378

students from socially disadvantaged sections of society (SC/ST/OBC) have been provided livelihood training at Mahindra Pride School, Pune & MPS Chennai having secured 100% placements



CSR GOVERNANCE

CSR Council

The CSR council was created in 2006. It is a cross sector committee comprising of senior executives nominated by the management. Rajeev Dubey, President Group HR, the Aftermarket sector, and Corporate Services, is the Chairman of the CSR council.

Members of the CSR Council

Rajeev Dubey	President (Group HR & Aftermarkets)
Sudhir Pathak	Sr. VP (Manufacturing & SCM) FD
Hemant Sikka	Sr. VP (Manufacturing) AD
Harsh Kumar	MD - Mahindra Intertrade Limited
Romesh Kaul	Global CEO - Gears Business, Systech
Ramesh Iyer	MD - Mahindra & Mahindra Financial Services Limited
Rajiv Sawhney	MD - Mahindra Holidays & Resorts India Limited
Roma Balwani	Sr. VP Group Corporate Communication
Roshni Sagreiya	Sr. GM, Executive Director & Finance Office
Prochie Mukherji	Sr. VP & Chief of Staff
Sheetal Mehta	Director ME Trust
Beroz Gazdar	VP, Group Sustainability
Shubhabrata Bhattacharya	Sr. VP External Relation
Parijat Suman	Sr. GM Business & Process Excellence, Aftermarket
Manoj Kumar	CEO, Naandi Foundation
S Venkatraman	Controller of Accounts
Vinod Khanna	Principal Consultant - Tech M Foundation
Sushil Singh	Sr. GM & Head - CSR

The CSR Council is responsible for:

- Overall CSR and Esops innovation, branding and execution across the Group
- Facilitation of roll-outs across all Group locations by individual committee members
- Overseeing CSR and Esops quality control / audit
- Reporting to the Chairman and GEB
- Setting benchmarks for quality assessment

CSR Department

The CSR department or the CSR cell is responsible for:

- ✓ Rolling out the CSR policy and plan of action as discussed and approved by the CSR Council

- ✓ Planning, implementation, auditing, and evaluation of various social initiatives in the area of Education, Health, Environment, Sports and Art & Culture

- ✓ Reporting on the impact of CSR initiatives of the company to not only the CSR Council but also other internal (e.g. employees) and external stakeholders (e.g. project partners, government etc.)

- ✓ Laisoning and building strategic partnerships with government, non government organisations and other corporate to further the CSR goal and activities of the company

- ✓ Creating blueprint of Esops implementations and assisting Esops champions to roll out activities

- ✓ Suggesting and facilitating ways for employees to participate in the CSR programs of the company through the Employee Social Options platform

- ✓ Creating CSR / Esops branding internally and externally

KCMET

The K.C. Mahindra Education Trust (KCMET) was founded in 1953 by late Mr. K.C. Mahindra. It is registered as a public charitable trust under the Bombay Public Trusts Act, 1950.

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

The vision of KCMET is to "transform the lives of people in India through education by providing financial assistance and recognition to them, across age groups and income strata."

KCMET's projects attempt to empower the youth so that they can rise and create a world of their choice where they can live with pride and a sense of purpose.

Some of the major initiatives of the Trust are as follows:

Nanhi Kali	Mahindra Pride Schools	Scholarships & Grants
underprivileged girls education sponsorship programme	providing livelihood training to students from socially disadvantaged sections of society	providing financial support to deserving and needy students
		

Social Performance

Over the years, KCMET has continued to make a difference in the lives of deserving and needy students, and has provided grants, scholarships and loans worth more than INR 712.29 million (USD 14.25 million) impacting 83,245 students across the country.

Details of the above mentioned initiatives undertaken by KCMET are elaborated under the Education support section further in this chapter. >>

Mahindra Foundation

Objectives

Providing relief to the poor

Education and encouragement of sports and physical fitness

Medical relief and family planning

The Foundation extends financial aid to patients suffering from health ailments like cancer, heart problems, severe burns etc.

The Foundation has also taken initiative in relief and rehabilitation efforts during adversities like the Gujarat earthquake and Kargil war. The most recent efforts have been the 'Bihar Rehabilitation Project' after the floods in 2008. This project included the construction of permanent houses and building of basic infrastructural facilities such as water supply, sanitation etc. for the entire Pattori village in Madhepur District of Bihar.

Further, the Foundation has also extended support to academia and other professionals and sportsmen by enabling them to attend workshops and overseas conferences. This has resulted in the advancement of their knowledge and skills in their respective fields.

Mahindra Satyam Foundation

Mahindra Satyam Foundation is the Corporate Social Responsibility arm of Mahindra Satyam. It was instituted as Satyam Alambana Trust in the year 2000 with a vision to leverage the power of Information and Communication Technology (ICT) to bridge the 'digital divide' that limits opportunities for success and prosperity.



In February 2010, it was renamed as Mahindra Satyam Foundation; its underlying cause continues to remain 'Social Transformation. Together'. The foundation operates in Hyderabad, Chennai, Bengaluru and Bhubaneswar in the areas of education, blood donation, livelihoods, empowering people with disabilities and need based interventions in disaster management.

The operational strategy of the foundation is to work in collaboration with various other organisations, leveraging each other's core competencies to collectively achieve common objectives.

Mahindra Satyam Foundation operates out of Hyderabad and has chapters in Bengaluru, Chennai, Bhubaneswar and Pune. Over time, Mahindra Satyam Foundation has worked in varied spheres transforming the lives of many a people. Some of its key programs include:

Education Forum

The Education Forum's initiatives are designed to energise the education system in government schools, support a learning environment and improve the quality of learning for the underprivileged students through a series of vibrant, effective and empowering interventions/programs. Among many activities they undertake for the students are Notebook Distribution, Motivational Tours, Awareness Programs and Summer Camps.



Livelihood Program

We believe in enabling individual capacities. An individual or an organisation is modeled around specific skills and practical knowledge. By providing skills to the underprivileged individual, we add value to the society as well as Indian economy. What we do differently is identifying the needs of underprivileged people and accordingly conferring appropriate skills. Some of our livelihood training offerings include Computer, Office Automation, Desktop Publishing, Web Designing, Hardware & Networking, Call Centre Training (Voice & Non-voice), Retail Management and Hotel Management.



Blood Donation Camps

Recognising the dire need for blood donation in India, Mahindra Satyam Foundation continues to organise a number of blood donation drives across all our locations periodically. Even in times of urgency our associates remain just a phone call away to arrange for blood donation. During 2010-11, Mahindra Satyam associates voluntarily donated 1,620 units of blood in 15 blood donation camps across Hyderabad, Chennai, Bangalore and Bhubaneswar.



Empowering Persons with Disability (PWD)

Enhancing the lives of those with disability is a cause near to Mahindra Satyam Foundation. Every year, we conduct a series of programs for the people with disabilities to better integrate them into the society by helping them overcome stigma; and empowering with employable skills.



CASE STUDY

PERMANENT RESETTLEMENT FOR 56 FLOOD-AFFECTED FAMILIES

Mahindra Satyam Foundation implemented a long term rehabilitation program for 56 flood-affected families of Ayyavaripally village.

Floods pose a grave threat not only to one's life but also to one's lifestyle. More so is the case of the people who reside in rural India, devoid of ample support. In October 2009 the devastating floods caused by river Krishna, washed away the belongings of 56 families in Ayyavaripally village leaving them stranded, homeless, and hungry.

For their rehabilitation, Shri. Jupalli Krishna Rao - Hon'ble Minister for Endowments, Govt of A.P. had granted 3 acres of land in Chinnambavi village for construction of pucca houses. This is when Mahindra Satyam Foundation adopted Chinnambavi village to support these people who were displaced from their village due to floods. The foundation facilitated a complete rehabilitation of these victims right from allotment of land, construction of pucca houses to provision of other infrastructure and support facilities. This project was funded with the help of contributions received from Mahindra Satyam Associates.

May 8, 2010 became a momentous day for these 56 families as they received Pattas meaning land titles in Chinnambavi village. After the allotment of land, Bhoomi Puja was performed to signify an auspicious start for the construction of houses.

We collaborated with ASSIST, an NGO to collectively construct 56 houses for the beneficiaries. Other integrated services provided to the villagers include sewage connections, public taps, a reverse osmosis drinking water supply plant and solar powered street lighting.



Today, those 56 flood-affected families don't just reside in their new, well-built pucca houses but also enjoy a new lease of lifestyle.

The unique attribute of this project is our ability to facilitate the provision of clean drinking water and solar lighting in such a remote village like Chinnambavi. This project is also among the very few projects to be completed within the stipulated time frame.

Nurturing seeds in the community so they can flower their own way with dignity, honour, and equality.

Applause from the Social Sphere

In the reporting year, the Mahindra Satyam Foundation received a certificate of merit from Shri. E.L. Narasimhan, the Governor of Andhra Pradesh for motivating the largest number of blood donors during the year 2008-2009.

Tech Mahindra Foundation

The Tech Mahindra Foundation was instituted in June 2007 with an aim to facilitate quality education and vocational training for the economically, socially and physically disadvantaged. Among its core concerns are education, women empowerment, enabling people with disability & vocational training programs.



The Tech Mahindra Foundation has tie-ups with non-governmental organisations (NGOs, not-for-profit ventures) based in Delhi-Noida, Maharashtra and Karnataka. These partnerships help promote programs that enable the underprivileged to become self-reliant and responsible contributing citizens. Along with these social bodies, the foundation is spawning new ways to transform society, supporting education and women empowerment programs, and rehabilitate the displaced and dispossessed.

FOCUS AREAS

EDUCATION

The Foundation has on-going associations with various organisations working in the field of education, including Akansha, Dhvani, Katha, Vidya & Child and Parikrama. **The objective is to improve the quality of teaching in Municipal schools. Development of out-of-school children and teaching English are the other two thrust areas. In the past 4 years, we have supported more than 8000 students.**

i SHIKSHAK SAMMAN AWARDS



Towards its goal of lifting the standard of education in municipal schools, the foundation has partnered with the Municipal Corporation of Delhi (MCD) to felicitate deserving principals and teachers of MCD schools with Shikshak Samman Awards. The awards are in the nature of scholarships, and incentives for professional development.

Launched in 2008, these awards seek to provide an avenue for further professional development of the committed teachers, encourage innovation and disseminate best practices.*

* http://www.techmahindra.com/Documents/TechMFoundation/form10_11.pdf

i LEARNING TO LEAD, MUMBAI



The Learning to Lead (LTL) program finds academically strong and motivated students and integrates them into private schools. The focus is on shaping leadership skills of the students.

Over the last 4 years, we have supported 200 students who have been absorbed in top colleges and are talented to take up the mantle of leadership in the near future.

WOMEN EMPOWERMENT

The foundation provides funding support to Catalyst, a non-profit program that empowers talented girls from low socio-economic groups and transform them through professional education into confident women who will be assimilated into the management cadre of high end companies. Currently they support 50 girls and 15 of them have already received offer letters from different companies including Tech Mahindra with a starting pay package of more than 0.45 million per annum.

The foundation also imparts vocational training to underprivileged girls and women from the minority community so that they can contribute to family income & community healthcare.



i WOMEN EDUCATION AND TRAINING FOR LIVELIHOOD GENERATION

At Tech Mahindra, education and women empowerment are our two focus areas. Hence, when it comes to women education or training, more is less. We undertake every possible effort to mentor women towards livelihood generation. Some of our initiatives include:



Raza, Bangalore trained over 457 youths in 4 different vocations resulting into an average placement of 80% of them.



Sneha, Mumbai conducted vocational training course which reached out to 0.5 million people enabling them to contribute to their family income.

SUPPORT FOR THE VISUALLY IMPAIRED & PEOPLE WITH DISABILITY

To encourage and empower those with disabilities, the foundation's conjunction with able partners, regularly undertakes initiatives in the areas of holistic education, nutritional support, co-curricular activities and speech therapy.

In the reporting year, the foundation also provided digital talking books for visually impaired people. These books were uploaded on the website of Daisy Forum of India and have been accessed by more than 23,000 visually impaired across the country. Going ahead, The foundation is poised to set up a resource center and scale-up its intervention in this domain, nationally.

i ANANDWAN

The foundation supports two special residential schools at Anandwan, located near Warora in Chandrapur district in the state of Maharashtra. Anandwan, is an ashram, and a community rehabilitation centre for leprosy patients and the disabled from downtrodden sections of society founded by noted social activist, Baba Amte.



For the children with disability studying in these schools, following initiatives were undertaken:

- ✔ Provision of clothing, food and educational material
- ✔ Group hearing training - 100 children
- ✔ Music training - 96 blind children
- ✔ IT training - 30 students

E-NABLING E-DUCATION

Through EnAble India, a registered charitable trust - the foundation impacted the lives of 3000+ visually impaired directly and indirectly. The thrust is on enabling equal opportunities in both education & employment for those who are visually impaired.



VOCATIONAL TRAINING

The foundation promotes skill development in underprivileged youth so that they find suitable jobs in prevailing market conditions. The focus is on enhancing skills of the youth in English communication and thereby boost their self-confidence and employability.

LIVELIHOOD OPPORTUNITIES FOR THE BANGALORE YOUTH

In alliance with partner Unnati, Bangalore, the foundation helped train 275 youth in 2 years. The highlight of this endeavour has been a 100% placement record for its students. Most of the trained youth are performing well and many students have been bestowed with Best Employee Awards. 30 of them have even become supervisors and are responsible for 15-20 workers each. The highest salary recorded is INR 15,000 per month.



For the young citizens of India coming from lower socio-economic strata, this training has helped them gain not just financial security but also social well-being.

REHABILITATION

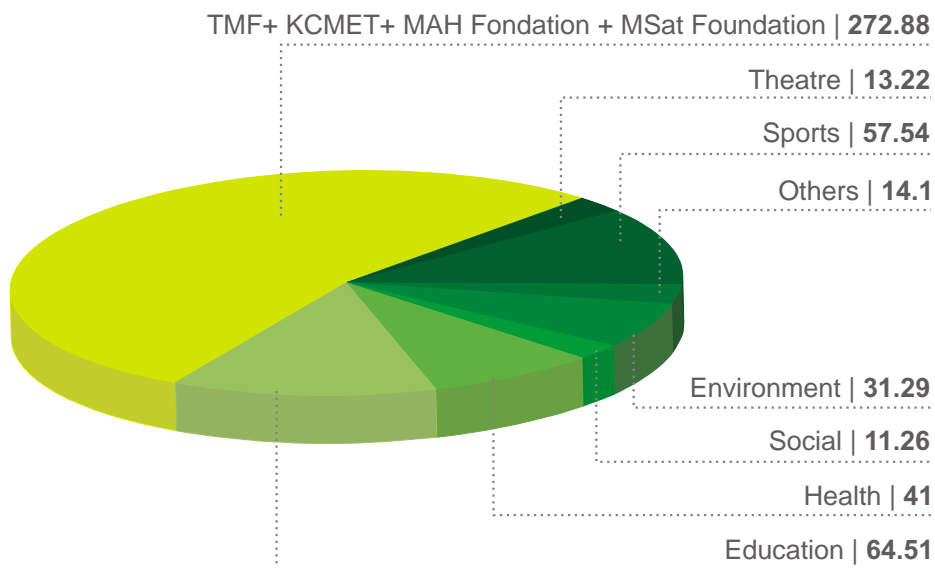
The foundation has joined hands with a well-known, Mysore-based NGO - Swami Vivekananda Youth Movement for flood relief and rehabilitation work in the Bijapur District of Karnataka.



Tech M volunteers contributed one day's salary equivalent to INR 4,099,747 towards the rehabilitation and resettlement of these flood affected areas. Till now, 350 houses have been constructed and construction of another 150 houses is under progress. To rejuvenate the habitat, 220 trees have also been planted. Furthermore, training has been provided to build fuel-efficient 'chulas'. Youth groups from the region are also being encouraged to participate in local governance.

CSR INVESTMENTS

Total Investment INR 505.80 million



ESOPS AWARDS

Be it in the form of reward or recognition - acknowledging the good work of employees not only brings smiles on their faces but also motivates them to perform better than before. At Mahindra, we believe in encouraging the professionals who go beyond their usual job duties and invest time and effort in creating a positive impact to the society.

The awards are given in two categories; Factory Locations and Non-Factory Locations. This year the jury also announced special jury awards for some extra ordinary projects.

In 2008, we initiated in-house CSR awards to appreciate and promote a healthy competition among employees involved in the CSR activities.

For an illustrative glimpse of each of the winning projects explore their respective case studies.

WINNERS OF THE CSR AWARDS 2010-11

Category: Factory Location

**FD Rudrapur for
SAPNO KA BHARAT**

Category: Non-Factory Location

**MACE for
NAV-NIRMAAN DHAM**
A Kosi rehabilitation project

Category: Special Jury Awards

**Mahindra Towers for
PROJECT
KISMET KONNECTION**

**MIL Nashik for
FACILITATING STREET
ELECTRIFICATION**
in Gonde Village

CASE STUDY

SAPNO KA BHARAT

Project "Sapno Ka Bharat" (Dream India) was initiated at Rudrapur with the aim to conduct Education, Health & Environmental activities targeting the present & future generation under one umbrella.

In a "Sapno Ka Bharat", we expect to see everyone enjoying good health. If the youth of today is fit & healthy then "Bharat" will be healthy.



When our Esops team found that the remote area of Rudrapur lacked basic medical facilities it decided to take up the following initiatives:

- Health Check up of School Students
- Pulse Polio Camp & Rally

- AIDS Awareness for transporters coming inside the Plant

- Ongoing Free Mobile Dispensary for school children & villagers

CASE STUDY

KISMET KONNECTION - AN ENDEAVOUR TO SUPPORT NANHI KALIS

Kismet Konnection was a creative route strategically conceptualised by Esops volunteers wherein thematic mailers based on Hindi songs were sent out to all Mahindra employees to encourage them to sponsor Nanhi Kali through donations in kind or direct sponsorships.

"Give your old possessions, make Nanhi Kali lucky."

Kismet Konnection Motto

The first mailer was rolled out on May 13th 2009 with a message 'Kismet Konnection' and the last mailer spread another endearing message "Koi Mil Jaye... Joh mujhe school bheje".



The response to the mailers was terrific, reaffirming the spirit of Mahindra Tower employees towards the education of the girl child. The items that came as donations were aplenty, ranging from conventional donations likes clothes and shoes to completely out-of-the-box gifts like sets of encyclopaedia & child craft, furniture, music systems, mobile phones and electronic gadgets. The employees opened their hearts and poured out goodies to make sure that the little Nanhi Kalis go to school with dignity. Many employees even chose to directly contribute to the annual e-Nanhi Kali sponsorship.

The donations were monetised with the help of Toofles Foundation, a Mumbai-based fund-raising platform that helps to convert kind into cash for charity.

Amount received as direct sponsorships	137,998
Amount generated by monetising the donated items with the help of Toofles foundation	249,733
Total amount collected through 'Kismet Konnection'	387,731

Behind this endeavour were 15 volunteers who contributed more than 300 man hours to make Kismet Konnection a reality. The success was clearly visible in the quantum of donations received that continued for almost 3 months. Mahindra supported 195 more Nanhi Kalis through this initiative.

C A S E S T U D Y



STREET ELECTRIFICATION WITH ENERGY SAVINGS LAMPS AT GONDE VILLAGE

As important it is for us to explore alternative methods of generating electricity, it's equally important to effectively transmit and distribute electricity to India's rural sphere.



The long and dark wait for the residents of Gonde village ended when Mahindra Intertrade, Nashik installed 47 energy efficient street lights. This initiative directly benefited the entire village comprising over 8000 villagers. Indirectly, it benefited the residents of 11 other neighbouring villages as for them night travel became more convenient.

The streetlights installed are the energy-efficient CFLs with low maintenance instead of conventional Sodium vapor lamp. **These fixtures are fitted with automatic timer on-off controller accounting for energy savings of 30,535 units/annum and cost savings of INR. 122,000/annum.**

All the streetlight poles carry sustainability awareness slogans. Such a small endeavour has positively increased the awareness of sustainability among the villagers.



“Mahindra is the only company in this area that identifies the basic needs of the society”

Mr. Raju Nathe - Village Sarpanch

“This is commendable job done by MIL towards infrastructure development of village without any government support. The company has shown a way to sustainable development of village”

Mr. Anant Mahajan - Dy. CEO of Zillah

ESOPS - EMPLOYEE SOCIAL OPTIONS




Overview

At Mahindra, we are tapping the energy hidden within each one of us to power a sustainable society that is healthier, cleaner, greener, more literate and more equitable. Esops (Employee Social Options) our employee volunteering program harnesses the inexhaustible energy of our workforce in a structured manner and provides an effective platform to make a difference.

Towards achieving the 10X vision for Esops, each sector and every company in each sector committed to affect a 10% rise in volunteering and contributing manhours as compared to previous year.

This year was a milestone year for Mahindra Esops as it set out to achieve for itself the ambitious '10x' goal and surpassed its current year targets dramatically. Another feather in the cap was the self-initiated contribution of 1,833 Esops volunteers to sponsor 2,258 Nanhi Kalis.

The below table elaborates in a snapshot how Esops, instituted by Mr. Keshub Mahindra, has evolved over the years from just a few hundred employees to becoming a passionate group-wide movement.

 YEAR	 ESOPS VOLUNTEERS	 ESOPS MAN HOURS
2006 - 2007	4,588	DNA
2007 - 2008	9,947	DNA
2008 - 2009	10,341	35,130
2009 - 2010	10,440	49,280
2010 - 2011	15,147	73,509

Esops volunteering soared 45% and contribution of manhours ascended

49%

DNA - Data Not Available

Initiatives

Group-wide Initiatives in Esops draw teams from across sectors and businesses to accomplish something big, create a feeling of responsibility and empowerment and lead employees and local partners alike to take ownership of India's future and make a significant difference.

Employees can select from a wide range of activities in the three focus areas of Health, Education, and Environment. Our large ongoing projects include:



The Lifeline Express
a travelling hospital on rails

 <http://www.mahindra.com/How-We-Help/Health/Lifeline-Express>



Nanhi Kali
educating the girl child to ignite lasting social change

 <http://www.mahindra.com/How-We-Help/Education/Nanhi-Kali>



Mahindra Hariyali
afforestation initiative

 <http://www.mahindra.com/How-We-Help/Environment/Esops-in-Environment>

For many of our Esops activities we collaborate with capable and goal-aligned NGOs such as Naandi Foundation, Asema, Doorstep School, Maharishi Sambamurty Institute of Social and Development Studies and the Bombay Natural History Society (BNHS).

Esops Nationwide Footprint



Esops Dashboard

73,509 manhours

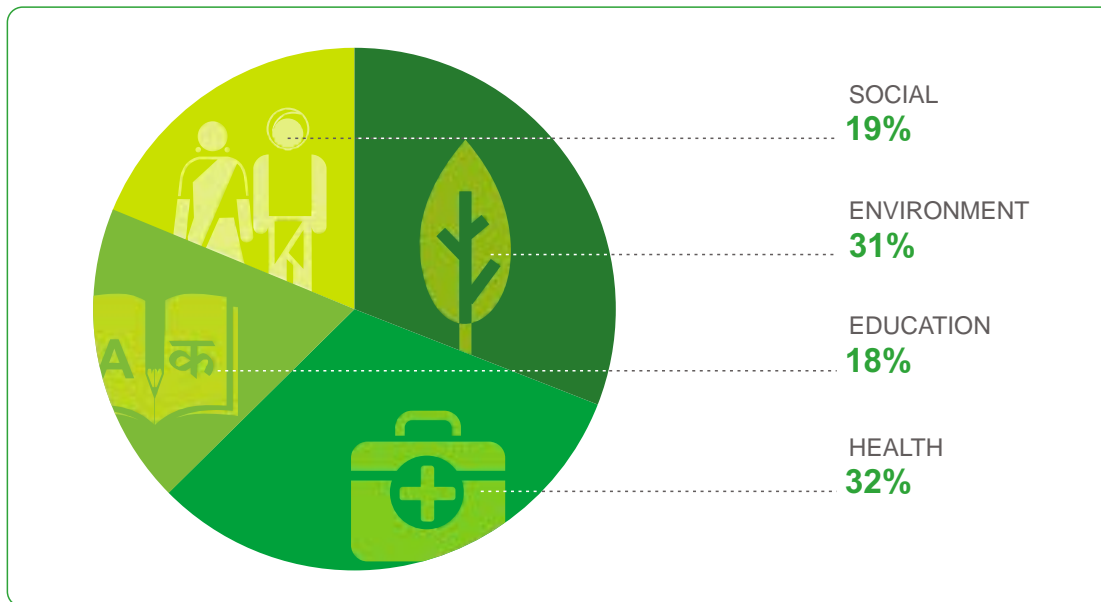
invested towards social programs, in current year as compared to 49,280 manhours last year.

372 projects

initiated by team Esops across the three focus areas of health, education and environment.



Composition of Esops Initiatives during FY 2011



“The Esops movement has gathered considerable momentum in the year gone by. However, we are only at the beginning of our journey to create a better tomorrow for India.”

Rajeev Dubey

President (Group HR & Aftermarket) and Member of the Group Executive Board

Esops in Communities



- Visited old age home
- Conducted Shramdaan activities
- Undertook street electrification
- Organised fire-fighting trainings in housing societies
- Installing water pipelines for villages
- Construction of bore wells

Esops in Environment



- Planted and nurtured trees in line with the goal set by project Mahindra Hariyali

- Donated groceries to old age homes

- Installed water filters at orphanages and old age homes

- Distributed saplings to customers

- Undertook waste management measures

- Created awareness on power saving techniques

- Organised cleanliness drives at local level

- Spread global warming awareness in schools through talk sessions, drawing and essay competitions

Esops in Education



- Encouraged Mahindra employees to support Nanhi Kali through the Kismet Konnection drive

- Adopted Nanhi Kalis

- Supported local schools / children's homes / institutions with educational material like stationery materials, books, bags, uniforms, shoes etc.

- Plant scrap put to use for gates, benches, beds etc.

- Shramdaan - employees painted schools, cleaned school premises, planted trees etc.

- Spent quality time to spread knowledge - e.g. spending 1 hr / week on different topics (career counselling, score more, mentoring MAITS students etc.)

- Organised games & extracurricular or educational activities for school children

- Computer literacy for various groups

- Interacted with students

Esops in Health



- Organised blood donation camps with the help of established hospital /agency
- Health check-ups for marginalised groups like porters, village community, labor community, slum dwellers etc.
- Educated community about HIV/AIDS, hygiene, tobacco ill-effects, dental care, healthy food and eating habits etc.
- Reached out to 76,000 people by organising HIV/AIDS awareness campaign. Since 2007, we have enhanced lives of 0.25 million people by organising HIV/AIDS awareness campaign.
- Donated ambulance
- Set up mobile dispensaries
- Free surgical camps
- Participated in the Government's pulse polio campaigns

The indefatigable effort of the Esops volunteers was one of the major driving forces in the 'Lifeline Express' existence. Their contribution has been pivotal to the success of the initiative.

At Farrukhabad, total 19,648 manhours were contributed by volunteers including Esops & community volunteers

Sectorwise Initiatives

AUTOMOTIVE DIVISION

Furniture for Schools & Colleges

At Haridwar, our volunteers decided to get the best out of waste. They upcycled scrap wood to transform it into benches, tables and beds for schools & orphanages. This unique initiative benefitted more than 1,046 children.



Taare Zameen Par

Igatpuri worked for the holistic development of differently abled children by joining forces with Sahyadri Shikshan Prasarak and Samajvikas Mandal that run schools for speech & hearing impaired as well as mentally challenged children. Towards the upliftment of the school, hearing aids, visual tools and water purifiers were provided benefitting 100 children.



Social Performance

Supporting the citizens of Igatpuri

Our team supported the set up of bunds and pipelines in the catchment area. Now Igatpuri is able to conserve 2,400 kl of water every day which in turn benefits a near 40,000 locals, and multiple industries and hotels of Igatpuri.



Contributions by team Zaheerabad

Zaheerabad helped the schools, children, school staff and the community members in ways more than one.

- Basic amenities like dual desk benches, computer tables, loudspeaker, amplifier and mike were provided to Special Care School at Ramachadrapuram and Manik Prabhu School, Zaheerabad that supports over 500 mentally and physically challenged children.



- Awareness drive was conducted wherein 1,000 were exposed to various issues like global warming, water shortage, electricity & fuel crisis and conservation measures like the 3R concept Reduce, Reuse & Recycle. To check the awareness quotient of these kids, competitions were conducted and gifts distributed.



The management and the employees contributed INR 478,487 towards 'Chief Minister Relief Fund' for the flood victims.

Reaching out to the differently abled

Igatpuri worked for the sustainable development of the differently abled children by joining forces with two social organisations "Sahyadri Shikshan Prasarak & Samajvikas Mandal", running two schools namely:

- Jagruti Mukbdhir Vidyalaya for speech & hearing impaired children.
- Anusayatmja Matimand Vidyalaya for mentally challenged children.



The location along with these organisations have worked towards the upliftment of the school's infrastructure, availing them with hearing aids & visual tools, installing water purifiers to bring down absenteeism of children caused by water borne disease. This drive benefited 100 children and other 20 members of the school.

MAHINDRA VEHICLE MANUFACTURERS LIMITED

Cleaning of Indrayani River

The Esops volunteers from MVML Chakan cleaned the river and its bank in consultation with the Gram Panchayat and health officers. Around 30 Esops volunteers including Officers, Team Leader and Associates from the Plant Quality and the Safety team participated in this activity. Prior to the event, they also displayed awareness banners around the river bank. All necessary equipment was facilitated by Esops for cleaning the river bank. This effort also was highly appreciated by the Gram Panchayat who presented them with a letter of Appreciation.



FARM DIVISION

National Assembly on Child Rights in Orissa

The Area office at Orissa hosted the very first National Assembly on Child Rights for differently abled children in India. Organised in collaboration with Shanta Memorial Rehabilitation Centre with support from UNICEF & Orissa Government, the aim of this assembly was to provide a platform for differently-abled children to express their thoughts and present their demands to concerned officials. Conducted at Hotel HHI, Bhubaneswar on 17th July, 2010, this assembly saw the participation of 52 children from all over India, including a few who travelled for first time in their life.



Boosting the self-esteem of the urban slum youth

Kandivali volunteers conducted a personality development initiative for the underprivileged youth residing in the urban slums of Kandivali - East. The highlight was allotment of one to one mentor. As a result, significant personality improvement and increased levels of confidence were noticed in the 104 youth who undertook the program.



Enhancing Employment Opportunities

Kandivali plant conducted "Kaushalya" - a Modular Employable Skills [MES] initiative, new-age courses in agriculture, paint, production & manufacturing, and automotive repairs for enhancing employment in the neighbourhood communities.



Youth Development Program

Under Sanskar Youth Development Project, training was imparted to 100 students belonging to the lower-income strata in Kandivali. The training aimed at overall development of the students and increase employability. It encompassed 26 different modules including personality development, English conversation, communication skills, vocational guidance, computer training and volunteering in social activities.



MAHINDRA HOLIDAY & RESORTS INDIA LIMITED

Clean drinking water for a remand home

Coorg resort installed a bore well at Government Remand Home, Madikeri on 31st March 2010 and handed over the same to remand home authorities. Ten Esops volunteers and 60 community volunteers worked diligently towards setting up this bore well to fulfil the water requirement of the vicinity.



Medical Support for Chinnakkanal village

Munnar resort contributed various support aid for Primary Health Centre, Chinnakkanal village near Club Mahindra Resort. The support aid included cots, mattresses, pillows, bed-sheets, buckets, lab equipment and medical facilities.



MAHINDRA & MAHINDRA FINANCIAL SERVICES LIMITED

Scholarship to underprivileged children

Knowledge helps us upgrade our skills and also develop our core competencies. At Mahindra Finance we have identified the potential and capability and desire of 5 students from Dyan Ganga Education Trust and given them a scholarship to pursue their higher studies. These children were the top 5 performers of the institute. A background check of their families as well as their previous academic records were conducted before the scholarship was given to the shortlisted individuals.



MAHINDRA PARTNER DIVISION

A visit to leprosy ashram

48 Esops volunteers of Mahindra Logistics Limited, Haridwar distributed food and clothing to the inmates of Chidanand Leprosy Ashram at Haridwar on 19th May '10. Esops volunteers interacted with all 75 inmates of the ashram which included children and adults - male as well as females of all ages.



Setting up an Anganwadi at Gonde village

The Esops team of Mahindra Intertrade Limited, Nashik facilitated construction of a fully furnished Anganwadi for the children of Gonde village Nashik District. Its good learning environment has already motivated many parents to send their children to study at the Anganwadi.



MAHINDRA & MAHINDRA SYSTECH DIVISION

Diabetes & Blood Pressure check up camp

Mahindra UGINE Steel Company Limited (MUSCO), Khopoli, conducted a diabetes detection as well as blood pressure check up camp at MUSCO Medical Centre, Jagdishnagar, Khopoli on 17th March '10. Twelve Esops volunteers with the help of three volunteers from Blue Cross Laboratories Ltd., Mumbai, conducted the camp that benefitted 155 people. Even the employees' family members participated enthusiastically in the camp.



AFTERMARKET SERVICES

An evening with senior citizens

Mahindra Spares Business (MSB) - Worli team visited the Home for the Aged at St. Joseph's Convent and Assisi Bhavan at Goregaon. The event was fully planned with prior arrangements. For the inmates, it was the day to remember as the volunteers very affectionately interacted with them, conducted games and distributed goodies to the winners.



Ambulance service

During a meeting with the Grampanchayat of Kanhe village, the committee on tree plantation realized the dearth of ambulance facility. Kanhe village did not have ambulance facility separately allotted for them and depended on Vadgaon located 6 km away for any ambulance needs. We had a company ambulance facility with oxygen cylinder, stretcher & first aider for transferring injured/seriously ill person from company. Hence we communicated to the Kanhe village Sarpanch that we can provide ambulance for transferring serious patient to local hospital in emergency and non availability of ambulance and other vehicle immediately at the place.



Commitments

The Esops team fulfilled various commitments carved out for FY 2010-11

- Launched Esops at 4 Mahindra locations

- 10% increase in Esops volunteers over and above total volunteers during FY 2009-10

- Successfully executed the Lifeline Express project in Farrukhabad district touching lives of 1,578 patients

- Facilitated completion of 35.7 million rehabilitation project for Bihar flood victims

- Sustained 1 million trees planted under Mahindra Hariyali and set up a target of planting another 1 million trees by Oct 2011.

- Initiated Star Performer Award to honour Esops' best performing location and volunteer from factory and non-factory location

- Developed Online tracking system to select Esops' best performing locations and volunteers



Priorities for FY 2011-12

10x Goal

Maintain 10% increase in Esops volunteers over and above the total volunteers during FY 2010-11. Launch Esops at new Mahindra locations and reorient at old locations.

Public Health

To organise two Lifeline Express Projects in Haridwar district, Uttarakhand in Nov. 2011 and in Nalanda district, Bihar in Jan/Feb 2012.

Environment

To complete the target of 1 million trees by Oct 2011 and monitor plantation in Araku region.



Esops 'Star Performer Awards'

This year we introduced 'Star Performer Awards' in May 2010 to recognise the efforts of those who are responsible for the pedestal on which Esops stands today. The awards are conferred on both locations and individual volunteers.

The selection criterion for Esops Star performer volunteer is number of Esops man-hours put in by a volunteer in a year. The Esops Star Performer Location will be selected on the basis of % of employees participating in Esops activities and total number of Esops man-hours put in by a location in a year. The Award function is hosted as a part of Annual Mahindra Rise Awards at Mahindra Towers and star performers in the factory and non-factory categories are honoured with trophies.

To ensure fairness and transparency, the CSR department launched an online tracking system to identify the star performers. Through this online portal the performance of each location and volunteer is tracked. This portal not only helps determine the star performers but it has also become a platform for encouraging new employees to participate in Esops activities.

AWARDS RECEIVED IN 2010-11

- ★ Mahindra was honoured with the **6th Social and Corporate Governance Awards 2010** by Bombay Stock Exchange Limited in the category of **BEST CORPORATE SOCIAL RESPONSIBILITY PRACTICE** for its Esops Initiative



Nashik Plant was awarded the prestigious **JSW TOI Earth Care Award 2010 for Excellence in Climate Change Mitigation & Adaptation**

- ★ MHRIL's Club Mahindra Tusker Trail (CMTT), Thekkady received the coveted **Rotary-Binani Zinc CSR Award** in association with NIPM Kerala Chapter.

Mahindra & Mahindra was the proud recipient of the **India Shining Star CSR Award** for the exceptional work it has done in the Automobile Sector.

- ★ Mahindra Finance won the award for **"Best in Corporate Social Responsibility Practice"**
- ★ Mahindra and Mahindra received prestigious **Annual PRCI** (Public Relations Council of India) Awards under 3 categories:
 - **Corporate Brochure** - Lifeline Express - **Silver Award**
 - **Newsletter** (Tabloid) - Esops Digest - **Bronze Award**
 - **Corporate Film** - Documentary film on Bihar Flood Rehabilitation at Pattori - **Bronze Award**

HEALTH SUPPORT





Lifeline Express

India is one nation but two worlds. In spite of the growth in the economy, growth in the country's healthcare system, especially in the rural sphere, continues to remain poor. The World Health Organisation estimates that the Indian government's spending on health stands at less than 4% of its total budget.

At Mahindra our definition of out-patient care is going out to where ever the patient is.

At Mahindra, we strongly believe that the wealth of a nation and the health of its citizens share a symbiotic relationship. More so, if these citizens comprise 70% of the nation's population. This belief inspired us to support Impact India - Lifeline Express, an initiative that takes the hospital to the most inhospitable places.

So far, this has been a journey of self-discovery, enhancement and improvement. What started as a humble effort in 2007, slowly and steadily gathered momentum and is now on a fast track with an year on year increase in the number of patients.

			
YEAR	LOCATION	NO. OF PATIENTS OPERATED	NO. OF HEARING AIDS DISTRIBUTED
2007	Rudrapur, Uttarakhand	647	106
2008	Rangia, Assam	594	242
2009	Wardha, Maharashtra	1,153	281
2010	Farrukhabad, UP	1,578	245

Farrukhabad: A journey not a destination



In all, 32 Esops volunteers participated in the project with a contribution of 4,420 Esops man hours. 5,228 man hours were spent by community volunteers.



Social Performance

The Lifeline Scorecard

Particulars	Patients Screened	Patients Operated
Cleft Lip	70	34
Ear	600	70
Polio	350	30
Eye	1,300	510
Dental	934	934

Total No. of Patients Operated
1,578

Total Hearing Aids Distributed
245

Buoyed by the success of the last three Lifeline Express stopovers, we set out to help eradicate avoidable disablement from Farrukhabad, Uttar Pradesh. A conscious decision was made by the top management and the CSR Council, to reach out to Uttar Pradesh. While Uttar Pradesh is the most populous state of India, it also has the lowest Human Development Index of 0.388 as against the national average of 0.472. Farrukhabad specifically is one such district whose health quotient is abysmally low and the poor have negligible access to healthcare aids.

Inspite of M&M's limited presence in Farrukhabad, team Esops through its commitment and passion created a huge success.

With ample help from community volunteers, the employees of Mahindra Finance, Farrukhabad and nearby branches as well as Auto Sector, Lucknow efficiently handled this project. Right from the pre-project phase including feasibility visits, meetings with the local administration and project publicity to final project phase wherein each employee was delegated with a specific responsibility - Esops members worked, round the clock, compassionately.

"This sojourn was an experience of a lifetime not only for the patients, but also for the doctors, nurses, Esops volunteers and everybody involved in the project. In the air, were sighs of relief of the parents and toothless giggles of their children free from disability. Countless smiles on the elderly faces were a testimony of gratitude. For the Esops volunteers, this was a life altering experience which empowered them with a sense of fulfillment."

Sushil Singh
Head - CSR Implementation,
Mahindra Group

EDUCATION SUPPORT

We believe education is an empowerment tool that through its cascading effect can help India overcome majority of its social challenges. Our focus therefore has been on strategic educational interventions such as vocational education and livelihood training for the economically and socially weaker sections and education of the girl child.

The Mahindra Group CSR activities in the areas of education are mainly undertaken by KCMET.

Project Nanhi Kali

Along with the responsibility to educate the girl child, comes the power to transform the future. Education of girls can affect a virtuous cycle that yields multitudinal benefits for the girls, their families, the society and the economy at large.

In most cases; a girl who is educated will be aware of child rights, hence will fight against child marriage and child slavery. A woman who is educated will be a driving force behind her family's well-being - both economic and social; an educated wife will be a co-earner and will never ignore family planning; an educated mother will seek medical care, adopt improved sanitation practices and ensure that her children are healthier and better nourished; and as important if not more, she will inspire her child, girl or boy, to go to school.



Social Performance

At Mahindra, our commitment to this cause has been unwavering. Testimony is our 16-year long association with Nanhi Kali Project, the flagship program of the K. C. Mahindra Education Trust (KCMET), which supports the education of disadvantaged girl child.

Even the World Bank has acknowledged that there is no investment more effective for achieving the millennium development goals than educating girls.



Presently the Mahindra Group independently sponsors the education of 29,100 girls in low-literacy urban, rural and tribal parts of India. Through this sponsorship the girls receive not only round-the-year academic support that empowers them to study in school but also material support in the form of uniforms, clothes, school bags, shoes, etc to enable them to go to school with dignity.

"When I came to know about my results I was at the top of the world. I was very happy and I'm grateful to the entire Nanhi Kali program"
Roshni Patil

"I did not expect that I would get the top score in my School. I am so happy & I am so lucky being a Nanhi Kali."
Ayesha Riyaz

"We are so happy! Everyone is coming and appreciating my daughter. The Nanhi Kali scholarship is a boon for her. My other daughter and son are also studying in the same school. Srujala is an inspiration to them."
Srujala Rani's Mother

CASE STUDY



NANHI KALI SUCCESS STORY



Name: **Varsha Watt**
 Village: **Manjhipara Tuagahan**
 District: **Kanker** State: **Chhattisgarh**

Topped district-level exams by scoring 96.6% in Class V

She resides in a tribal community which has subsisted on field & forest labour for generations and where educating girls is not even considered important. Her parents are barely educated and make a living by cultivating a 2-acre land which does not yield enough. Despite these adversities, she's an exam topper scoring 96.6% in her Class 5 district board exams. She is now a source inspiration for her community members including children and adults alike.

Varsha Watt, a Nanhi Kali, is a first-generation learner. Though her parents have studied till Class 5, when it comes to counting money in the market they rely only on their daughter. Varsha became associated with the Nanhi Kali program 3 years back when she was in Class 2. Since then, just like all other Nanhi Kalis, she has been receiving both academic & material support such as books, uniforms, school bag.

"What Varsha could not have imagined four years earlier, she now believes is possible"

M.S. Kansari, Nanhi Kali project coordinator

By passing with flying colours, Varsha has not just made her parents proud but has also set an example for her school friends. She is now aiming higher - to become a doctor when she grows up. Neither a nurse, nor a teacher - but a doctor. And her father is more than happy to let her follow her dreams.

What makes us at Nanhi Kali happy is that today traditional gender roles are being reconsidered. Communities who looked down upon a girl child as a liability are now acknowledging them as an asset to the family. "I see no difference between my boy and my girl," says Mr. Watti, Varsha's father. "She can become a doctor, an engineer, and she can even become a Prime Minister."

Another significant impact of Project Nanhi Kali is that several village education committees have sprung up to ensure that all children attend school. As a result, school attendance in Kanker district has risen to 98.5%.

This coupled with the support from other corporate donors helped us reach a step closer to our goal of sponsoring 100,000 girls. Project Nanhi Kali now supports the education of over 70,096 underprivileged girl children, in poor urban, rural and tribal communities across eight states of India. The outreach of this initiative included AP, Chattisgarh, Delhi, Haryana, MH, Karnataka, Tamil Nadu & Rajasthan.

KCMET regularly monitors the 21 NGOs that they work with, giving technical inputs wherever required to ensure that quality education is being imparted to all the Nanhi Kalis. Other corporate donors include Capgemini, HPCL, J&J, D&B etc.

KEY IMPACTS

- 30 % increase in learning outcomes in the urban slums of Mumbai and Hyderabad.
- Nanhi Kali Varsha Watti, stood 2nd at the Grade 5 district level board exams in Chhattisgarh. Plus 27 other Nanhi Kalis made it to the top ten merit list
- 8 Nanhi Kalis were selected for interaction with the US First Lady Michelle Obama in Delhi on the 8th November 2010.
- Curtailed drop-out rates of girls by 10% within the project areas

Mahindra Pride Schools

The Mahindra Pride School (MPS) transforms the lives of youth from socially and economically disadvantaged communities by providing livelihood training that empowers them to seek employment. We give young people from scheduled castes and scheduled tribes access to training that enables them to secure jobs in sunshine industries.



Mahindra Pride School's philosophy

Empower socially and economically marginalised youth with livelihood training to make them employable based on their skills.

Social Performance

MPS Pune

The first Mahindra Pride School commenced on 23rd March 2007 in Pune. Since then, 15 batches with a total of 2,378 students from socially disadvantaged communities (Scheduled Caste/ Scheduled Tribes, Other Backward Caste, Nomadic Tribes) have graduated from this school.

The school provides the students with livelihood training in sunshine sectors like Hospitality, Information Technology Enabled Services (ITES - for BPOs & KPOs) and Customer Relationship Management. To further enhance their employability, all students are imparted mandatory training in English, Life Skills and Computer Applications.

The highlight is that MPS has witnessed a 100% placement in lucrative jobs and a consistent increase in average monthly salary per batch from INR 4,500 in Batch 1 to INR 8,000 in Batch 15.

The average salary ranges between INR 42,000 and INR 180,000 per annum and the highest salary so far has been INR 18,000/- per month.

Highlights of the placement process include:

- **Significant increase in the number of campus interviews**
- **Endorsement from employers who have previously recruited graduates from Mahindra Pride Schools.**

Over the years, some of the key recruiters at MPS have been:



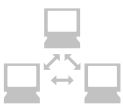
Hospitality Management

McDonald's | Pizza Hut | Café Coffee Day
Le Meridien - Pune



ITES - BPOs and KPOs

Bajaj Allianz | Syntel | Mphasis



Hardware Networking

Info Expert | Micro Serve Systems | Anon Solutions | ACME



Sales / CRM

Westside | Spinach | Springtime | Mphasis
Silver Jubilee Motors | TRC | Redwood Company
Tata Indicom | Odyssey | ITC | Tata Serwizol
Syntel KPO | DTDC Couriers | Kingfisher Airlines



MPS Chennai

The 2nd Mahindra Pride School is located in Alwar Peth, a posh locality in Chennai. A 7,000 sq. ft. bungalow has been taken on lease which is a home to state-of-the-art facilities like furniture, computers and other equipment required for the school. The process of recruiting faculty and administration staff is also complete. Road shows have been conducted, and the first batch of 75 students commenced on February 15, 2011.

EDUCATING YOUTH. TRANSFORMING LIVES

Imparting education, that too where it's needed the most, triggers a domino effect of benefits. It has the power to transform the life of not only a student but his or her entire family. This is the sole reason why thrust on education attains a pride of place at Mahindra.

Over the years, by providing strategic educational interventions our two Mahindra Pride Schools have enhanced the lives of 2,378 students who in turn have supported their families.

At Mahindra Pride School, students from lowest rung of the social pyramid are groomed, nurtured and empowered to step in to sunshine industries. Be it the under exposed youngsters dwelling in urban slums or the ignorant rustic youth - they are professionally trained to transform in to passionate and dedicated professionals. In return they earn not only a salary, but the respect of parents and peers.

With parents retired and siblings in school, I am currently family's sole earner, thanks to skills provided by MPS."

Pruthvi Chauhan

forced my parents to send me, so that I could earn and help them. Today they are proud of me.

Maryamma

Position Training Squad Manager, McDonald's

From the INR 14,000 I earn, I pay installments for the TV I've bought for my home and give Rs 5000 to mom for household expenses

Durgada Pawar

Earlier I had to struggle a lot to earn even one square meal, now I am earning Rs 8000 per month at McDonald's.

Sandeep

Scholarships

K.C. Mahindra Scholarship for Post Graduate Studies Abroad

Instituted in 1956, this interest-free loan scholarship is given to qualified graduates who wish to pursue a postgraduate degree abroad. Preference is given to students interested in pursuing subjects that are not readily accessible in India. **Till date, this scholarship has been awarded to 970 students.**

In response to the advertisement released in January 2010, K.C. Mahindra Education Trust received over 700 enquiries for the overseas scholarship. 75 students were selected for final interviews, which were held on 15th & 16th of July 2010. **The Selection Committee awarded 55 students interest-free loan scholarships amounting to a total disbursement of INR 6.370 million.** These were given to students who were doing their post-graduation in a wide range of subjects like Computer Science & Engineering, Mechanical Engineering, Electrical Engineering, Chemical Engineering, Environmental Engineering, Information Networking & Management, Economics and Law.



K.C. Mahindra Fellows Fund

With an objective of encouraging high potential candidates, KCMET initiated the K.C. Mahindra Fellows Fund of INR 2.4 million in July 2010, which **awards the top 3 candidates a maximum scholarship of INR 0.8 million and a minimum of INR 0.5 million.** The three students selected as K.C. Mahindra Fellows in July 2010 were Shenaya Pochkhanawalla, Sneha Shenoi and Prakash Shanthenu.

Mahindra Search for Talent Scholarship

The Mahindra Search for Talent Scholarship was instituted by KCMET in 1983. Set up in 36 educational institutions across the country, its objective is to enthuse and reward excellence in academics. The scholarship is offered to students obtaining highest aggregate marks, based on the year-end examination. **Till date, 3,500 Mahindra Search for Talent Scholarships have been awarded.**

Additionally, 480 students have received the 'Honours Scholarship'. These scholarships which include cash prize of INR 5,000 and a citation from the Trust are conferred to students who receive the Mahindra Search for Talent scholarship more than once in the consecutive year.

K.C. Mahindra UWC Scholarships

Established in the year 2000, the K.C. Mahindra UWC Scholarships are awarded to deserving students within the age group of 16 to 18 years, to study at the United World Colleges. This scholarship aims to ensure that students benefit through the experience of international education, shared learning and community service which the Mahindra United World College offers. **Till date 72 students have benefited from the K.C. Mahindra UWC Scholarship enabling them to study at the United World Colleges. During the year 2010-11, 12 students were given scholarships amounting to INR 5.33 million.**

Mahindra All India Talent Scholarships (MAITS)

Established in 1995, the Mahindra All India Talent Scholarship is awarded to students belonging to economically disadvantaged families from both rural and urban areas, who wish to pursue a job oriented diploma course at a recognised Government Polytechnic in India.

Scholarships of INR 5,000 per annum are given to selected students for a maximum period of 3 years. This year, the scholarship interviews were held in 10 centers. Of the 2,250 eligible students, 827 were invited to appear for the interviews, out of which **522 students bagged the scholarships. 50% of the beneficiaries were girls. KCMET has awarded 5,294 MAITS scholarships till date.**

A 2010 survey of 115 students awarded MAIT scholarships in 2007, show that **41% (47students i.e. 28 Boys + 19 Girls) had secured jobs with salaries ranging from INR 4,000/- to 13,000/- per month.** Some of the placements are in reputed companies such as Mahindra & Mahindra Limited, TVS Motor Company and L&T Limited. Interestingly, K Muralidharan, a MAITS awardee from Tamil Nadu, after completing his diploma in Mechanical Engineering, secured a job with M&M in Chennai, and is now earning INR 12,500 per month. **The survey also revealed that 56% of the respondents had decided to pursue further studies.**

Other KCMET Awards and Scholarships

Under the aegis of the K.C. Mahindra Education Trust, several other awards and scholarships for the academia have been established. 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 Racing

Mahindra is the first Indian auto company to enter the MotoGP circuit and is proud to introduce Mahindra Racing, a team that contends in the 125cc category. Mahindra Racing combines the energy and ambition of two young riders with the expertise of a seasoned crew. The aim is to launch India on to a global sports platform.

“It is a matter of great pride for us to represent India in the world’s most prestigious two-wheeled race series. Mahindra Motorcycles will compete with the best in class, and it will be an ideal opportunity for us to showcase our strengths in the engineering and IT domains.”

Anand Mahindra - Vice Chairman & Managing Director, Mahindra & Mahindra Limited.

MotoGP is to motorcycle racing what Formula 1 is to cars racing, drawing entries from top global manufacturers like Honda, Yamaha, Ducati, Aprilia, and Suzuki. By participating in the world-class racing championship, we can showcase our engineering and technology expertise on a platform where the best in the world compete.



Represented by Riders Danny Webb from the UK and Marcel Schrötter from Germany who are already well known in MotoGP - Mahindra Racing made its debut on March 17-20 at the 5.38 km Losail International Circuit for round 1 of the 125cc MotoGP World Championship.

Till date, 33 manufacturers have witnessed championship glory across six classes. Mahindra Racing will aim to become the 34th manufacturer to lift a MotoGP title as it embarks on its first foray into the sport, and is ready for the challenge ahead.

With 18 circuits spread across 14 countries and live TV coverage in more than 200 countries, Mahindra Racing will draw a serious global audience at MotoGP.



Mahindra Excellence in Theatre Awards

The Mahindra Group's association with theatre started in the year 2006, with the institution of the Mahindra Excellence in Theatre Awards (META). The purpose was to offer support for regional theatre in Mumbai. The success of these awards inspired the introduction of inter-collegiate theatre festival in Delhi.



“Theatre is an art form that holds up a mirror to society and a powerful medium for social change.”

Anand Mahindra - Vice Chairman & Managing Director, Mahindra & Mahindra Limited.



Each year the META Festival showcases 10 theatre productions selected from all over the country in New Delhi. The aim is to give theatre a national platform and encourage and support talent even in the remotest areas.

The year 2011 marked the 6th Anniversary of META. Bringing the nation closer through theatre, META 2011 showcased theater productions from various regions and in different languages of the country. A special Lifetime Achievement Award was presented to Badal Sircar, the doyen of Indian theatre, for his outstanding contribution to theatre.

So far, this has been a journey to remember. With each passing year, META has not only witnessed an increase in number of entries but also in the sheer quality of the work. For us, it is a matter of pride to promote, preserve and present plays which captures the very essence of our society.

Mahindra Blues

To bring to India, the very best of global blues talent - the Mahindra Group introduced the Mahindra Blues Festival. The aim of the festival is to serve as an open platform to exhibit and promote a genre that has yet to receive the recognition it deserves. Organised on the 5th and 6th of February, 2011 this first-of-its-kind festival featured a line of international Blues superstars like Buddy Guy, Jonny Lang, Shemekia Copeland, and Matt Schofield.



Social Performance



"The Blues, an American art form, ironically doesn't get as much attention as it deserves in the country of its origin, and indeed, around the world. We would like the Mahindra Blues Festival to give this genre of music an overseas platform in the way that Montreux has done for Jazz".

Anand Mahindra - Vice Chairman & Managing Director, Mahindra & Mahindra Limited.

In addition to international names, the two-day festival also promoted home grown talent like Soulmate from Shillong, The Saturday Night Blues Band from Kolkata and The Luke Kenny Mojo Jukebox from Mumbai, amongst others. The venue of the festival was the iconic and retro Mehboob studio, which was specially designed to create a blues-like atmosphere, with three separate stages for multiple concerts and sessions with the artistes.

Alongside electrifying live performances, insightful workshops, and enlightening talks are also in the store for blues enthusiasts.

case study

GAMING

Online Gaming is generally viewed as a trivial pursuit. More often than not what starts as a time killing activity blooms into a daily addiction.

The statistics are incredible. Over 20 million players have spent 17 billion hours on Xbox Live, which is more than 2 hours for every person on the planet. Over 40 million users have registered PlayStation Network accounts. Farmville, the virtual farming game, boasts a stunning total of 31 million daily active users. The online gaming market is worth more than \$15 billion.

alternative
GAMING

A new play at educating the girl child



At Mahindra we took an alternative view. In this exploding gaming market, we saw an opportunity to engage these billion players in a more challenging pursuit of educating the underprivileged girl child in the real world.

Social Performance

Like social media, most organisations see gaming as productivity diluter. A distraction that needs to be curbed and discouraged through strict surfing policies.

The Nanhi Kali Project (India) incepted by K.C. Mahindra Education Trust collaborated with New York-based advertising agency, Strawberry Frog, to launch the Girl Store. A unique online fundraising initiative based on gaming.



Play the Game
www.the-girl-store.org

The Girl Store engages you in a game which actually makes a difference in the life of an underprivileged girl child. Each icon you click to buy for Tarla, a fictional character in the game, buys a real girl child either a textbook, schoolbag, workbook, or school shoes.

The Girl Store has helped educate almost **70,000** young girls across India since its launch in January 2011.

Every time you play you create a winner

At 'The Girl Store' you can buy the very basics that any child would require to go to school every day - a school uniform, a lunchbox, pencils and books, etc. You can scroll through a gallery of girls and choose who to purchase the items for. When all of the items a girl needs in order to be allowed to attend school are purchased, the site displays an "off to school" label over her image. All items required for the child can be bought for only USD 65, and this small contribution helps a little girl in India go to school.

Recognition and Results

The Girl Store and A Girl Story has been perceived as one of the most unique not-for-profit initiatives in recent times and has garnered huge response since its launch, with pledges and donations worth USD 16,000 already raised and allocated by donors worldwide.

For more information on Mahindra's association with Nanhi Kali project, please visit: nanhikali.org

Annexures

Memberships

Ad Club	Confederation of Indian Industries (CII) - Hyderabad
All India Industrial Gases Manufacturers Association (AIIGMA)	Confederation of Indian Industries (CII) - Mumbai
All India Management Association, New Delhi	EEPC Membership (Engineering Export Promotion Council)
All India Resort Development Association (AIRDA)	Employers' Federation of India
All India Rubber Industries Association (AIRIA)	Enviro Publishers - Chennai
American Resort Developers Association (ARDA)	Export Promotion Council for EOUs & SEZs (EPCES)
Andhra Pradesh Productivity Council (APPC) - Hyderabad	EQMS - Environmental legislations update - New Delhi
The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	Export Promotion Council for EOUs & SEZs
Bombay Burmah Trading Corporation Limited	Federation of Andhra Pradesh Chamber of Commerce and Industries (FAPCCI)
Bombay Chamber of Commerce & Industries	Federation of Indian Chambers of Commerce and Industry (FICCI)
Bombay Chambers of Commerce	Federation of Indian Export Organisations (FIEO)
Bombay City Policy Research Foundation	Finance Industry Development Council
Bombay First	Harvard Business School (I) Research Centre
British Council Library	Housing Development Finance Corp. Limited
Broadband Wireless Engineering Consortium (BWCI)	Indian Association of Corporate Treasure
Bureau of Energy Efficiency (BEE) - New Delhi	Indian Electrical Contractor, Mumbai
CAR Core Group	Indian Green Building Council
Central Pollution Control Board	Indian National Suggestion Scheme Association - Mumbai
Centre for Research in Rural & Industrial Development Society, Chandigarh	Indian Society for Non-Destructive Testing (ISNT)
Chambers Of Commerce & Industry (Sharjah)	Indo American Chamber of Commerce
Childlink India Foundation	Indo French Chamber of Commerce and Industries
CII Apex Council on Affirmative Action	Indo German Chamber of Commerce
CII Green Building Council	Indo-Hellenic Friendship League
CII National Committee of Indian MNCs	Institute of Chartered Secretaries and Administrators
CII National Council on Agriculture	Institution Of Industrial Safety Professionals of India (IISPI) - Mumbai
CII Western Regional Council	Integrated Research & Action for Development (IRADe) New Delhi
CII, Nashik Chapter	International Air Transport Association (IATA)
Confederation Of Indian Industries (CII)	

Annexures

International Engineering Consortium (IEC)	Resort Condominiums International (RCI)
International Institute of Risk and Safety Management (IIRSM) - London	Rodal Investments Private Limited and Pratham-India Education Initiative
Kema Services (International) Private Limited	Rotary Club of Bombay
Lal Bahadur Shastri Institute of Management	Service Providers Association Inc.
Leviosa Business School	SIAM - New Delhi
Maharana Pratap University of Agriculture Technology (MPUAT), Udaipur	Sidcul Industrial Association - Haridwar
Maharashtra Chamber of Housing Industry	Society of Automotive Engineers (India)
Maharashtra Energy Development Agency (MEDA)	Society of Automotive Engineers (USA)
Maharashtra state Productivity Council (MSPC) - Mumbai	SOIL (School of Inspired Leadership) Consortium
Mahatma Phule Krishi Vidyapeeth (MPKV), Rahuri, Maharashtra	Tamilnadu Agriculture University (TNAU), Coimbatore
Maratha Chamber Of Commerce & Industries (MCCIA)	TERI - New Delhi
Member of National Safety Council, Navi Mumbai	The Bombay Dyeing & Manufacturing Co. Limited
Ministry of Environment, Govt. of India	The Council of EU Chambers of Commerce
Mumbai Waste Management Association (MWML), Talaja	The Employer's Federation of southern India (EFSI) - Hyderabad
Mutual Aid Response Group (MARG) - Mumbai	The Institute Of Chartered Accountant Of India
Nashik Industries Manufacturers' Association	The Institute Of Co Secretaries Of India
National Association of Software and Services Companies (NASSCOM)	The Premier Technology Magazine of the Engineering Industry, Mumbai
National HRD Network	TIE India
National Safety Council	TM Forum
National Safety Council (NSC) - Mumbai	TPM Club of India - Bangalore
National Society for Clean Cities	Tractor Manufacturers Association (TMA)
National Automotive Testing and R&D Infrastructure Project (NATRIP)	Travel Agents Association of India (TAAI)
NIMA Nashik District Industrial Mfg. Association - Nashik	United Nations Global Compact and Global Compact Network India
Population First	United Way of Mumbai
Prime Minister's Council on Trade & Industry, New Delhi	United World Colleges (International) Limited, UK
Pune Chapter Of Cost Accountants	University of Pennsylvania Institute for the Advanced Study of India, New Delhi
Punjab Agricultural University (PAU), Ludhiana	University of Pennsylvania, Center for the Advanced Study of India, Philadelphia
Quality Circle Forum Of India, Pune Chapter (QCFI)	Walchand TalentFirst Limited

GRI G3 Indicator Index

Profile Disclosures

Strategy and Analysis

Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1.1	Statement from the most senior decision-maker of the organisation	Fully	5-7			
1.2	Description of key impacts, risks, and opportunities.	Fully	47			

Organisational Profile

Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.1	Name of the organisation.	Fully	9			
2.2	Primary brands, products, and/or services.	Fully	9			
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	9			
2.4	Location of organisation's headquarters.	Fully	9			
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	30			
2.6	Nature of ownership and legal form.	Fully	15			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	14			
2.8	Scale of the reporting organisation.	Fully	14, 90 Annual report of M&M 7, 40, 64 & 72			Annual report 2010-11 Page 7 - Financial highlights, Page 40 - Segment results by businesses Page 64 - Financial position at a glance Page 72 - Balance sheet
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	15			
2.10	Awards received in the reporting period.	Fully	40-44			

Annexures

Report Parameters						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.1	Reporting period (e.g., fiscal/ calendar year) for information provided.	Fully	9			
3.2	Date of most recent previous report (if any).	Fully	9			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	9			
3.4	Contact point for questions regarding the report or its contents.	Fully	9			
3.5	Process for defining report content.	Fully	8, 9, 50-55			We have mentioned about the detailed exercise on materiality that was done in the previous year. Significant stakeholders, material issues and their prioritization have not changed this year. Please refer to pages 3-4 of Sustainability Report 2009-10.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	9			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	9			
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 organisations.	Fully	9			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	105, 109, 110, 111, 115, 119, 120, 122, 123, 124			
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).	Not			Does not exist	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	9			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	178 - 194			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	11-13			

Annexures

Governance, Commitments, and Engagement						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Fully	32			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	33			
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully	33, 34			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	32, 33			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Fully	Annual report of M&M pg no. 58, 59, 60 & 61			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	38			
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics.	Fully	33			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	36, 37, 38			
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	35, 36, 37, 38			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	33, 34			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Fully	102			

Annexures

Governance, Commitments, and Engagement						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Fully	38			
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	176			
4.14	List of stakeholder groups engaged by the organisation.	Fully	50			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	8, 50-55			We have mentioned about the detailed exercise on materiality that was done in the previous year. Significant stakeholders, material issues and their prioritization have not changed this year. Please refer to pages 29-33 of Sustainability Report 2009-10.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	50-55			We have mentioned about the detailed exercise on significant stakeholder engagement, including method, frequency of engagement and key results that was done in the previous year which has not changed this year. Please refer to pages 29-33 of Sustainability Report 2009-10.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Fully	50-55			

Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA PS	Disclosure on Management Approach PS						
Aspects	Product Portfolio	Not			Not applicable		
FS1	Policies with specific environmental and social components applied to business lines.	Not			Not applicable	MMFSL offerings are not known to have Environmental and/or social implications	
FS2	Procedures for assessing and screening environmental and social risks in business lines.	Not			Not applicable	MMFSL is financial organisation thus none of our processes perceive any direct and/or material environmental and/or social risks	

Annexures

Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	Not			Not applicable	MMFSL does not provide any commercial/ corporate banking or insurance services.	
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Not			Not applicable	Since the associated Environmental and social policies and processes do not exist, processes for improving staff competency	
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	Not			Not applicable	Currently we do not interact with clients/ investees/ business partners regarding social and environmental risks and opportunities, as our client base consists only of individual clients, who do not pose any environmental/ social risks to our business.	
	Audits	Not			Not available		2015
	Active Ownership	Not			Not available		2015
DMA EC	Disclosure on Management Approach EC	Fully	90				
Aspects	Economic PerformanceCOMM	Fully	90				
	Market presence	Fully	90				
	Indirect economic impacts	Fully	90				
DMA EN	Disclosure on Management Approach EN	Fully	102				
Aspects	Materials	Fully	102				
	Energy	Fully	102				
	Water	Fully	102				
	Biodiversity	Fully	102				
	Emissions, effluents and waste	Fully	102				
	Products and services	Fully	102				
	Compliance	Fully	102				
	Transport	Fully	102				
	Overall	Fully	102				
DMA LA	Disclosure on Management Approach LA	Fully	58				
Aspects	Employment	Fully	58-59				
	Labor/management relations	Fully	58-59				
	Occupational health and safetyCOMM	Fully	58-59				
	Training and education	Fully	58-59				
	Diversity and equal opportunity	Fully	58-59				

Annexures

Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA HR	Disclosure on Management Approach HR	Fully	58-59				
Aspects	Investment and procurement practices	Fully	58-59				
	Non-discrimination	Fully	58-59				
	Freedom of association and collective bargaining	Fully	58-59				
	Child labor	Fully	58-59				
	Forced and compulsory labor	Fully	58-59				
	Security practices	Fully	58-59				
	Indigenous rights	Fully	58-59				
DMA SO	Disclosure on Management Approach SO	Fully	137				
Aspects	Community	Fully	137				
	Corruption	Fully	137				
	Public policy	Fully	137				
	Anti-competitive behavior	Fully	37				
	Compliance	Fully	137				
DMA PR	Disclosure on Management Approach PR	Fully	76				
Aspects	Customer health and safety	Fully	76				
	Product and service labelling	Fully	76				
FS15	Policies for the fair design and sale of financial products and services.	Fully	38				
	Marketing communications	Fully	89				
	Customer privacy	Fully	There are no complaints received about Customer Privacy.				
	Compliance	Fully	87				

Product and Service Impact

Product portfolio

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	Fully	84-85				
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	Fully	84-85				

Annexures

Product portfolio							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	Not			Not available	MMFSL has not designed products and services to deliver specific environmental benefits in current reporting year.	

Audit							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	Not			Not available	Policies and procedures do not exist in current year of report there is no audit conducted	

Active ownership							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues.	Not			Not applicable	MMFSL does not have any asset management operations as well as we are not in the business of investment banking and insurance therefore Environmental and social interactions with other companies in portfolio is not relevant.	
FS11	Percentage of assets subject to positive and negative environmental or social screening.	Not			Not applicable	MMFSL does not have any asset management operations and therefore environmental and social screening practices are not relevant in this respect.	
FS12	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organisation holds the right to vote shares or advises on voting.	Not			Not applicable	MMFSL is not in the business of investment banking.	

Economic

Economic performance							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EC1 COMM	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	91				

Annexures

Economic performance							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Fully	95				
EC3	Coverage of the organisation's defined benefit plan obligations.	Fully	Annual report pg. 160 -161				
EC4	Significant financial assistance received from government.	Fully	91				

Market presence							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Fully	68				
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	96-97				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	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.				

Indirect economic impacts							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	147				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not			Not available		2015

Annexures

Environmental

Materials							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN1	Materials used by weight or volume.	Fully	122-127				
EN2	Percentage of materials used that are recycled input materials.	Partially	122		Not available	Sector locations are recycling and reusing the material. Monitoring mechanism is under study.	2015

Energy							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN3	Direct energy consumption by primary energy source.	Fully	114				
EN4	Indirect energy consumption by primary source.	Fully	114				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	116-118				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	118				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	116-118				

Water							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN8	Total water withdrawal by source.	Fully	121		Not available	Sector locations are recycling and reusing the water. Monitoring mechanism is under study.	2015
EN9	Water sources significantly affected by withdrawal of water.	Fully	119				
EN10	Percentage and total volume of water recycled and reused.	Partially	121				

Biodiversity							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	106				

Annexures

Biodiversity							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	106				
EN13	Habitats protected or restored.	Fully	106				
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not			Not available		2015
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not			Not applicable	None of our plants are located near the habitats where IUCN red list species are observed.	

Emissions, effluents and waste							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN16 COMM	Total direct and indirect greenhouse gas emissions by weight.	Fully	109				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	109			Since the year 2009-10, we have started monitoring and reporting on the scope III emissions for some business/sectors. This year we have reported scope III emissions of all the sectors/business in the scope of reporting. The sources are identified and the emissions are monitored under four major categories viz. inbound & outbound logistics (transportation paid by M&M), business (air) travel, employee commutation (M&M owned vehicles) and stationary (paper) consumption	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	113				
EN19	Emissions of ozone-depleting substances by weight.	Fully	108				
EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully	104-105				
EN21	Total water discharge by quality and destination.	Fully	121				
EN22 COMM	Total weight of waste by type and disposal method.	Fully	127-132				
EN23	Total number and volume of significant spills.	Fully	133				
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not			Not available	International operations are not covered under the scope. No waste shipped internationally.	2015

Annexures

Emissions, effluents and waste							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	Not			Not available		

Products and services							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	76		Not available		2015
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Partially	133			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 two years, once we can work with the necessary groups to ensure that we are capturing accurate and meaningful data.	

Compliance							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	37		Not available	There have been no fines during the reporting period.	

Transport							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	Fully	109				

Overall							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
EN30	Total environmental protection expenditures and investments by type.	Not			Not available		2015

Annexures

Labor Practices and Decent Work

Employment							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
LA1	Total workforce by employment type, employment contract, and region.	Fully	68-70				
LA2	Total number and rate of employee turnover by age group, gender and region.	Fully	68-70				
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not			Not available		2015

Labor/management relations							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	65				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	65				

Occupational health and safety							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not			Not available		2015
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Fully	72				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	66				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	66				

Training and education							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
LA10	Average hours of training per year per employee by employee category.	Partially	71		Not available	The Mahindra Group is large and there are different employee categories in different companies. Since the data in this report has been consolidated for the Group, we report average hrs of training per year per employee.	2015

Annexures

Training and education							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Not			Not available		2015
LA12	Percentage of employees receiving regular performance and career development reviews.\	Fully	We give performance appraisal to all our officers.				

Diversity and equal opportunity							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	32, 68		Not available	The Demographics of Governance bodies will be reported in future.	2015
LA14	Ratio of basic salary of men to women by employee category.	Fully	63				

Human Rights

Investment and procurement practices							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
HR1 COMM	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Fully					2015
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Fully					2015
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	71			Only 2 sectors have started	

Non-discrimination							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
HR4	Total number of incidents of discrimination and actions taken.	Fully	No incidents occurred during the reporting period.				

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Freedom of association and collective bargaining

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
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.	Fully	58, 64				

Child labor

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Fully	58				

Forced and compulsory labor

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
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.	Fully	58				

Security practices

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	Not			Not available	We have started training of the security personnel in 2 sectors. From next year we will report on the percentage.	2015

Indigenous rights

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	No incidents occurred during the reporting period				

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Society

Community							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
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.	Fully	76, 147, 138		Not available		
FS13	Access points in low-populated or economically disadvantaged areas by type.	Fully	28				
FS14	Initiatives to improve access to financial services for disadvantaged people.	Not				We have not yet made special provisions to improve, access financial services or disadvantaged people.	2014

Corruption							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Not					
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures.	Fully	38				
SO4	Actions taken in response to incidents of corruption.	Fully	38				

Public policy							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	38		Not available		
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not					

Anti-competitive behaviour							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	No actions were taken in the reporting year				

Annexures

Compliance

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	37				

Product Responsibility

Customer health and safety

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
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.	Fully	81				
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	87				

Product and service labelling

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	87				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not			Not available		2015
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Not			Not available		2015
FS16	Initiatives to enhance financial literacy by type of beneficiary.	Partially	84		Not available	Multilingual brochures and national language website available. More awareness sessions will be conducted.	2015

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Marketing communications

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	89		Not available		2015
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not					

Customer privacy

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not			Not available		2015

Compliance

Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	87				

UNGC Principles

Principle	Category	Description	Page No.
Principle 1	Human rights	Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> • Management Approach - 58 • Materiality - 8 • Stakeholder Engagement - 50
Principle 2	Human rights	Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> • Management Approach - 58 • Materiality - 8 • Procurement Practices - 58
Principle 3	Labor	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> • Management Approach - 58 • Employees covered by collective Bargaining agreements - 65
Principle 4	Labor	Businesses should uphold the elimination of all forms of forced and compulsory labor;	<ul style="list-style-type: none"> • Materiality - 8 • Management Approach - 58
Principle 5	Labor	Businesses should uphold the effective abolition of child labor; and	<ul style="list-style-type: none"> • Management Approach - 58 • HR & Administration policy - 64
Principle 6	Labor	Businesses should uphold the elimination of discrimination in respect of employment and occupation	<ul style="list-style-type: none"> • Core values - 36 • Management Approach - 58
Principle 7	Environment	Businesses should support a precautionary approach to environmental challenges;	<ul style="list-style-type: none"> • Corporate Governance Policies - 38 • Management Approach - 102 • Financial Implications of Climate Change - 95 • Environmental Policy - 102 • From underutilized land to resourceful landscape - 107
Principle 8	Environment	Businesses should undertake initiatives to promote greater environmental responsibility; and	<ul style="list-style-type: none"> • Management Approach - 102 • Alternative Nature - 134 • MMDC-Bodhivriksha, Nashik Goes Green - 134 • Environmental Impacts - 76
Principle 9	Environment	Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Materiality - 8 • Code of Conduct - 37 • Management Approach - 102 • Environmental Impacts - 78 • R&D spend - 91 • Alternative Integration - 74 • Innovations for energy conservation - 116
Principle 10	Anti-corruption	Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> • Core Values - 36 • Anti corruption policies & procedures - 38

Acronyms

3R	Reduce/Recycle/Reuse	CGC	Corporate Governance Cell
ABBY	American Booksellers Book of the Year	CFC	Chlorofluorocarbon
ACE	Awards for Customer Excellence	CFL	Compact Fluorescent Lamp
ACETECH	Architecture, Construction, Engineering Technology	CFO	Chief Financial Officer
AD	Automotive Division	CII	Confederation of Indian Industry
AFS	Automotive Farm Sector	CIO	Chief information officer
AGC	Avaya GlobalConnect	CITU	Centre of Indian Trade Unions
AIDS	Acquired immunodeficiency syndrome	CMO	Chief Marketing Officer
AIMA-IOCL	All India Management Association - Indian Oil Corporation Limited	CMTT	Club Mahindra Tusker Trail
AT&T	American Telephone & Telegraph	CMVR	Central Motor Vehicle Rules
ASSOCHAM	Associated Chambers of Commerce and Industry of India	CMAI	Communication Multimedia and Infrastructure
BCL	Business Continuity Leader	CNG	Compressed Natural Gas
BCMS	Business Continuity Management Systems	CO	Carbon monoxide
BCP	Business Continuity Plan	CRISIL	Credit Rating & Information Services of India Limited
BIA	Business Impact Analysis	CRM	Customer Relationship Management
BKS	Bharatiya Kamgar Sena	CSR	Corporate Social Responsibility
BMW	Bavarian Motor Works	CTO	Chief Technical Officer
BPO	Business process outsourcing	CV	Commercial Vehicles
BS	British Standards	D&B	Dun & Bradstreet
BSE	Bombay Stock Exchange	DNA	Data Not Available
BSS	Business Support Systems	ECM	Energy Conservation Measures
BS-III	Bharat Stage - three	EDGE	Enterprise Driving Growth & Excellence
BS-IV	Bharat Stage - four	EFI	Employers Federation of India
BT	British Telecommunications	ELV	End of Life Vehicle
C2 CRDe	2-cylinder Common Rail Diesel Engine	EPA	Environmental Protection Agency (USA)
CO2	Carbon dioxide	EPC	Engineering, Procurement, and Construction
CH4	Methane	ESCo	Energy Services Company
CAE	Computer Aided Engineering	ER	Employee Relation
CCI	Clinton Climate Initiative	ERP	Enterprise Resource Planning
CDP	Carbon Disclosure Project	ESI	Employment Status Indicator
CED	Cathodic Electro Deposition	ESIC	Employee State Insurance Corporation
CEO	Chief Executive Officer	Esops	Employee Social Option Scheme
		ETP	Effluent Treatment Plant

Annexures

Acronyms	
EU	European Union
EURO IV	European emission standards - Four
EURO V	European emission standards - Five
EVP	Executive Vice President
FD	Farm Division
FE-EVI	Financial Express- Emergent Ventures International
FICCI	Foreign Investors' Chamber of Commerce and Industry
FIFA	Federal International Football Association
FMS	Feedback Management System
g/hph	Grams per horse power hours
GDP	Gross Domestic Product
GDR	Global Depository Receipts
GHG	Greenhouse Gas
GJ	Giga Joules
GEB	Group Executive Board
GoB	Government of Bihar
GPS	Global Positioning System
GRI	Global Reporting Initiative
GRIHA	Green Rating for Integrated Habitat Assessment
GSM	Global System for Mobile Communications
HCFC	Hydrochlorofluorocarbon
HCNG	Hydrogen Compressed Natural Gas
HHD	Hand Held Device
HOC	Heat of Compression
HP	Horse Power
HPCL	Hindustan Petroleum Corporation Limited
HR	Human Resources
HRD	Human Resource Development
ICAI	Institute of Chartered Accountants of India
ICRISAT	International Crops Research Institute for the Semi Arid Tropics
ICT	Information, Communication, and Technology
IDC	International Data Corporation
IGBC	Indian Green Building Council
IHECT	International Centre for Hydrogen Energy Technologies
IIT	Indian Institute of Technology
ILO	International Labour Organization
IMC	Indian Merchant Chamber
IMDS	International Material Data Sheet
IMS	Integrated Management System
INR	Indian Rupee
IRADe	Integrated Research & Action for Development
ISO	International Organization for Standardization
IT	Information Technology
ITDP	Integrated Talent Development Process
ITES	Information Technology Enabled Service
JAU	Junagadh Agricultural University
KCMET	K.C. Mahindra Educational Trust
KPO	Knowledge Process Outsourcing
KL	Kilo Litres
LBSIMT	Lal Bahadur Shastri Institute of Management and Technology
LCV	Light commercial vehicle
LEED	Leadership in Energy & Environmental Design
LED	Light Emitting Diode
LDO	Light Diesel Oil
LPG	Liquefied Petroleum Gas
LSPV	Load Sensing Proportioning Valve
LTL	Learning to Lead
MACE	Mahindra Consulting Engineers
MAITS	Mahindra All India Talent Scholarships
MCD	Municipal Corporation of Delhi
MD	Managing Director
META	Mahindra Excellence in Theatre Award
MFCSL	Mahindra First Choice Services Limited

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Acronyms	
MFL	Mahindra Forgings Limited
MGD	Million Gallons Per Day
MGTL	Mahindra Gujarat Tractor Limited
MGTPL	Mahindra Gears & Transmissions Private Limited
MHIL	Mahindra Hinoday Industries Limited
MHRIL	Mahindra Holidays & Resorts India Limited
MIDC	Maharashtra Industrial Development Corporation
MIL	Mahindra Intertrade Limited
MLDL	Mahindra Lifespace Developers Limited
MLL	Mahindra Logistics Limited
MMDC	Mahindra Management Development Center
MMFSL	Mahindra & Mahindra Financial Services Limited
MN 25	Mahindra Navistar 25000 kg
MNAL	Mahindra Navistar Automotives Limited
MNC	Multi National Company
MNEPL	Mahindra Navistar Engines Private Limited
MOU	Memorandum of Understanding
MPD	Magnetic Products Division
MPS	Mahindra Pride School
MPUAT	Maharana Pratap University of Agriculture & Technology
MQS	Mahindra Quality System
MRV	Mahindra Research Valley
MSat	Mahindra Satyam
MSB	Mahindra Spares Business
MSSCL	Mahindra Steel Service Centre Limited
MTWL	Mahindra Two Wheelers Limited
MUSCO	Mahindra UGINE Steel Company Limited
MVML	Mahindra Vehicle Manufacturers Limited
MWC	Mahindra World City
MWCDL	Mahindra World City Developers Limited
MWCJL	Mahindra World City Jaipur Limited
NAAQS	National Ambient Air Quality Standards
NAPCC	National Action Plan on Climate Change
NASSCOM	National Association of Software & Services Companies
NATRIP	National Automotive Testing & R&D Infrastructure Project
NBFC	Non-Banking Financial Companies
NBC	National Building Code
NDTV	New Delhi Television Limited
NGO	Non Governmental Organisation
NHRDN	National Human Resource Development Network
NIS	Not in Scope
NITIE	National Institute Of Industrial Engineering
NOx	Oxides of Nitrogen
NOA	National Outsourcing Association
NRI	Non Residents of India
NSE	National Stock Exchange
NSDF	National Sports Development Fund
OECD	Organization for Economic Cooperation & Development
OCB	Overseas Corporate Bodies
ODS	Ozone Depleting Substance
OEM	Original Equipment Manufacturer
OTM	Oracle Transport Management
OSS	Operations Support Systems
PAT	Profit After Tax
PAU	Punjab Agricultural University
PFOS	Perfluorooctane-sulfonates
POP	Plaster of Paris
PRCI	Public Relations Council of India
PWD	Persons with Disability
QCD	Quality Cost and Delivery
QCFI	Quality Circle Forum Of India
RA	Risk Assessment

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Acronyms	
RCI	Resort Condominium International
RBI	Reserve Bank of India
RIICO	Rajasthan State Industrial Development & Investment Corporation Limited
RMC	Ready Mix Concrete
ROI	Return On Investment
ROHS	Restriction on Hazardous substances
RRR	Rate and Reusability Rate
RSPM	Respirable Suspended Particulate Matter
R&D	Research & Development
SAP	System Application Products and DataBase
SCM	Supply Chain Management
SEZ	Special Economic Zone
SEBI	Securities and Exchange Board of India
SIAM	Society of Indian Automobiles Manufacturers
SIBM	Symbiosis Institute of Business Management
SO_x	Oxides of Sulphur
SO₂	Sulphur Dioxide
SOIL	School of Inspired Leadership
SPM	Suspended Particulate Matter
SRI	Solar Reflectance Index
STAT	Statistic
STP	Sewage Treatment Plant
SUV	Sports Utility Vehicle
SYMCO	Ssangyong Motor Company Limited
Tech M	Tech Mahindra
TIDCO	Tamil Nadu Industrial Development Corporation
TNAU	Tamil Nadu Agricultural University
TPM	Total Productive Maintenance
TTP	Tertiary Treatment Plant
TxMS	Transaction Management System
UAE	United Arab Emirates
UK	United Kingdom
UNEP	United Nations Environment Programme
UNGC	United Nations Global Compact
UNIDO	United Nations Industrial Development Organization
US	United States
USA	United States of America
USD	United States Dollars
UV	Utility Vehicle
UWC	United World College
VAVE	Value Analysis Value Engineering
VC	Vice Chairman
VECV	Volvo-Eicher Commercial Vehicles
VFD	Variable Frequency Drives
VOC	Volatile Organic Compound
WBCSD	World Business Council for Sustainable Development
WOW	Wet on Wet
WRI	World Resources Institute

Glossary

AS9100 / EN9100 Certification - The AS/EN 9100 certification enables you to demonstrate your commitment to quality, safety and customer satisfaction, as well as continuously improving your corporate image and integrating the realities of a changing world. The AS/EN 9100 series is an ISO 9001 based set of standards developed by the International Aerospace Quality Group (IAQG) that addresses the stringent quality requirements of the aerospace industry, from commercial aviation to defence.

Biodiesel - Biodiesel refers to a non-petroleum-based diesel fuel consisting of short chain alkyl esters, made by transesterification of vegetable oil.

Biofuels - Solid, liquid or gas fuel derived from recently dead biological material.

Carbon Dioxide Equivalent (CDE) and Equivalent Carbon Dioxide (CO₂e) - are two related but distinct measures for describing how much global warming a given type and amount of greenhouse gas may cause, using the functionally equivalent amount or concentration of carbon dioxide (CO₂) as the reference Equivalent CO₂ (CO₂e) is the concentration of CO₂ that would cause the same level of radiative forcing as a given type and concentration of greenhouse gas.

C2 CRDe Technology - Two cylinder, common rail diesel engine technology stands for Common Rail Direct Fuel Injection engine. It is the latest state-of-the-art technology for diesel engines and suits passenger cars as well as commercial vehicles.

Carbon Disclosure Project (CDP) - is an organisation that works with shareholders and corporations to disclose the greenhouse gas emissions of major corporations. M&M Limited is a signatory for CDP.

Chlorodifluoromethane (Difluoromonochloromethane) - is a Hydrochlorofluorocarbon (HCFC) commonly used in air conditioning applications.

CRISIL Level 1 - rating that indicates the company's capability with regard to corporate governance and value creation for all stakeholders is the highest.

COPC-2000® CSP Global Standard Certification - The COPC-2000® CSP Standard is a Performance Management Framework designed to deliver results in Customer Service Provider (CSP) contact center environments including Call Centers, E-Commerce Centers and Transaction Processing Operations.

Dichlorodifluoromethane (R-12) - usually sold under the brand name Freon-12, is a chlorofluorocarbon halomethane, commonly known as CFC, used as a refrigerant and aerosol spray propellant. (R-22) - is a colourless gas better known as HCFC-22, R-22. Earlier it was commonly used as a propellant and in air conditioning application. These applications are being phased out as its manufacturing was banned in the US and many countries in 1994 due to concerns about damage to the ozone layer.

ECOTEL® certification - ECOTEL® is a prestigious environmental certification designed by HVS' Sustainability Services specifically for the hospitality sector. This certification recognizes outstanding achievement along the triple bottomline: environmental, social and fiscal parameters.

End-to-End Supply Chain Solutions - End-to-End Supply Chain Solutions is the management of a network of interconnected businesses involved in the ultimate provision of product and service packages required by end customers. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption.

EURO IV or EURO V Standards - reduction of pollutant emissions from light vehicles. The European Union is introducing stricter limits on pollutant emissions from light road vehicles, particularly for emissions of nitrogen particulates and oxides. The Regulation also includes measures concerning access to information on vehicles and their components and the possibility of introducing tax incentives.

GRIHA Certification - GRIHA rating system consists of 34 criteria categorized under various sections such as Site Selection and Site Planning, Conservation and efficient utilization of resources, Building operation and maintenance, and Innovation points. Eight of these 34 criteria are mandatory, four are partly mandatory, while the rest are optional. Each criterion has a number of points assigned to it. It means that a project intending to meet the criterion would qualify for the points. Different levels of certification (one star to five stars) are awarded based on the number of points earned. The minimum points required for certification is 50.

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.

Annexures

ISO 27001 Global Certification - ISO/IEC 27001 is the only auditable international standard which defines the requirements for an Information Security Management System (ISMS). The standard is designed to ensure the selection of adequate and proportionate security controls.

ISO 9001:2000 - Quality Management Systems directive that provides a number of requirements which an organisation needs to fulfill if it is to achieve customer satisfaction through consistent products and services which meet customer expectations.

ISO 14001:2004 - international specification for an Environmental Management System (EMS). It specifies requirements for establishing an environmental policy, determining environmental aspects and impacts of products/activities/services, planning environmental objectives and measurable targets, implementation and operation of programs to meet objectives and targets, checking and corrective action and management review.

ISO/TS 16949 - quality management system requirements for the design and development, production and, when relevant, installation and service of automotive-related products.

ISO/TS 16949:2002 - Quality management systems -- Particular requirements for the application of ISO 9001:2000 for automotive production and relevant service part organizations

OHSAS 18001:2004 - an Occupation Health and Safety Assessment Series for health and safety management systems. It is intended to help organisations to control occupational health and safety risks. It was developed in response to widespread demand for a recognised standard against which to be certified and assessed.

OHSAS 18001:2007 - Managing health and safety (OH&S) issues in the workplace represents an enormous challenge due to varying human nature, skills set, process complexity & local culture and have implications for everyone at the workplace. Effectively managing these issues means taking account not only of legal requirements, but also the well-being of your personnel in the organization.

Mahindra Quality Way - an assessment by external national and international experts of Mahindra's Quality Policy, systems, procedures and performance against world-class standards to identify: strengths, opportunities for improvement, scoring profile for prioritising improvements.

NAAQS - the clean air act which was last amended requires EPA to set National Ambient Air Quality Standards for pollutants considered harmful to public health and the environment. <http://epa.gov/air/criteria.html>

NASSCOM - a not-for-profit was set up in 1988 to facilitate business and trade in software and services and to encourage advancement of research in software technology.

Scope I - Scope 1 greenhouse gas emissions occur from sources that are owned or controlled by a company, such as combustion facilities (e.g.: boilers, furnaces, burners, turbines, heaters, incinerators, engines, flares etc), combustion of fuels in transportation (e.g.: cars, buses, planes, ships, barges, trains etc) and physical or chemical processes (e.g.: in cement manufacturing, catalytic cracking in petrochemical processing, aluminium smelting etc).

Scope II - Scope 2 GHG emissions are from the generation by another party of electricity that is purchased and consumed by the company. This is described as "purchased electricity" for the purposes of the GHG Protocol.

Scope III - Other indirect greenhouse gas emissions, including those associated with employee travel, supply chain, leased assets, outsourced activities, use of products and waste disposal.

SEI-CMMI level 5 - A Level 5 CMMI rating provides the highest recognition to an organisation's software and systems engineering processes.

Solar Reflectance Index - Solar Reflectance is the fraction of the incident solar energy which is reflected by the surface in question. The best standard technique for its determination uses spectrophotometric measurements, with an integrating sphere to determine the reflectance at each different wavelength. The average reflectance is then determined by an averaging process, using a standard solar spectrum. This method is documented by ASTM (Amer. Soc. for Testing and Materials).

Special Economic Zone (SEZ) - SEZ is a geographical region that has economic laws that are more liberal than a country's typical economic laws.

USGBC LEED Certification - LEED Professional Accreditation distinguishes building professionals with the knowledge and skills to successfully steward the LEED certification process.

United Nations Global Compact - is a framework for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, the environment and anti-corruption. M&M Limited is a signatory to UNGC.