

# Planet positive





Mahindra's relationship with the planet is not one of collision, but a powerful coalition. This unique alliance thrives on the synergy between business and the planet. It leverages their combined strengths to propel the transformation sought in this world.



At the heart of Mahindra's ethos lies the concept of being

# Planet positive

to give back to the planet more than what we take from it, while empowering our stakeholders to Rise. It unfolds as a strategic roadmap, transcending mere neutralisation of impact, and instead, endeavours to achieve prosperity without breaching planetary boundaries.

As we accelerate towards this goal, by greening our operations, introducing sustainable alternatives in our product mix, spearheading the decarbonisation of industries, and rejuvenating the essence of nature, we purposefully extend our influence beyond business realms and contribute to the achievement of various Sustainable Development Goals.



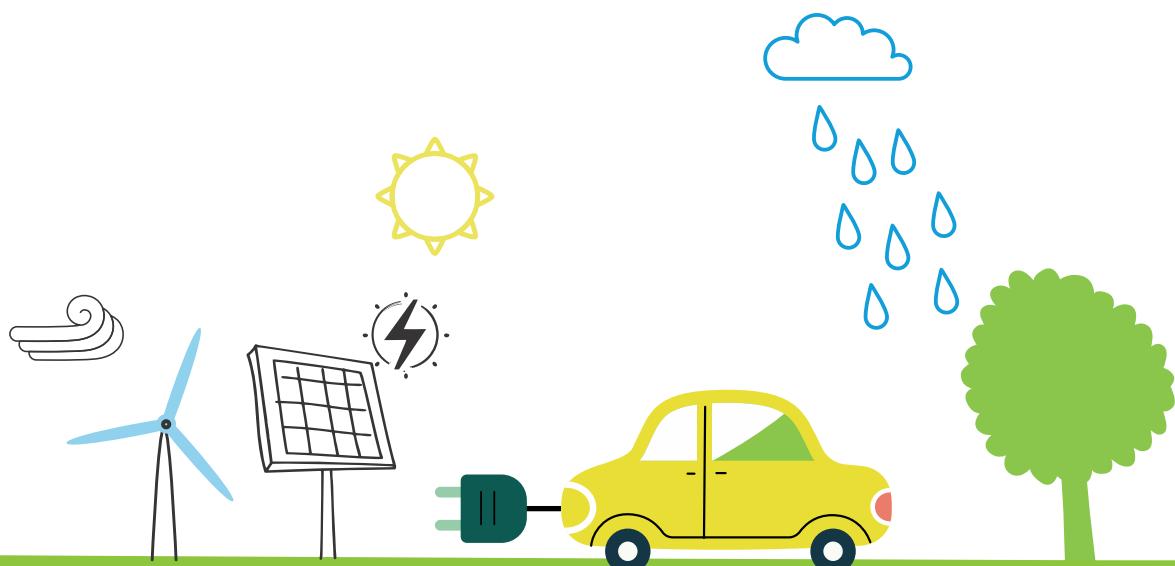


In an earnest effort to breathe vitality back into biodiversity, we undertake ambitious initiatives; we propel our stakeholders towards progress through skill-building programmes, empower young girls through education, and offer crucial infrastructure support to communities.

Stepping beyond the confines of our organisation, we drive the principles of sustainability deep into our supply chain, and actively engage in global sustainability dialogues through strategic partnerships and participation in esteemed forums.

At the core of our operations, we merge profitability with sustainable growth, while ensuring equitable distribution of prosperity and enabling our entire stakeholder spectrum to Rise.

For we ardently believe that whatever is a positive addition to our planet, is multiplied manifold for business itself.





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# MESSAGE FROM THE CHAIRMAN

“

At Mahindra, we understand the critical role that advocacy and partnerships play in accelerating the rapid transition to a sustainable future and are

**committed to driving the sustainability agenda globally.**



Dear Stakeholders,

At the Mahindra Group, we have always believed that 'purpose' drives 'profit'. Guided by our core purpose of 'Together we Rise', we are committed to drive positive change in the lives of our communities. We firmly believe that we can rise only when we enable others to rise. Addressing the impacts of climate change is an essential tenet of fulfilling our responsibility to 'Rise for a more equal world' and guides us in charting the future direction of the Group.

The Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) lays out the current impact of 1.1°C of warming, noting that global GHG emissions continue to rise, and warming will likely exceed 1.5°C during the 21st century. The window to act is closing rapidly and calls for collective action by governments, businesses, and civil society.

On their part, governments worldwide are bringing in legislation to accelerate the transition to net zero. Be it India's bold commitments at COP26, the Inflation Reduction Act (IRA) in the US, or the Green Deal Industrial Plan (GDIP) in the EU, the action on climate change is accelerating.

Further, India has also updated its Nationally Determined Contributions (NDC's) and budgetary push for green growth. India is also ushering in a green transition with opportunities for a 'just transition' – an important concept that means greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities, and leaving no one behind. It's bringing the 'E' and 'S' of ESG together to look at the holistic impact of a 'green transition'.

However, a lot more still needs to be done. 'Collaboration' between both the private & public sectors at domestic & international levels will be a key enabler to drive acceleration. There continues to be strong emphasis across the board on moving beyond pledges to action – including focus on material circularity to conserve scarce resources, 'just transition' to ensure no one is left behind, fundamental transformation of global food systems to achieve climate goals & sustain its impacts, and the electric transition of the transport sector, among others.



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At Mahindra, we understand the critical role of advocacy and partnerships in accelerating the rapid transition to a sustainable future. We now have a plethora of initiatives from organisations like the United Nations Global Compact, World Economic Forum, Sustainable Markets Initiative, etc. in place to facilitate domestic and global collaboration.

**The Mahindra Group for its part is an active member across many of these – both to share our best practices and learn from others. We are committed to driving sustainability agenda globally.**

At Mahindra, we recognise the evolving role of business in creating a sustainable future, not only as a responsible corporate citizen but also for exploring strategic business opportunities. We flagged off our journey towards a more sustainable future way back in 2008. We have now adopted a 'Planet Positive' approach towards sustainability and are progressing to greening our operations, supporting the decarbonisation of our industries, and rejuvenating nature.

This has led us towards building a portfolio of green offerings like EVs across commercial and passenger segments, Green Buildings, Green Resorts, and Renewable Energy. We see immense potential for all our green offerings to contribute towards the transition to a greener future – in India, but also globally.

- Products like Treo (e-3W) have the potential to support faster and cost-effective decarbonisation of the transportation sector, not just in India but globally as well.
- It is also important for us to combine environment-friendly products and environment-friendly manufacturing. XUV400,



our first e-SUV, is produced in a 100% water-positive facility using only renewable energy.

- Project Hariyali, our afforestation initiative, aims to increase the green cover, arrest rising ecological imbalance, and support the livelihood of marginalised farmers.
- We planted over 2.2 million trees last year, and over 22 million trees to date in partnership with the Naandi Foundation, impacting the lives of over 25,000 tribal farmer communities by increasing their incomes.

All our efforts have had a significant economic impact on our business as well. Our sustainability leadership has attracted global impact investors to partner with the group. Our investors British International Investment (BII), International Finance Corporation (IFC) and Ontario Teachers' Pension Fund (OTPP) have put in ~\$400M across our e-mobility (passenger & commercial) and renewable energy portfolio respectively.

While we are proud of our legacy of being among the pioneers of sustainable business efforts, we believe we are at an inflection point in our journey. The future beckons us to an era of opportunities to rise together, for the planet and, also for people who are most at risk. We will continue to approach the climate change crisis with the urgency it deserves. I will conclude by stating Mahindra Group's strong belief that sustainability presents the biggest business opportunity for the next 75 years and we continue working toward it and taking our stakeholders along!



**Anand G. Mahindra**

Chairman, Mahindra Group



# MESSAGE FROM MD & CEO

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Sustainability is an integral part of our strategy, along with driving innovation, creating opportunities, and delivering long-term value. Our approach to sustainability is based on three pillars:

**Greening Ourselves,  
Decarbonizing  
Our Industries, and  
Rejuvenating Nature.**



Dear Stakeholders,

Climate change is a pressing challenge that demands increased efforts toward sustainability. Mahindra firmly believes that businesses can be a force for good, and we are committed to leading the way towards a more sustainable future. Our **Rise philosophy** guides us in this mission, and we are encouraged by the progress we have achieved thus far.

As a diversified conglomerate, Mahindra recognises the need to become '**Planet Positive**' across businesses. Growth can be sustainable in the long term only if it is in sync with the environment and stakeholders at large. Sustainability is an integral part of our strategy, along with driving innovation, creating opportunities, and delivering long-term value.

Our approach to sustainability is based on three pillars: Greening Ourselves, Decarbonising Our Industries, and Rejuvenating Nature.

## Greening Ourselves

Under Greening Ourselves, we are committed to becoming net-zero on our Scope 1+2 emissions, water consumption, and waste. Our efforts include but are not limited to adopting energy-efficient techniques, transition to renewable energy sources, integrating material circularity practices, a strong emphasis on water conservation in our operations, and sending zero waste to landfill from our sites. In the last year, M&M Ltd. achieved a 10% absolute reduction in Scope 1 & 2 emissions compared to F22, and a significant increase in the share of renewable electricity.

43% of our total water consumption was recycled and reused, retaining our status as a water-positive company. With over 85% of our sites sending zero waste to landfill, we are on track to achieve our goal to have 100% ZWL sites by 2030, or sooner.



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## Decarbonising Our Industries

Addressing Scope 3 emissions as part of Decarbonising Our Industries is an equally important priority. Our sustainability efforts have not only improved operational efficiencies but also opened rewarding new markets in electric mobility, green building, and renewable sector. We are focused on transitioning to a green portfolio, supporting a net-zero supply chain, and promoting industry circularity. Our first electric SUV, XUV400, embodies the true essence of a Mahindra SUV, with the efficiency and dynamics of an electric drivetrain, exceptional range, and the highest functional safety features. Our real estate business, Mahindra Lifespaces, launched India's first net-zero energy residential project, Mahindra Eden, a project that is expected to save over 1.8 million kWh of electricity annually – enough for over 800 homes.

## Rejuvenating Nature

Rejuvenating Nature is an essential pillar of our environmental action and community well-being efforts. We are focused on promoting regenerative agriculture, afforestation at scale through our flagship tree plantation Hariyali program in parallel supporting local communities and acting on biodiversity conservation and restoration. Project Hariyali remains committed to planting five million trees each year by 2026. About 2.2 million trees were planted last year nationwide taking the total to over 22 million trees, with a significant impact on the lives of more than 25k tribal farmers in the Araku region in Andhra Pradesh.

We recognise the importance of **collaboration and partnership** to drive change. The global focus on achieving net-zero emissions and addressing climate challenges is uniting governments, organisations, corporations, and civil society. This concerted focus is what will continue to drive the global transformation that we are witnessing in key industries. While we drive sustainable transformation across the Group, our dedication is not limited to our companies. We take pride in **advocating for climate action globally**. As we navigate this transformation, Mahindra Group remains committed to collaborating with organisations driving the sustainability agenda, leveraging its leadership position across sectors, and as a leading corporate voice from the Global South.

ESG considerations are increasingly important in the eyes of investors, and we are **well-positioned to meet these expectations**. Our steadfast commitment to climate action has been rewarded in the form of **investments from prestigious global impact investors** like the Ontario Teachers' Pension Plan (OTPP), British International Investment (BII), and International Finance Corporation (IFC), reinforcing our belief that purpose and profitability are not mutually exclusive objectives.

As we pursue a sustainable future, we prioritise fairness and equity during the transition to a low-carbon economy. Mahindra is committed to a **Just Transition to a low-carbon future**. Mahindra Susten's Skill Development Centre has trained over 14.5k individuals in solar PV skills, fostering employment opportunities and supporting the energy transition and has been recognised by United Nations as well.

**Our social impact programs aim to empower communities** and create lasting positive change. 'Nanhi Kali' has been empowering underprivileged girls with quality education and skilling since 1996, benefiting over 550,000 girls across 15 Indian states to date.

We have **received recognition for our sustainability efforts** from key agencies and the investor community, reinforcing our commitment and inspiring us to continue our journey. M&M has achieved the distinction of being the first Indian Auto Company in the Global DJSI Ratings. Our digital platform for farmers, 'Krish-e' was selected as one of the eight global case studies in the WEF White Paper on Climate Adaptation.

We face a complex **reporting landscape** today. Streamlined reporting metrics can help make actions measurable, allow organisations to demonstrate progress, and enable the global investor community to identify and reward sustainability leaders. In its effort to drive simplified reporting, **M&M is the only automobile manufacturing company worldwide and one of the two companies in India to be an early reporter on WEF's core and expanded Stakeholder Capitalism Metrics**. We will continue to engage with the industry and standard-setting agencies to bring coherence and simplicity to sustainability reporting requirements.

While we have made significant strides, our journey is ongoing. We remain dedicated to 'Citizens of the Future' and express gratitude to our stakeholders for their unwavering support. We welcome your continued partnership as we strive to become 'Planet Positive' in the years to come.

**Dr. Anish Shah**  
MD & CEO, Mahindra Group



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# COMPANY PROFILE



**The essence of sustainability lies in living in harmony with nature, balancing what we take and what we give back. A sustainable business is one that balances environmental and social obligations with value creation. This intricate balance can only be attained when ambition co-exists with accountability, when profit is aligned with a larger sense of purpose. We aim to strike and maintain this balance in order to become a Planet Positive business focussing on all aspects of environment and leaving a positive impact in the years to come.**

The Mahindra Group, established in 1945, is one of the largest and most admired multinational federations of companies, with 260,000 employees across 100+ countries. The Group operates in key industries that underpin modern economies. It is the world's largest tractor company by volume and maintains a leadership position in farm equipment, utility vehicles, information technology and financial services in India. It has a strong presence in renewable energy, agriculture, logistics, hospitality, and real estate.

GRI 2-2, GRI 2-6



20 DIFFERENT  
KEY INDUSTRIES



260,000  
EMPLOYEES



ACROSS  
100+ COUNTRIES

**At Mahindra, we are committed to a shared purpose to drive positive change in the lives of our communities. Because we believe that #TogetherWeRise.**



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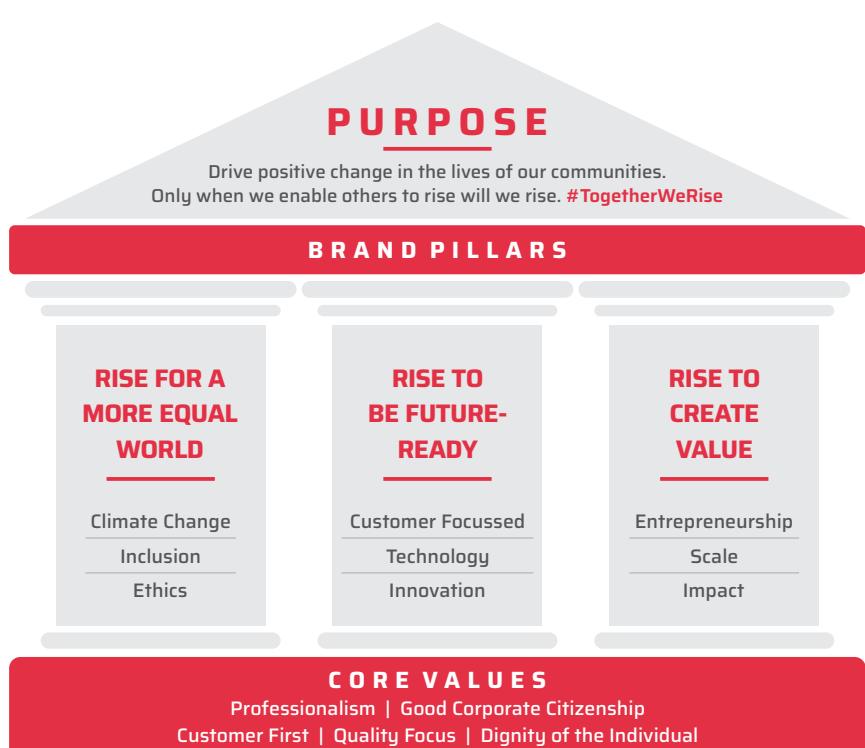
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## RISE PHILOSOPHY

At Mahindra, we believe that sustainability is the way we do business, not an add-on to doing business. Taking on the challenges that our world faces today, we have refreshed our purpose to focus on three pillars that will help us Rise – Rise for a more Equal World, Rise to be Future-ready, and Rise to Create Value.

**These three pillars and our five core values, which have guided us for over 75 years, provide us with a clear sense of direction and help us stay on course.**



## M&amp;M LIMITED

In 1945, we began our journey as Mahindra & Mahindra Ltd., the flagship company of the Mahindra Group. Since assembling our first vehicle, we have come a long way achieving several significant milestones over the decades. This includes becoming a leader of utility vehicles in India, and a pioneer in key industries of every modern economy, in both urban and rural settings.

Today, we offer a wide range of products and solutions ranging from SUVs, electric vehicles, commercial vehicles, two-wheelers, tractors and boats that are robust, fuel-efficient, as well as environment friendly.

We first commenced exporting our products in the 1960s. And today with a global presence spanning six continents, we have become India's first and the only manufacturers with vehicles on land, air and sea.



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## AUTOMOTIVE SECTOR



Over 75 years ago, we introduced India's first utility vehicle, since then we have made it our mission to make journeys smoother. Twenty years ago, with the launch of Scorpio, we completely redefined how urban India experienced the SUV. Building on that path-breaking success, our SUV portfolio today is lined up with a number of blockbuster vehicles.

One of the pioneers of EV mobility in India, we are now steering the sustainable mobility movement in India. Additionally, our pickups, light commercial vehicles, trucks and buses are transporting goods while being good to the environment. As a result of prioritising our customers, we have earned their trust and today are the preferred brand for delivering on durability, reliability, environment-friendliness and fuel-efficiency.

## Verticals in Automotive Sector

<https://www.mahindra.com/our-business/automotive>

- Sports Utility Vehicle (SUV)
- Electric SUV
- Electric Hyper Car (Automobili Pinninfarina) \*
- Last Mile Mobility
- Pickups
- Large Commercial Vehicles
- Small Commercial Vehicles
- Two Wheelers Division
- Mahindra Automotive North America \*

## FARM EQUIPMENT SECTOR



We ventured into India's agriculture sector simultaneously with Green Revolution of the 1960s with 'driving rural prosperity' as one of our defining goals. Today, we are the world's number one tractor company (by volume) with the annual sales of over 407,545 units in F23, also highest ever annual sales.

Our farm equipment and support services empower farmers everywhere through end-to-end mechanisation solutions, agri-inputs, advisory and post-harvest services, among other things.

## Verticals in Farm Equipment Sector

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

- Farm Division
- Swaraj Division
- Gromax Agri Equipment Limited (Manufactures Trakstar Brand) \*
- Farm Machinery
- Mahindra USA Inc.\*

For complete details on how our products create value for our customers and the environment, please refer to the Product Stewardship section of the report.

\*Not in the scope of this report.

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**HIGHLIGHTS**

At Mahindra, we have always been dedicated to creating value for all our stakeholders across geographies. Since inception, we have been driving positive change by empowering enterprises across various sectors and borders. For a glimpse of how we are living by our credo to Rise, here are some of the highlights for F23:

**Mahindra & Mahindra Ltd. is a part of CDP's 2022 Supplier Engagement Leaderboard**

**Mahindra & Mahindra Ltd. is the only automobile company globally disclosing World Economic Forum's Core & Expanded metrics and one of the top two Indian companies disclosing Core & Expanded metrics during the year 2021-22.**



**No. 1 in the SCV segment, 9 years in a row**



Mahindra maintained its leadership position in the Small Commercial Vehicle (<3.5 Gross Vehicle Weight) market for the 9<sup>th</sup> year in a row with a 40.3% market share. M&M sold 238,540 units of Small Commercial Vehicles in F23 compared to 170,682 units in F22, registering a growth of 39.76%.

**Manufacturing New Milestones**

Across Auto & Farm Sectors, several of our manufacturing units crossed key production milestones in F23:



- Farm Division's manufacturing plant at Zaheerabad, Telangana rolled out its 300,000<sup>th</sup> tractor. In line with the agriculture agenda of Telangana, the Company plans to further roll out new lightweight K2 tractor series from this facility. Additionally, Farm Division's Rudrapur manufacturing plant also rolled out 60,051 tractors in F23 – its highest-ever production in history. These milestones motivate us to continue our journey of excellence and set new benchmarks.

- Auto Division's Kandivali plant rolled out its two millionth vehicle in November 2022. Commencing operations in 1964 with the manufacture of CJ-500 vehicles, the plant has earned a special place in the hearts of customers. Over the years the plant's success continued with the launch of the 'BOLERO Pik Up' in 2001, which remains the most successful model in the auto sector to this day.

- Swaraj Tractors rolled out the 2 millionth tractor from the company's plant in Mohali, Punjab.

- Mahindra Last Mile Mobility (LMM) rolled out its 50,000th e-Alfa from its Haridwar Plant. LMM sells the e-Alfa Mini e-rickshaw (launched in 2017) as well as the e-Alfa Cargo (launched in 2021).

- The Auto Division's Igatpuri plant achieved a new manufacturing milestone in January 2023 with the highest-ever engine production in a single month. The Eagle 2 has witnessed a steep ramp-up, with two new launches in 2023, resulting in the production of 31,900 engines in one month.

**Clocking Highest-ever Sales**

The manufacturing milestones were driven by record-breaking sales. Our Auto Sector closed the year with a growth of 50% on an annual basis.

- The SUV business recorded 60% overall growth in F23 clocking the highest ever annual sales at 356,961 units on the back of good demand.
- The Pick-up (LCV 2-3.5T) segment recorded the highest ever annual volume with a strong 43% growth, consolidating its leadership position.
- In the Passenger Vehicle segment (which includes UVs, Cars and Vans), the company recorded an annual sale of 359,253 vehicles (growth of 59%).

Additionally, the Farm Equipment sector (FES) also clocked the highest-ever annual tractor sales with 407,545 units (Domestic + Exports) in F23. FES expects a further boost in domestic tractor demand due to expanding rural household income, growth in crop output, Mandi prices staying firm, Government support for increase in MSP of major crops, and wage increase under MGNREGA scheme.

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## Accelerating EV Availability and Adoption



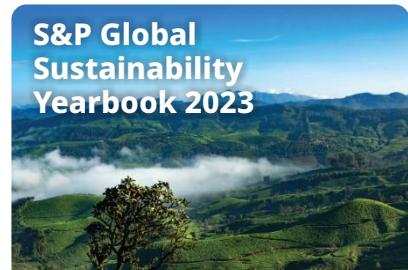
British International Investment (BII) has agreed to invest up to USD 250 million at a valuation of up to USD 9.1 billion in Mahindra's new four-wheel passenger electric vehicle company. The investment aims to accelerate the availability and adoption of electric vehicles in India and other markets served by M&M.

## Making Last-mile Mobility More Affordable



WORLD BANK GROUP

International Finance Corporation (IFC), a member of the World Bank Group, is set to invest INR 600 crores in M&M's new Last Mile Mobility (LMM) company. The new company aims to increase the penetration of affordable electric three-wheelers and small commercial vehicles (SCVs) in India and support the country's climate goals by paving the way for the auto industry's seamless shift from fossil fuel to electric vehicles (EVs). The funding will also help transform lives by boosting the income for microentrepreneurs in India.



Mahindra & Mahindra Ltd. is the only Indian Automobile company to be a part of S&P Global Sustainability Yearbook 2023

First Indian 'Automobile & Components' Company to be included in DJSI for the 2<sup>nd</sup> consecutive year

M&M has been included in the World Index list of companies in the Dow Jones Sustainability Index (DJSI), 2022, for the 2<sup>nd</sup> consecutive year. Out of the six Indian companies featuring in the World Index this year, two are Mahindra Group companies – M&M and Tech Mahindra. M&M was first Indian 'Automobile and Components' company to enter the World Index of DJSI in 2021 and now has also become the first company to be included for two consecutive years. M&M is one of the 9 companies globally from the 'Automobile & Components' Sector in the World Index

## MoU with Bill &amp; Melinda Gates Foundation



The Mahindra Group signed a two-year MoU with the Bill & Melinda Gates Foundation to support women's economic empowerment in India. This MoU marks a significant step towards achieving the Mahindra Group's Environmental, Social, and Governance commitment of impacting one million women annually from 2026. The partnership will also act as a catalyst to achieve the UN SDG5 on gender equality in India.



**Mahindra Group takes a stand in the global climate action pledge**

India was invited to join the meeting of the G7 leaders 2022, wherein seven of the world's richest countries, meet annually to discuss global security, economic, and climate concerns.

For several years, the Mahindra Group has been working to decarbonise own operations and supply chains in line with the Paris Agreement to keep the global temperature rise below 1.5° C. To achieve this, Mahindra has set both short-term and long-term targets and milestones that include setting carbon emission reduction targets aligned to SBT, building a portfolio of electric vehicles, both in the passenger and commercial segment and establishing a portfolio of solar power-related businesses, covering utility-scale solar, distributed solar, and solar asset management.

Mahindra is looking at the global leadership to shape policy to further accelerate action on this front.

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## AWARDS &amp; RECOGNITION

Awards do much more than celebrate an achievement. At Mahindra, it rekindles our ambition to do our best and carve out the opportunity embedded within a challenge. While each recognition adds a feather in our cap, it also indicates that we are on track to meet goals and be a **Planet Positive** company. It strengthens our resolve to Rise against all odds and enable others to rise. Below are some of the significant honours received during the year:



### Mr. Anand Mahindra invited to the Board of the Reserve Bank of India (RBI)

The Reserve Bank of India is governed by the central board of directors appointed as per the Reserve Bank of India Act. Mr. Anand Mahindra was appointed to the RBI Board by the Central Government for a period of four years with effect from 14<sup>th</sup> June, 2022.



- M&M won the KPMG ESG Awards 2023, in Governance category of Industrial Manufacturing & Automotive sector.
- The Mahindra Group ranked 4<sup>th</sup> at the 'Dare2Compete (D2C) Awards – 'Top 10 Desirable Companies that offer General Management Profiles 2022' under the D2C Campus Employer Branding Report. This award category was introduced in 2020 and Mahindra has been consistently featured in the top four companies.
- **Mahindra CRUZIO Grande Bus range won the Apollo CV Award for the 'Staff Bus of the Year'.** The Mahindra CRUZIO Grande Bus range is efficiently engineered to deliver best-in-class mileage with unmatched comfort and safety.
- The Swaraj Division was awarded the CSR Times Gold Award for its Project Pani – a water conservation and management project that led to the conservation of around 40 lakh kL of water annually. It supports the irrigation and drinking water needs of more than 20 villages in Punjab and Rajasthan.
- Swaraj Tractors was honoured with the **Best CSR Impact Award** at the 6<sup>th</sup> Edition of CSR Summit & Awards 2022 for its contribution to the Mahindra Mobile Primary Health & Cancer Care Project. Implemented in collaboration with the NGO partner Global Cancer Concern India, the project works to create an enabling environment for detecting cancer, raise awareness about the disease's signs and symptoms, and provide palliative home care to terminally ill cancer patients at their doorstep. Despite the challenges posed by the pandemic, the project has positively impacted the residents of 157 villages, benefiting around 3 lakh people in Punjab.
- M&M bags the **Marksmen Daily's 'Most Preferred Brands 2022'** award for excellence in Last Mile Mobility
- CODE by Swaraj was recognised as '**Innovation of the Year**' at the Farm Tech Summit & Apollo Farm Power Awards. CODE is a versatile multi-purpose ride-on machine, narrowest and lightest in design and weight that brings cutting-edge horticulture mechanisation to India.
- Mahindra Construction Equipment has been recognised as one of the Top 10 construction equipment rental companies at the Industry Outlook Awards 2022 for its rental service 'Hello Machines' that offers a wide range of construction equipment that includes – Tipper, Transit mixer, BHL and Graders with robust build quality and advanced technology.
- M&M was recognised among the top 3 companies in Climate Leadership Rankings by FUTURESCAPE

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- The Mahindra Truck and Bus Division and Mahindra Construction Equipment teams won the silver and bronze awards respectively for their case studies on Best Marketing, Sales and After Services practices at the **All India Management Association (AIMA) Corporate Olympiad**.

- The teams from Swaraj Division Foundry and Swaraj Engines Limited won two Gold Medals at the International Convention on Quality Circles (ICQCC) held in Indonesia. The teams were among 280 teams that participated in the event.

- Mahindra & Mahindra Ltd. and Tech Mahindra were among global brands selected for the 'Organizational Impact Award' at the **2021 SEAL Business Sustainability Awards**. These companies were selected based on two premier ESG data sets – the CDP A-List™ and the Corporate Sustainability Assessment (CSA, now part of S&P Global ESG Scores™).

- Mahindra Construction Equipment (MCE) wins two prestigious awards at **CIA WORLD Construction and Infra Awards**. MCE's IMAXX Telematics Solution won the Best Company in Technological Advancements, while 'G75 Smart' won the Most Innovative Product of The Year.

- Mahindra's climate action featured on 'We Mean Business Coalition' – a global non-profit Coalition working with the world's most influential businesses to take action on climate change.

- M&M was included in the Top 50 India's Most Sustainable Companies 2021-22 by Business World

- Swaraj Tractors awarded the **Best Place to Work in India 2022** by AmbitionBox, India's largest employee choice awards. These awards recognise the top companies to work for purely based on ratings shared by employees on AmbitionBox, who have worked with a particular company in 2021.



- Mahindra made a mark at the prestigious Indian Tractor of the Year (ITOTY) awards 2022 in New Delhi. Mahindra Tractors won four awards that includes the **Indian Tractor of The Year 2022 for the Mahindra 575 DI XP Plus, the Best Tractor Above 60HP for the Mahindra Novo 755 DI, India's Fastest Growing Tractor Manufacturer and the Best CSR Initiative 2022 for Mahindra Shree Child Scholarship Programme**.

Continuing the trend, Swaraj Tractors won top accolades receiving four awards that include **India's Fastest Growing Tractor Manufacturer; Best Tractor Between 30 to 40hp for Swaraj - 735FE; Best CSR Initiative 2022 for Project Pani and Smart Machinery of The Year for CODE** by Swaraj.



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# CORPORATE GOVERNANCE

**Built on the cornerstone of good corporate governance, Mahindra has been consistently delivering innovation and driving sustainable growth while being a Trust Positive organisation that upholds the highest standards of ethics.**



Our robust corporate governance, along with world-class products and unparalleled service, has earned us the trust of our stakeholders. This trust, in turn, has enabled us to attract and retain financial capital and the finest talent, strengthen our relationships with our stakeholders and ensure high-impact social interventions that uplift communities. We have institutionalised the highest standards of corporate conduct and practices in our day-to-day processes. Additionally, we have been reporting to our shareholders on corporate governance, long before it was legally required to do so.

Empowerment, integrity and safety of our employees is a top priority at Mahindra. We focus on ensuring a diverse and vibrant work environment, as well as upholding transparency in all our interactions. To achieve this, we have clearly defined principles, policies, procedures, responsibilities and accountabilities.

Addressing governance issues in an effective and transparent manner is a crucial aspect of ensuring accountability. To this end, we have articulated our corporate governance policies and established structures like the Corporate Governance Council to resolve governance issues.

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



Apart from financial value, our governance efforts have paid off sustainably by delivering on intangibles such as increased reputation and goodwill.

Mahindra & Mahindra Ltd. has also been proactively complying with regulatory requirements. The board of Mahindra & Mahindra Ltd. is composed of 12 members, with 7 of them serving as independent directors (including 3 women directors), accounting for approximately 58% of the board's total strength. Mahindra & Mahindra Ltd. constituted The Audit Committee in 1987, a good 17 years before it became a regulatory mandate. Similarly, we have been spending 1% of our net profits on CSR since 1995, well before the Companies Act 2013 made it mandatory. Subsequently, once the Act came into force, we adhered to the requirement of spending 2% of the average net profit for the past three financial years on CSR interventions.



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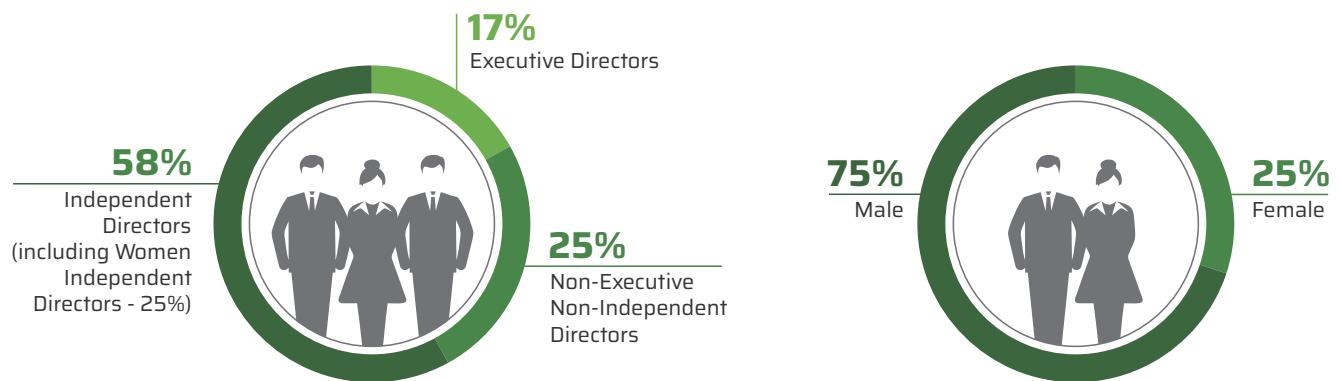
## SHAREHOLDER VALUE

At Mahindra, we have always been proactive in adopting the best governance standards. This is done to not only safeguard the shareholders' interest but also to ensure a positive impact on the community and other stakeholders. Apart from being fair, transparent, and accountable in sharing value with the stakeholders, Mahindra has also been engaging and informing them on details regarding the 'what' and 'how' of our business.

## GOVERNANCE FRAMEWORK

Focusing on efficient management and oversight of business, Mahindra's governance framework protects the interest of all the stakeholders. This framework extends to all our businesses, subsidiaries, associates and joint ventures and firmly embeds the Group's objectives into its day-to-day operations. It includes comprehensive monitoring of the progress made and steers operational excellence across verticals.

## Board Composition



## Board of Directors

The composition of the Board of Mahindra & Mahindra Ltd. is in conformity with Regulation 17 of the Listing Regulations.

The Non-Executive Chairman of the Company, though a Professional Director in his individual capacity, is a Promoter and the number of Non-Executive and Independent Directors is more than one-half of the total number of Directors.

Dr. Anish Shah, Managing Director and Chief Executive Officer and Mr. Rajesh Jejurikar, Executive Director and CEO (Auto and Farm Sector) are the Whole-time Directors of the Company. Mr. Rajesh Jejurikar was re-designated as "Executive Director and CEO (Auto and Farm Sector)" of the Company with effect from 15<sup>th</sup> March, 2023. The remaining Non-Executive Directors, comprise Seven Independent Directors (including Three Women Directors) and two Non-Independent Directors.

## Board Committees

Board Committees provide a platform where Board members address relevant issues that require specialised areas of expertise and propose recommendations to the entire Board for approval. The Board Committees help members gain a thorough understanding of their individual responsibilities and also help the Board organise itself to perform necessary tasks effectively. Through implementation, streamlining, and monitoring, these committees provide direction for the day-to-day operations of the companies.

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As of 31<sup>st</sup> March, 2023, the Board at Mahindra comprised the following Committees:



For more information on each committee, roles and responsibilities of the directors and the members, please refer our Integrated Annual Report F23.

## ▼ PURPOSE AND VALUES

### Core Purpose - RISE 2.0

Drive positive change in the lives of our communities. Only when we enable others to rise will we rise.

Launched in 2011, 'Rise' is our guiding philosophy and has shaped the way we do business. As we navigate a world that is constantly in a flux, our larger purpose remains the same i.e. to drive positive change in our communities and enable them to Rise. However, based on the three key shifts that will define the future – the climate change crisis, rapidly advancing technology and purpose-driven growth we have sharpened our focus. With a renewed understanding, we have refreshed our purpose and brand pillars to stay on track and accelerate our ability to create a better world.



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## Core Values

An amalgamation of what we have been, what we are and what we continue to be, our core values inspire us to lead by sustainability on social, economic, and environmental fronts.

Our core values include:

GOOD  
CORPORATE  
CITIZENSHIP

## PROFESSIONALISM

CUSTOMER  
FIRSTQUALITY  
FOCUSDIGNITY OF  
THE INDIVIDUAL

## Code of Conduct

The Code of Conduct is integral to establishing a culture of integrity and ethical behaviour across the Group. At Mahindra, the Code of Conduct (CoC) clarifies our mission, values and principles, linking them with standards of professional conduct. Mahindra has several employees, customers and vendors, the CoC helps build trust with them by establishing clear guidelines. Every stakeholder is required to follow the same set of guidelines that are detailed in Ethiquette, our Code of Conduct, our central policy document which is benchmarked with the best in business.

The CoC has clearly defined responsibilities and accountabilities, with reporting lines systematically described and it has been cascaded in all divisions and group companies. The Corporate Governance Council ensures that the Ethics & Governance framework is executed effectively. The Group Ethics and Governance Committee and Business Ethics and Governance Committees help ensure that decisions are taken in a fair, just and consistent manner across various functions of that business.



**ethiquette**  
THE WAY WE RISE

ethiquette

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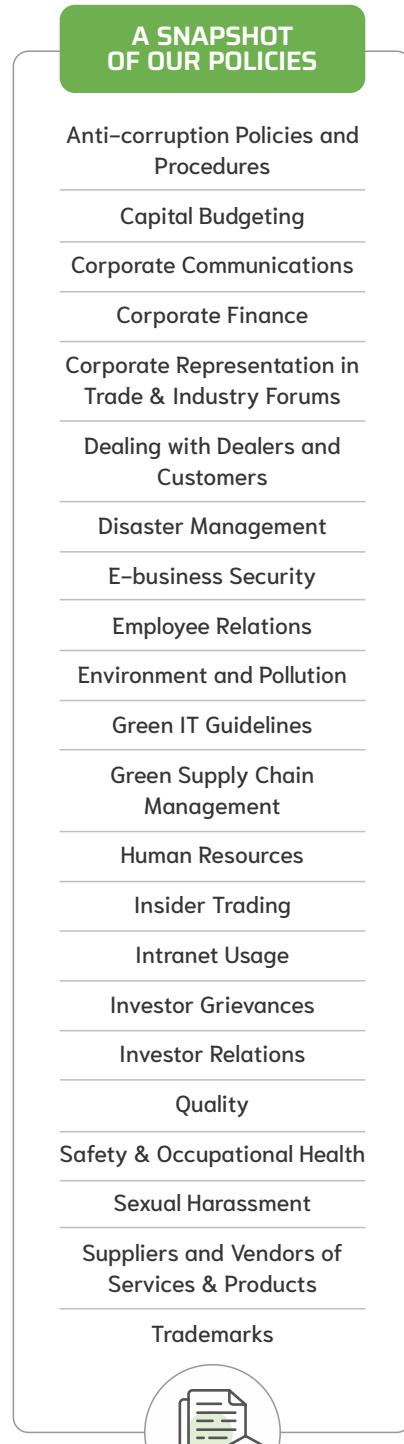
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## ▼ POLICIES

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



For more information on what these policy covers, please refer our Integrated Annual Report F23.

## ▼ COMPLIANCE

Going beyond legal and regulatory obligations, at Mahindra we have always been at the forefront of ensuring compliance through responsible business practices. Our compliance committee ensures that all regulations are respected, in letter and spirit. As a global company, we abide by all international and national laws and uphold the standards of transparency and accountability. During the reporting period, we did not incur any fines from any regulatory authority for non-compliance with laws and regulations.



## Regulatory Compliance

All year round, our audit committee ensures strict adherence and regulatory compliance. In case any related observations are made, they are immediately brought to the notice of the site senior management and necessary corrective actions are executed. To ensure we stay updated with the latest compliance practices, the Group Executive Board (GEB) reviews regulatory compliance periodically.

## e-Cockpit Portal for Regulatory Compliance

An electronic platform, the e-cockpit is a portal through which various stakeholders such as shareholders, board of directors, key managerial personnel etc. can interact, within the overall regulatory framework. The portal provides information that is required for various stakeholders to ensure their compliance.

GRI 2-27

## ▼ PUBLIC POLICY AND ADVOCACY

Insights from private sector is a key factor in influencing and shaping public policy. Being one of the biggest automotive manufacturers in India, Mahindra & Mahindra serves as a unified voice for the industry to help the government shape better policies.

## ■ Mr. Anand Mahindra

Chairman, Mahindra &amp; Mahindra Limited

## ■ Dr. Anish Shah

Managing Director & Chief Executive Officer-Mahindra Group  
Chairman – Group Sustainability Council

For more information about the memberships of our executive members in various organisations and institutions, please refer our Integrated Annual Report F23.

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# ECONOMIC PERFORMANCE

Mahindra's financial growth is intertwined with a commitment to planet positive future, forging a path of sustainable success. While the previous years were all about resilience, learning, making bold decisions, and commitments, F23 was about how actions, when carefully calculated and executed with precision, pay off in ways that exceed expectations.



**We have now come up with a 5x challenge for our businesses to grow 5x in the next five to seven years from where they are now, in terms of market capitalisation.**

At the group level, we had committed to 18% ROE in 3-5 years. This has been delivered in 18 months. The group's EPS growth commitment of 15% to 20% from F21 has also been achieved. We made 3x profits in F23 as compared to F21. Mahindra has strongly delivered on the commitments made and set businesses up for a very strong growth trajectory.

M&M has shown a 52% growth in profits (PAT Before EI) for F23 compared to F22 driven by the Auto & Farm business. Our PAT after Extraordinary Items (EI) has seen a 34% increase, which is a function of the capital allocation actions.

**Leadership in Auto and Farm was one of the key commitments we made last year. In F23, we had a few top launches in Automotive including Scorpio-N, Scorpio classic, and all-electric XUV400. In both segments, we recorded highest sales in any year.**

At Mahindra, sustainability drives business. We continue to accelerate our ESG (Environmental, Social, and Governance) interventions, propelling us from being a local leader to becoming a global leader in Environmental, Social, and Governance (ESG) practices.

In the environment, our commitment extends beyond reducing scope 1 & 2 emissions, boosting energy productivity, and augmenting the share of renewable energy. We recognise that individual efforts alone will not suffice in achieving our ambitious goal of reducing or halting global warming at 1.5° Celsius. We are actively engaging in collective actions.

Mahindra is assuming a pivotal role on both the Indian and global stages, collaborating closely with other corporations and governments. Together, we aim to make a substantive impact on sustainability, leaving an indelible mark on the world.

## THE YEAR UNDER REVIEW

In F23, the Indian auto industry has shown a double-digit growth across all segments. Passenger vehicles reached a new highest-ever mark with 3.89 million sales, driven by robust economic growth outlook, focused Government policies, road and infrastructure development, increasing income levels, low levels of vehicle penetration, rapid urbanisation and a large, young, and aspiring population. The commercial vehicles are still below F19 levels by 4.5%.

Over the ten years between F13 and F23, the Utility Vehicle (UV) segment has witnessed a good growth of 13.7% CAGR. UV, as a share of PV, has increased from 13.8% in F12 to 51.5% in F23. This growth in UV is driven by increased customer preference for UV-styled vehicles and a shift from compact cars to compact UVs (less than 4m in length). In the last two years (F22 – F23), there were 18 new launches in the UV segment, and these accounted for 8% of UV volume in F22-23. For the year F23, compact UVs accounted for 50% of UV volume.

The Indian tractor industry with an annual sale of 9.45 lakh units in F23, recorded its highest-ever annual sales. The year saw a growth of around 12.2% over F22. However, exports dropped by ~3% YoY and can be partly attributed to the high base of last year when the industry witnessed steep growth of around 45% YoY.

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For more details, please refer to MDA section of the Integrated Annual Report F23



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**HIGHLIGHTS**

## Financial Highlights - F23

Revenue <i>INR Million</i>	EBITDA <i>INR Million</i>	PAT (After EI) <i>INR Million</i>
<b>849,600</b>	<b>104,420</b>	<b>65,490</b>

## Non-financial Highlights - F23



## Record Tractor Volumes

**407,545 units**

(includes domestic & exports) registering a 14.9% growth over previous year – This is the highest ever tractor sales in any year by Mahindra & Mahindra.

**41.2%**

Domestic Market Share

**#1 in Farm Equipment**

market share at 41.2%, up ~300 bps in last 2 years

**#1 in LCVs**

market share (<3.5T) at 45.5%, up 520 bps



## Total Automotive Volumes

**666,349**

vehicles in the domestic market, a growth of 53.9% over the previous year

**356,961**

units in annual sales of SUVs with 59.60% growth over F22

**12.60%**

market share of the total Indian Auto Industry

**#1 in SUV**

revenue market share with F23 share at 19.1%, up 370 bps

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Some of the products that stood out this year include:

## AUTOMOTIVE

Scorpio-N



Scorpio Classic



## FARM EQUIPMENT SECTOR

YUVO TECH+



XUV400 All-electric



Swaraj 744XT



XUV300 TurboSport™



THAR (All new range)

Alfa CNG  
(Passenger and Cargo variants)

Loadking OPTIMO BS6



Krish-e Smart Kit



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For more information on product launches in F23, please refer to the Product Stewardship section of our Sustainability Report.

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Particulars	In INR Million
Name of the Company	M&M Ltd.
Tax relief/credits;	0
Subsidies;	0
Investment grants, research and development grants, and other relevant types of grants;	0
Awards;	0
Royalty holidays, if any?	0
Financial assistance from Export credit agencies (ECA's) if any?	0
Financial incentives; and	0
Other financial benefits received or receivable from any government for any operation.	0
<b>Total</b>	<b>0</b>

**▼ BEYOND FINANCIALS - ELECTRIC MOBILITY**

At Mahindra, we are at the forefront of the electric mobility revolution in India. With growing concerns about air quality and the need to reduce dependence on fossil fuels, we are actively promoting the large-scale adoption of EVs, particularly for intracity fleet applications.

In F23, we achieved sales of 46,109 EVs, consisting of 2,416 four-wheelers and 43,693 three-wheelers, a significant increase from the previous year's sales of 17,006 EVs. We are dedicated to developing the EV market, products, and technology. In F23, we unveiled XUV400, our first EV which received an overwhelming response, with over 10,000 bookings. Our constant focus on innovation and launching new products, coupled with our Future EV Vision announcement, has propelled us to maintain the No.1 position in Brand Power for F23.



We also unveiled our ambitious Born Electric Vision in F23, which aims to enrich our portfolio with electric offerings. On August 15, 2022, we showcased five electrifying SUVs based on the Born Electric INGLO platform at the M.A.D.E Design Studio in the UK. These SUVs are scheduled for launch between 2024 and 2026.

At Mahindra, we leverage multiple emerging technologies, including EVs, digital-enabled platforms, HMI, and software-defined vehicles. We are up-skilling our product design engineers in fields such as data science, AI, IoT, and mechatronics to facilitate the development of new products.

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**In F23, achieved sales of  
46,109 EVs ▲**

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EVs hold significant importance for us, and we plan to launch eight new EVs by 2027, accounting for 20% of our volume, out of a total of 13 new launches.

We have forged partnerships with major e-commerce players like Flipkart and Amazon, as well as fleet logistics companies such as Mahindra Logistics, Terrago Logistics, and Magneta. These partnerships contribute to the expansion of our carbon-free fleet delivery vehicles. Additionally, we offer a wide range of offerings, including diesel and CNG 3-wheelers. One of our latest additions to the Alfa range is the Alfa CNG, available in both passenger and cargo variants, launched during the year.

An outstanding feat for Mahindra is being the first Indian manufacturer to surpass 400 million electric kilometers with our fleet of Treo, e-Veritos, and E20 Plus vehicles. Our achievements also include being in the French Presidential fleet with Peugeot electric two-wheelers, we are reaching women entrepreneurs with the Mahindra Treo, and taking active participation in Formula E races. We cater to a wide range of customers and partners, offering diverse EV capabilities.



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**R&D**

Mahindra has made significant investments in Research and Development to enhance product line, develop environmentally compliant technologies, and boost competitiveness. Our centres – MEVTEC in Detroit and Mahindra Research Valley (MRV) in Chennai – have become Centres of Excellence for design, technology, and engineering, shaping the automobiles of the future.

**MRV stands out with 210 patents, the highest among Indian Original Equipment Manufacturers (OEMs) in the last six quarters, showcasing cutting-edge research by a talented workforce.**

From the launch of the Scorpio in 2002 to recent high safety rankings from Global NCAP, earned through rigorous crash tests, Mahindra's own R&D capabilities have played a vital role. MRV serves as an innovation and technology crucible, nurturing talent in product development and associated areas for the Auto and Farm Divisions of the company.



**Mahindra Advance Design Europe (MADE), UK, has a team of global designers and experts featuring state-of-the art design tools, enabling it to handle all the design activities including conceptualisation, class A surfacing, 3d digital and physical modelling, digital visualisation and human machine interface design.**

As one of the first Indian companies with a comprehensive R&D setup, Mahindra's global innovation network spans India, the US, and Europe, with MRV in Chennai as the primary development centre. With a focus on disrupting norms and embracing 'FUTUrise,' Mahindra prepares for the present and future business models.



**Spend on R&D is 3% of the total revenues**

R&D also helps us identify climate change opportunities. We have been investing in creating mobility that reduces negative impact on environment and sustainable farming solutions that increases farmers' productivity. Mahindra has R&D facilities across the world.

Automobili Pininfarina leads the way with cutting-edge technology for luxury electric hypercars, while the MADE UK spearheads the development of future Born EVs, Sampo Rosenlew has gained global recognition for its lightweight Combine Harvesters, and Mahindra further strengthens its position by acquiring a 35% equity stake in the company.

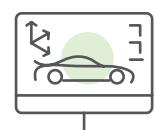
**Strong R&D enables us to provide an incredible opportunity to drive positive change for all our stakeholders, to enable them to Rise.**

**182 Patents Applied | 102 Design Registrations Applied**

**182 Patents Granted | 104 Design Registrations Granted**

**R&D Spends**

(In INR Million)



Year	FY21	FY22	FY23
Spend Amount	21,600.80	24,100	27,805.70

For more information on technology related R&D, refer to our Technology Absorption section of our Integrated Annual Report F23.

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## LOCAL SUPPLY

**Local supply vitalises industries, creates jobs, reduces our carbon footprint, and reinforces our commitment to Make in India. On an aggregate basis, 100% of our requirement was sourced locally in F23.**

Mahindra prioritises local sourcing, primarily from suppliers near our manufacturing facilities, with only a small percentage sourced overseas. During F23, we worked closely with key suppliers, employing capacity planning and long-term contracts to minimise supply constraints. Our supplier selection criteria include capability, performance, on-time delivery, compliance with environmental and safety guidelines, willingness to participate in sustainable supply chain management, and total cost.

Global supply chains continue to face post-COVID-19 pressure, including semiconductor shortages causing manufacturing delays impacting logistics costs, and lead times. The continuing Russia-Ukraine conflict last year caused material availability issues leading to commodity price rise. To mitigate risks and meet demand, we took aggressive steps to de-risk the supply chain, reduce costs, and conserve cash, resulting in positive outcomes in F23 and expected benefits in the future.



(In INR Million)

	Monetary Value of Total Suppliers	Monetary Value of Total Local Suppliers	Monetary Value of Significant Suppliers (Top 10)	Of Significant (Top 10), Monetary Value of Local Suppliers	% of Local Suppliers (within Top 10)
Auto Division	432,650	394,840	100,930	95,060	94.18
Farm Division	104,480	103,410	28,610	28,610	100

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## ► FINANCIAL IMPLICATIONS OF CLIMATE CHANGE

Recognising the significant financial impact of the climate crisis, it is imperative to prioritise the well-being of our planet and society. Our focus at Mahindra is on ROCE "Return on Climate and Environment" rather than solely on Return on Capital Employed. Sustainability and addressing climate change have been integral to our values for many years. As the urgency of climate change grows, we are committed to decarbonising not only our own operations but also the entire industry.

Given that manufacturing and agriculture comprise a substantial part of our operations, we face vulnerabilities due to climate change and unpredictable weather patterns. Our reliance on monsoons, escalating energy costs, limited access to vital resources like water, and evolving consumer preferences pose serious risks to the sustainability of our business.

However, we view these challenges as opportunities to go beyond carbon reduction. We are investing in clean and renewable energy, resource regeneration, and actively embrace science-based targets rather than just carbon pricing.

**Our sustainability journey began with energy-saving initiatives and emission reduction processes, but it has now progressed from "conservation" to "rejuvenation."**

We have undertaken multitude of projects, ranging from renewable energy initiatives to automotive recycling. By doing so, we not only make a positive impact on the planet but also enhance our credibility and build trust with consumers. We strive to lead by example and set higher standards for sustainability, contributing to a healthy and positive planet.

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

### Carbon Neutral by 2040

Mahindra has implemented various initiatives to reach our targets, encompassing energy efficiency, productivity enhancements, renewable energy adoption, tree planting, and a commitment to Science-Based Targets (SBTi).

**Some of the key initiatives taken towards being carbon neutral by 2040 are:**

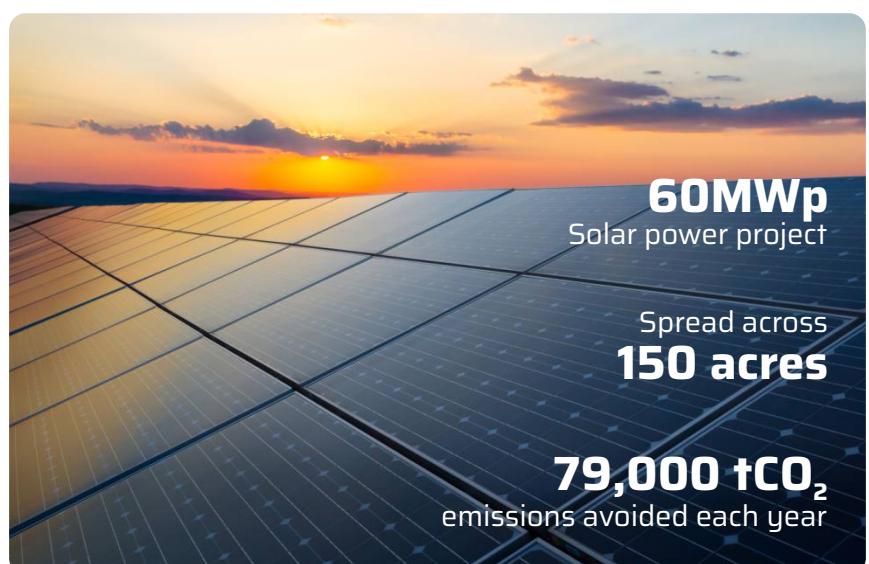
#### ENERGY EFFICIENCY

- A heat recovery unit was installed in the air compressors to recover and reutilise waste heat from the hot water rinse, knock-off degrease, and degreasing stages of the chassis pre-treatment zone in Swaraj Plant 2. This resulted in reduction in PNG consumption of the hot water generator, reduction in environment heat load and decrease in CO<sub>2</sub> emissions.

#### RENEWABLE ENERGY

- **Harnessing the Solar Power | Multiple M&M Units**

We have set up a Special Purpose Vehicle (SPV) between Solar Developer – ReNew Power and various Mahindra units (the power consumers). The SPV, in which Mahindra has a 30% stake, owns and maintains a 60MWp solar power project spread across 150 acres at Parbhani, Maharashtra, under a group captive model for M&M Maharashtra's power requirement. As a result of this project, 79,000 tCO<sub>2</sub> emissions are avoided each year, which is approximately 34% of F22 Scope 2 emissions. This is equivalent to nurturing around 2 million trees or powering 20,650 Indian houses for a year.



- **Scaling New Heights with Solar | FD, Rudrapur**

The team at Rudrapur plant installed and commissioned a 760 KWP rooftop solar plant to increase the contribution of solar power. The project, commissioned in only 50 days with zero safety incidents, raised the percentage contribution of solar energy to the energy mix at Rudrapur from 5% to 20%, and reduced GHG emission by 900 TCO<sub>2</sub> annually.

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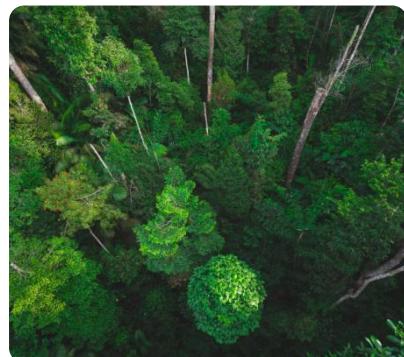
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We are actively engaged in several initiatives to achieve our sustainability goals:

### CARBON OFFSETS THROUGH TREE PLANTATION

We recognise the importance of creating natural carbon sinks and reducing air pollution. We planted trees to expand the green cover and contribute to carbon offsetting efforts. In F23, Mahindra Group planted 2.1 million trees across India.



### SCIENCE BASED TARGETS (SBTi)

Mahindra is committed to setting Science-Based Targets, as advocated by SBTi. This commitment enables us to enhance competitiveness, navigate regulatory uncertainties, instil investor confidence, and bolster credibility. Moreover, it drives innovation and improves profitability. In F23, Automotive Sector achieved 43.6% and Farm Equipment Sector achieved 23% reduction in specific Scope 1+2 emissions with F19 as the base year.

### ENERGY PRODUCTIVITY

Our efforts towards carbon neutrality not only address the challenges of climate change but also lead to increased efficiency, innovation, and sustainable business practices. As a testament to this commitment, Mahindra & Mahindra became the world's first company to pledge doubling its energy productivity by 2030, aligning with The Climate Group's EP100 program.

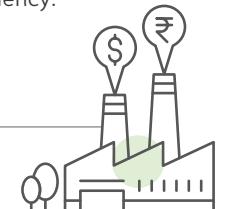
*For more information related on Energy Productivity or SBTi, please refer to Greening Our Operations section of this report.*

### Carbon Pricing

We have established an internal carbon pricing mechanism. A carbon price of \$10 per ton of CO<sub>2</sub> emitted has been implemented and we have been investing in innovative technologies and processes to enhance energy efficiency.

The Carbon pricing serves multiple purposes:

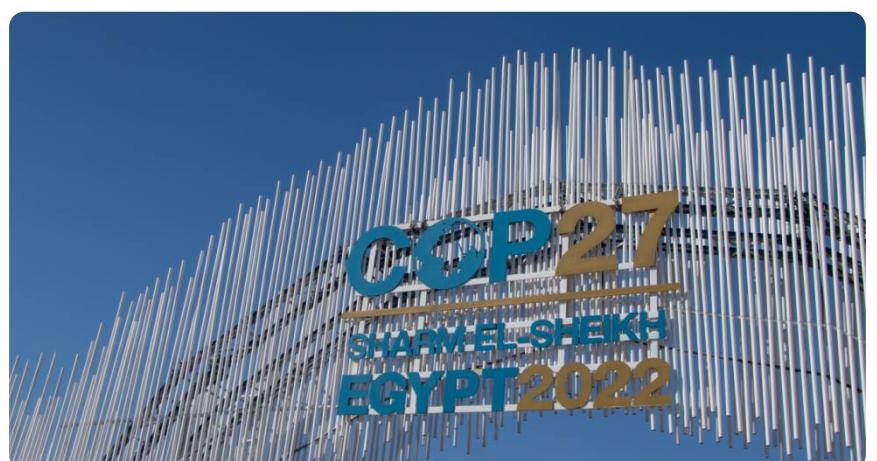
- Generating funds to support low carbon projects
- Aiding informed decision-making by our management when investing in eco-friendly initiatives
- Achieving our emission reduction targets
- Aligning our operations and investments with the transition towards a low carbon economy.



### World Economic Forum, COP27

The 27<sup>th</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27) took place in the Egyptian city of Sharm el-Sheikh. The conference concluded with a historic decision to establish and operationalise a loss and damage fund.

Last year, during COP26, Mahindra was part of the First Movers Coalition along with companies like Apple and Amazon during COP26. This year, at COP27, the top management of Mahindra Group were speakers in multiple sessions.



**Dr. Anish Shah was one of the speakers at a panel discussion on the topic Beyond COP27 – Leaders on the Road Ahead. He shared his insights on the Business Case for Sustainability – to make sustainability personal, to move from commitments to action and focussed on just transition.**

Another session had Ms. Abanti Sankaranarayanan participated as a panelist on 'Moving from Pledges to Action: Lessons from Business'. She spoke on the importance of supply chain emission reduction, Mahindra specific action based on auto examples – supplier code of conduct, green materials (FMC), end of life vehicle recycling (Cero), and enabling supply chain decarbonisation – 3eW, eDel by MLL.

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# REPORT BOUNDARY



**The reporting period of Mahindra & Mahindra Limited for its 16<sup>th</sup> Sustainability Report is 1<sup>st</sup> April, 2022 to 31<sup>st</sup> March, 2023. We embarked on our journey of sustainability reporting in FY 2007–08 and have since reported on our triple bottom line performance annually. This consistency enables us to track our progress and drive best practices towards sustainability.**

In preparing this Sustainability Report, we have followed the GRI Standards – the most widely adopted framework for non-financial reporting across the globe. The Standards are used to effectively communicate sustainability performance of the organisation and enable transparency and accountability. Mahindra and Mahindra Limited has reported the information cited in this GRI content index for the period of 1<sup>st</sup> April, 2022 to 31<sup>st</sup> March, 2023 with reference to the GRI Standards. This Report is aligned with the nine principles of the Ministry of Corporate Affairs' National Guidelines for Responsible Business Conduct (NGRBC).

These nine principles state that businesses should:

Conduct and govern themselves with integrity in a manner that is Ethical, Transparent and Accountable

Provide goods and services in a manner that is sustainable and safe

Respect and promote the well-being of all employees, including those in their value chains

Respect the interests of and be responsive to all their stakeholders

Respect and promote human rights

Respect and make efforts to protect and restore the environment

Engage in influencing public and regulatory policy in a responsible and transparent way

Promote inclusive growth and equitable development

Engage with and provide value to their consumers in a responsible manner

Additionally, the Report is also aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework, WEF's Stakeholder Capitalism Metrics & the Sustainable Development Goals (SDGs). For the detailed TCFD disclosure, WEF's stakeholder metrics and SDG index, please see the Annexure section of this Report.

This Report includes:

**Mahindra and Mahindra Ltd.**

Automotive Sector (AS)


**Mahindra and Mahindra Ltd.**

Farm Division (FD)


**Mahindra and Mahindra Ltd.**

Swaraj Division (SD)


**Nashik Plant 2**

(NPD)


**Spares Business Unit**

(SBU)


**Mahindra Research Valley**

(MRV)


**Two Wheelers Division**

(TWD)


**Corporate Centre**

Mahindra Towers, Worli (CC)



## REPORT SCOPE LIMITATIONS

This Report is India-centric and excludes international operations.

Mahindra Sustainability Report has been externally assured by KPMG, India. The report is assured for GRI 2-7 (Employees). The Report covers more than 75% of revenue of the company and more than 75% of business operations.

Your valuable feedback and suggestions are solicited to sharpen our efforts and improve our Report. Please spare a few minutes to share your insights by emailing your feedback to: [sustainability@mahindra.com](mailto:sustainability@mahindra.com).

Location of the organisation's headquarters:

**MAHINDRA & MAHINDRA LIMITED**

Gateway Building, Apollo Bunder,  
Mumbai 400 001

**GRI 2-3**

For more information on our alignment with each of these Principles, please see the Annexure section of this Report.

**7+ Decades. 100+ Countries. 150+ Companies. 260K People. 1 Purpose - To Rise.**



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# SUSTAINABILITY INTEGRATION

**At Mahindra, sustainability is deeply woven into our business ethos. It permeates our core values and fuels our purpose of empowering people to Rise. We make every decision with sustainability in mind, forging a path guided by our unwavering commitment. As a leading player in the automotive and farm industry, we are steadfast in fostering sustainable practices that make a positive impact on both people and the planet.**

Our Mahindra Group Sustainability Framework, built on three pillars—Greening ourselves, decarbonising our industries, and rejuvenating nature—aligns with our ambitious goal of becoming a global ESG leader by 2030. We are taking bold initiatives, from achieving net-zero emissions and optimising water and waste management to transitioning towards a greener portfolio of vehicles and services. Our focus extends to supporting our supply chain in achieving net-zero status and rejuvenating the environment we rely on.



To accelerate the realisation of the group targets, we are intensifying our ESG efforts. We have committed to become carbon neutral by 2040 through Science Based Target Initiatives (SBTi). Our corporate sustainability leadership has been recognised by CDP, and we proudly stand as pioneers in India's ESG landscape. Testimony to this is our decision to promote zero-carbon technologies by joining 'First Movers Coalition' alongside Amazon and Apple. We are also the first Indian Automobile Company to enter the World Index of DJSI for the 2nd consecutive year.

Our dedication to sustainability is exemplified by our improved performance. In F23, we have:

**Recorded a significant 43.6% reduction in carbon emissions intensity at AD, and 23% at FES in F23, with 2018–19 as the base year.**



**Improved our renewable energy share to 32% of our total consumption.**



**Water recharge increased to 1.42 million m³ in F23 from 0.85 million m³ in F22.**



Beyond environmental initiatives, we are committed to empowering underprivileged girls. Through the transformative Project Nanhi Kali, the Mahindra Group supported over 85,778 girls in F23. Our flagship Project Hariyali stands as a testament to our dedication, with 22.86 million trees planted over the years in recognition of the critical role of reforestation. By bolstering the resilience of our stakeholders and contributing to the well-being of our planet, we firmly believe in our ability to drive positive change in the lives of people and communities worldwide.

Sustainability isn't just a box we tick—it is the driving force behind our innovation, growth, and enduring value. As pioneers in our industry and society, we are unwavering in our dedication to spearhead sustainable practices and shape a better future.

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## ▼ OUR SUSTAINABILITY MANDATE

MAHINDRA GROUP  
SUSTAINABILITY MANDATE

Ambition 2030: Global ESG Leader

Vision: Together we Rise for Planet Positive

GREENING  
OURSELVES

Net Zero on Scope  
1+2 emissions  
(RE usage & energy  
efficiency)



Net Zero on water and waste  
(reuse, reduce & recycle)



Adopting material circularity  
(reduce, recycle & green material)

DECARBONIZING  
OUR INDUSTRIES  
(ADDRESSING SCOPE 3)

Transition to green portfolio  
(EVs in auto, LMM & Logistics;  
Green Buildings & Resorts;  
Green Energy – solar, hybrid, storage)



Supporting transition to net-  
zero supply chain (e.g. – Logistics)



Industry circularity  
(e.g. – auto recycling)

REJUVENATING  
NATURE

Promoting regenerative  
agriculture  
(via improved farming  
techniques)



Afforestation at scale  
(Hariyali program)



Biodiversity conservation  
(impact assessment and restoration)

## E N A B L E R S

Leading on Reporting  
& DisclosuresIncubator for Green  
TechnologyLeadership positioning  
through CommunicationActive voice for  
Climate AdvocacyPractical capability  
building Plan

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# OUR JOURNEY

## MAHINDRA HAS BEEN LEADING THE WAY IN SUSTAINABILITY

2008

'Triple bottom line' focus triggered at AGM,  
1<sup>st</sup> sustainability report published



2010

Investments in 'green portfolio' – solar business  
**Susten established,**  
EVRevva acquired



2014

Becomes  
**water +ve** at  
group level



2016

- Anand Mahindra represents world's corporate sector at **climate change agreement signing at UN**
- M&M – 1<sup>st</sup> company globally to **sign EP100**
- M&M – 1<sup>st</sup> Indian company to **announce \$10 carbon price**

EP 100



2015

Mahindra World City Jaipur commits to  
**C40 Cities Programme** (1<sup>st</sup> city in Asia)



2017

**Hariyali**

2018

- 'Green portfolio' investment – Mahindra Waste to Energy Solutions
- Hariyali project plants **13 millionth tree**
- Carbon neutrality by 2040 & adoption of SBTs initiated
- CERO launched** – India's 1<sup>st</sup> authorised vehicle recycler
- Igatpuri becomes **India's 1<sup>st</sup> carbon neutral & ZWL factory**



2021

**CDP**

DISCLOSURE INSIGHT ACTION



2020

- CDP 'A' List for Climate, Water
- M&M makes **10 ESG commitments** public
- Hariyali project plants **20 millionth tree**

2020

- 1<sup>st</sup> Auto Company to get **SBT approved**
- CDP 'A' List for Climate, Water
- DJSI World Sustainability Leaders List**
- Highest ranking Indian & Auto Company on **WSJ's '100 Most Sustainably Managed Company'**
- UN Secretary General** lauds M&M's work
- Mahindra Heavy Engines – **India's 1<sup>st</sup> company to achieve EP100**

2022

**Dow Jones**  
Sustainability Indexes**BILL &  
MELINDA  
GATES  
foundation**

2023

- M&M becomes the 1<sup>st</sup> Indian company to enter the World Index of DJSI for the second consecutive year**
- BII invests \$250 million** in Mahindra Electric Automobile Ltd. & OTTP Board acquires 30% stake in Mahindra Susten Pvt Ltd for \$300 million
- M&M launches XUV400, its first electric SUV**
- Dr. Anish Shah, MD and CEO, Mahindra Group nominated as **Co-Chair of WEF'S India Edition of CEO Climate Leaders**
- Mahindra XUV 700** tops the **Global NCAP** list of Top 10 Safest Cars in India
- Mahindra Logistics' emission reduction targets validated by **SBTi**

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## THE YEAR AT A GLANCE

**2.7X**Increase in use of  
Renewable Electricity  
in F23 compared to F22**94%**Increase in energy  
productivity at Auto division  
in F23 compared to F09**87%**Increase in energy  
productivity at Farm division  
in F23 compared to F09**43.6%**Scope 1+2 specific  
emission reduction for  
Auto division in F23  
compared to F19**23%**Scope 1+2 specific  
emission reduction for  
Farm Sector in F23  
compared to F19**1.59M+**No. trees planted by  
M&M under Project  
Hariyali**11%**Reduction in specific  
water withdrawal at AS  
in F23 compared to F22**9%**Reduction in specific  
water withdrawal at FES  
in F23 compared to F22**43%**Of freshwater  
withdrawn was  
recycled and reused**20 M&M**locations  
Zero Waste to Landfill  
(ZWL) Certified**63%**Waste diverted  
in F23**67%**Recycled hazardous waste  
through authorized recyclers &  
cement co-processing plants

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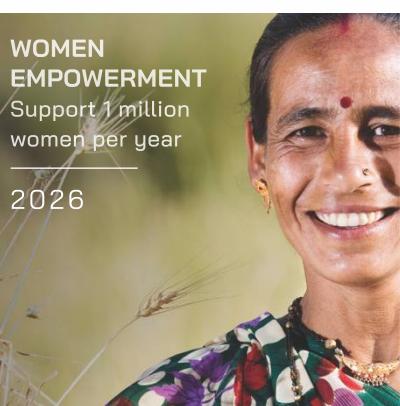
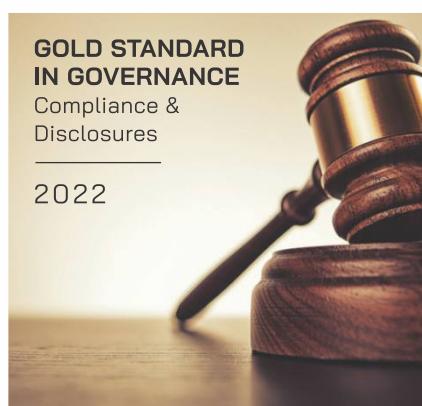
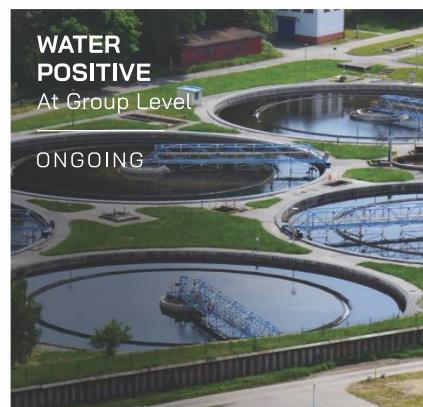
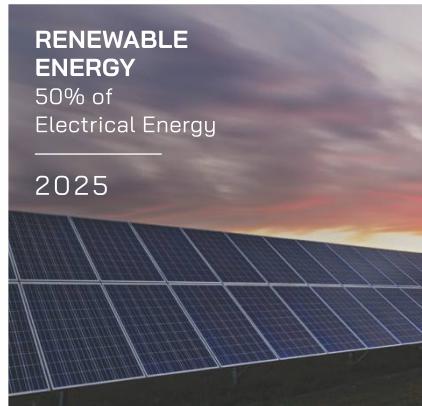
WHAT WE HAVE DONE  
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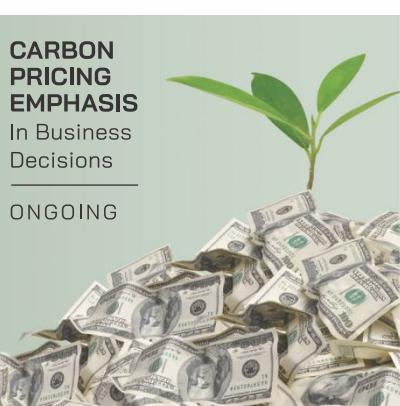
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## ▼ OUR ESG COMMITMENTS



**OUR 10 COMMITMENTS**  
towards Environment, Social and Governance (ESG)



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## ▼ OUR APPROACH TO SUSTAINABILITY

### Sustainability Structure

To reach our goal of becoming a Planet Positive organisation by 2040, we follow a comprehensive top-down sustainability approach. Our commitment is backed by stringent monitoring, robust policies, and transparent communication with stakeholders. Our Sustainability Policy guides our operational activities. We have also established a Sustainability Structure to assess and improve our sustainability performance. To emphasise the importance of Environmental, Social, and Governance (ESG) aspects, we have strengthened the Charter of our CSR committee.

This pivotal committee recommends our overall ESG strategy, ensures implementation, and fosters a culture of sustainable business. It reviews progress, ensures compliance with sustainability initiatives and policies, and provides essential guidance, adhering to the Nine key principles of the 'National Voluntary Guidelines on Social, Environmental, and Economic Responsibilities of Business'. Effective stakeholder engagement is a priority. The committee actively communicates the significance of ESG reporting and our sustainable practices to stakeholders. It reports on current and emerging ESG topics to the Board that may impact our business, operations, performance, or reputation.

**GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-22**

### BOARD COMMITTEE FOR CORPORATE SOCIAL RESPONSIBILITY / ESG

Set directions and ESG for promoting the CSR agenda for M&M Ltd. and all Group Companies

#### CSR COUNCIL

Approves and monitors spends of philanthropic activities/ projects as per the mandate from the Board Committee

#### SUSTAINABILITY COUNCIL

Approves new initiatives and monitors progress of integration of the ESG parameters in business and operations

Management of large and long term projects through the various foundations across the Group

Management and coordination of employee volunteerism

#### GROUP SUSTAINABILITY CELL

Drives sustainability through awareness and knowledge building across the Group

Supports individual businesses in integrating sustainability in strategic business processes and operations

Makes all external disclosures

#### SUSTAINABILITY CHAMPIONS

Located at all plants/offices to locally drive and monitor various initiatives and collect data for reporting



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## Sustainability Policy



## SUSTAINABILITY POLICY

## Automotive Sector

We at Mahindra & Mahindra Ltd., believe that adopting sustainable practices in all our operations is not only a business imperative for us but provides us with a competitive advantage in long run. We integrate economic progress, social responsibility and environmental concerns with the objective of improving quality of life. We believe in integrating our business values and operations to meet the expectations of our customers, employees, partners, investors, communities and public at large.

## The principles we follow are:

- Integrating Sustainability practices to mitigate Climate Change risk to our businesses.
- Ensuring that relevant environmental and social aspects are embedded in our business decisions and goals, including mapping and addressing sustainability risks and opportunities.
- Deliver on Carbon Price to embrace eco-friendly technologies & innovation in our business operations.
- Strive to achieve Carbon Neutral, focusing on Energy Efficiency & driving EP 100 program.
- Focus on water conservation, rain water harvesting to become Water Positive.
- Endeavour to ensure Zero waste to Landfill & Circular economy.
- Making Sustainability Personal to encourage employees & society at large to adopt sustainable practices.
- Foster inclusive development by nurturing our human capital through engagement, training, and development to improve quality of life.
- Provide and maintain a clean, healthy and safe working environment for employees, customers and the community.
- Building Sustainable Value Chain by encouraging and supporting our supplier & dealer partners to adopt sustainable practices.
- Growing Green Revenue by developing new products and improving existing ones to consistently enhance the value proposition to our customers while taking care of the environment & safety throughout their life cycle.
- Optimizing use of natural resources through material substitution, recycling and reuse.

Rajan Wadhera  
President – Automotive Sector

Date: 29.06.17



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**SUSTAINABILITY POLICY****Farm Equipment Sector**

We at Mahindra & Mahindra Ltd., believe that adopting sustainable practices in all our operations is not only a business imperative for us but provides us with a competitive advantage in long run. We integrate economic progress, social responsibility and environmental concerns with the objective of improving quality of life. We believe in integrating our business values and operations to meet the expectations of our customers, employees, partners, investors, communities and public at large.

**The principles we follow are:**

- Integrating Sustainability practices to mitigate Climate Change risk to our businesses.
- Ensuring that relevant environmental and social aspects are embedded in our business decisions and goals, including mapping and addressing sustainability risks and opportunities.
- Deliver on Carbon Price to embrace eco-friendly technologies & innovation in our business operations.
- Strive to achieve Carbon Neutral, focusing on Energy Efficiency & driving EP 100 program.
- Focus on water conservation, rain water harvesting to become Water Positive.
- Endeavour to ensure Zero waste to Landfill & Circular economy.
- Making Sustainability Personal to encourage employees & society at large to adopt sustainable practices.
- Strive for Climate Smart Agriculture practices to deliver prosperity to Farmers.
- Foster inclusive development by nurturing our human capital through engagement, training, and development to improve quality of life.
- Provide and maintain a clean, healthy and safe working environment for employees, customers and the community.
- Building Sustainable Value Chain by encouraging and supporting our supplier & dealer partners to adopt sustainable practices.
- Growing Green Revenue by developing new products and improving existing ones to consistently enhance the value proposition to our customers while taking care of the environment & safety throughout their life cycle.
- Optimizing use of natural resources through material substitution, recycling and reuse.

  
**Rajesh Jejurikar**  
**President – Farm Equipment Sector**

Date: 29.06.17



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## SUSTAINABILITY ROADMAP



Our Sustainability Roadmaps provide a structured approach for us to steer our sustainability efforts. They help us to align sustainability goals with strategic objectives, set measurable sustainability goals, track performance, engage with stakeholders and drive continuous improvement towards a more sustainable future.

### Sustainability Roadmap 2025 & F23 Status: Automotive Division

Commitment	Metrics	FY23 (T)	FY23 (A)	FY24	FY25
Carbon Intensity	Tons of CO <sub>2</sub> /EV	30% < F22	49% < F22	40% < F22	50% < F22
Energy Productivity	EV/GJ	15% > F22	20% > F22	20% > F22	25% > F22
RE 100	% Share	40	49	45	50
Water Footprint reduction	KL/EV	10% < F22	11% < F22	15% < F22	20% < F22
Water Positive status	No. of plants	6 plants	5 plants	7 plants	8 plants
Zero waste to Landfill -Certification	No. of plants	6 plants	6 Plants	7 plants	8 plants
Hazardous Waste generation reduction	% Reduction (Kg/EV)	7% < F22	4% < F24	10% < F22	12% < F22
Non-Hazardous Waste generation reduction	% Reduction (Kg/EV)	7% < F22	0.4% > F22	10% < F22	12% < F22
Injury reduction	% Reduction	5% < F22	91% > F22	10% < F22	15% < F22
Tree Plantation	No. of trees	1 million	1.59 million	1 million	1 million
Scope 3 Emissions reduction (Daily commute & Business travel)	Kg CO <sub>2</sub> /Eq.Veh	5% < F22	12% < F22	7% < F22	10% < F22



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<b>Commitment</b>	<b>Metrics</b>	<b>FY23 (T)</b>	<b>FY23 (A)</b>	<b>FY24</b>	<b>FY25</b>
Equivalent Tractors	No.	404,034	444,299	482,625	543,399
RE share (%)	% of total power	18	21	21	22
Carbon intensity [Specific Scope 1+2 emissions]	kg CO <sub>2</sub> e/Eq. Tractor	122.57	97.43	117.05	111.79
Energy Productivity - 100	Eq.Tractor/Giga Joule	0.973	1.114	1.001	1.029
Specific Water consumption	Litre/Eq. Tractor	708	633	686	664
Scope 3 – Up + Downstream Logistics emissions	kg CO <sub>2</sub> e/ Tractor sold	205.49	205.63	200.30	195.24
Waste Diverted from Landfill	% of TotalWaste	>99	99	>99	>99
Specific Hazardous waste Material [cumulative]	Kg/Eq. Tractor	2.80	3.19	2.68	2.46
Specific Non-Hazardous waste Material [cumulative]	Kg/Eq. Tractor	34.95	34.57	31.64	29.07

**Sustainability Roadmap 2025 & F23 Status: Swaraj Division**

<b>Commitment</b>	<b>Metrics</b>	<b>FY23 (T)</b>	<b>FY23 (A)</b>	<b>FY24</b>	<b>FY25</b>
Carbon Intensity	Tons of CO <sub>2</sub> /Eq. tractor	4% < F22	23% < F22	10% < F22	15% < F22
Energy Productivity	Eq. Tractor/GJ	4% < F22	15% < F22	8% < F22	12% < F22
RE100	% Share	2%	1.7%	3%	5%
Water Footprint reduction	KL/Eq. tractor	5% < F22	7% < F22	10% < F22	15% < F22
Water Positive status	No. of plants	3 plants	2 plants	3 plants	4 Plants
Zero waste to Landfill – Certification	No. of plants	2 plants	2 plants	3 plants	4 plants
Hazardous Waste generation reduction	kg/Eq. tractor	3% < F22	4% > F22	6% < F22	9% < F22
Non-Hazardous Waste generation reduction	kg/Eq. tractor	3% < F22	6% < F22	6% < F22	9% < F22
Injury reduction	% Reduction	5% < F22	42% > F22	10% < F22	15% < F22
Tree Plantation	No. of trees	20,000	27,875	30,000	50,000
Scope 3 emission reduction (Daily commute and business travel)	Kg CO <sub>2</sub> /Eq. tractor	Sustain and track data	Data tracking initiated	5% < F22	7% < F22



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## STAKEHOLDER ENGAGEMENT

Engaging with stakeholders is crucial to ensure their decisions and actions are in line with their expectations. As a key driver of sustainable and responsible business practices, it fosters trust and collaboration, drives innovation, and manages risks effectively. We recognise the importance of being accountable to stakeholders and actively engage with a diverse range of stakeholders.

### Our Stakeholder Engagement Mechanisms

Our diverse channels of communications cater to the specific needs of stakeholders, enabling us to promptly address their feedback and concerns.



#### EMPLOYEES

We regularly engage with our employees to share our vision and business roadmap, and to listen to their expectations and personal objectives. To facilitate this engagement, we have established various mechanisms, including

Mechanism	Mode	Frequency
Feedback surveys	Virtual	Ongoing (MCAREs)
One-on-one interaction	In-person / Virtual	Need basis
Townhall meetings	Virtual	Quarterly
Training & Awareness programs	In-person and / or Virtual	Monthly Induction programs, Training programs as per plan
Sustainability drives	In-person	As per 'Make Sustainability Personal' calendar
Skip-level meeting	In-person	Quarterly for select batch
Coffee with senior management	In-person	Quarterly for select batches
Employee of the month	In-person	Monthly
E-mailing	Virtual	Quarterly open & transparent communication. Addressing employees' questions & clarifications
Community Meetings	In-person / Virtual	Quarterly project progress and benefit

GRI 2-26, GRI 2-29

### HIGHLIGHTS

#### SUSTAINABILITY CHAMPIONS' MEET

The Sustainability Champions' Meet provides a platform to businesses to share sustainability projects with others. At the most recent edition of the Meet, sustainability champions from our key businesses were engaged in subjects of improving HVAC efficiency, social and environmental impacts of different businesses, EPR (Extended Producers Responsibility) regulations, among other things. The conferences are designed with a view to equip our Sustainability Champions with the latest know-how on sustainability, recent trends and industry best practices.

#### SUSTAINABILITY SUMMIT

The Sustainability Summit is hosted annually with the objective of communicating previous year's sustainability performance to sustainability champions, senior leadership team and other internal stakeholders, and discussing priorities for the way forward for the business' sustainability actions. As part of the summit, industry experts also share relevant insights from their respective experiences with climate action, while crucial learnings and guidance was provided by the senior leadership team.

To know more about initiatives taken towards our employees refer to Enabling Stakeholders to Rise section of this Report.



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## CUSTOMERS



Customers are active participants in business, not just passive recipients of products and services. Their opinions and views shape the direction of our business. Therefore, we consistently engage with our customers, address their need and give them what more than what they demand. The stronger our engagement becomes, better is our relationship with customers, and more sustainable business.

Mechanism	Mode	Frequency
Feedback surveys	Virtual	Need basis [eg: Materiality Assessment in F22]
One-on-one interaction	In-person / Virtual	Ongoing [eg: In F22 Product feedback, Service feedback, Sales pitch for new customers, Market surveys were conducted]
Social media handles	Virtual	On-going

## HIGHLIGHTS

## PUNE ALTERNATE FUEL CONCLAVE

Mahindra Electric Mobility Limited showcased a range of electric vehicles at the Pune Alternate Fuel Conclave. The display at the conclave included: the Treo auto, Treo Zor delivery van, Treo Tipper variant, e-Alfa Mini Tipper variant, and Atom quadricycle. The Conclave was jointly organised by the Maharashtra Industrial Development Corporation, Maharashtra Pollution Control Board and the Mahratta Chamber of Commerce Industries and Agriculture. Mahindra is the leading player in the electric three-wheeler category, with a 73.4% market share.



## LOCAL COMMUNITIES

Proactive engagement is key to earn and maintain the social license to operate from the local community. We consistently engage with the community and integrate their well-being in business to earn their respect and trust. This generates societal prosperity while giving us the fulfilment of *Rising to a more equal world*.

To know more about initiatives taken towards local communities please refer to Fostering Inclusive Growth section of the report.



## SUPPLIERS

Continuity and sustainability of any business depends on supply chain. Mahindra engages with the suppliers and are committed to support them in adopting more sustainable practices. Our efforts include conducting awareness sessions, providing training and capacity building workshops, and conducting regular assessments to measure progress towards sustainability.

Mechanism	Mode	Frequency
Training & Awareness programmes	In-person or Virtual engagements facilitated by internal & external faculty	3 per month
Sustainability assessments	In-person / Virtual	Annual – for select rank-up suppliers
Safety audits	Onsite through third party	Annual – for select rank-up suppliers
Feedback surveys	Virtual	Need basis [e.g., In F22 Materiality assessment, interest for ZWL]
One-on-one interactions	In-person / Virtual	Need basis [e.g., Query resolution, SBT, RE100, EP100 Sustainability assessment etc.]

To ensure a consistent and comprehensive approach across business units we have articulated the following policies:

• **Supplier Code of Conduct**

<https://www.mahindra.com/resources/investor-reports/FY20/Sustainability-Policies/M-M-Code-of-Conduct-Suppliers.pdf>

• **Sustainable Green Supply Chain Management and Procurement Policy**

<https://www.mahindra.com/resources/investor-reports/FY20/Sustainability-Policies/M-M-Green-Supply-Chain-Policy.pdf>

To know more about initiatives taken towards suppliers please refer to the Decarbonising the Industry section of the Report.

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## DEALERS

Dealers are the bridge between manufacturers or suppliers and end customers. Engaging with dealers is important to provide customers with prompt services, wider availability of our products, and added value to their experience. We are committed to working with our dealers to enhance their sustainability, improve the quality of their services, and assist them in delivering exceptional customer satisfaction.

Mechanism	Mode	Frequency
Market surveys	Virtual	On-going
One-on-One interaction	In-person / Virtual	Need basis
Dealers' meet	In-person / Virtual	Annual
Audits	In-person	Annual
Training programme for new/upgraded products	In-person	As per calendar

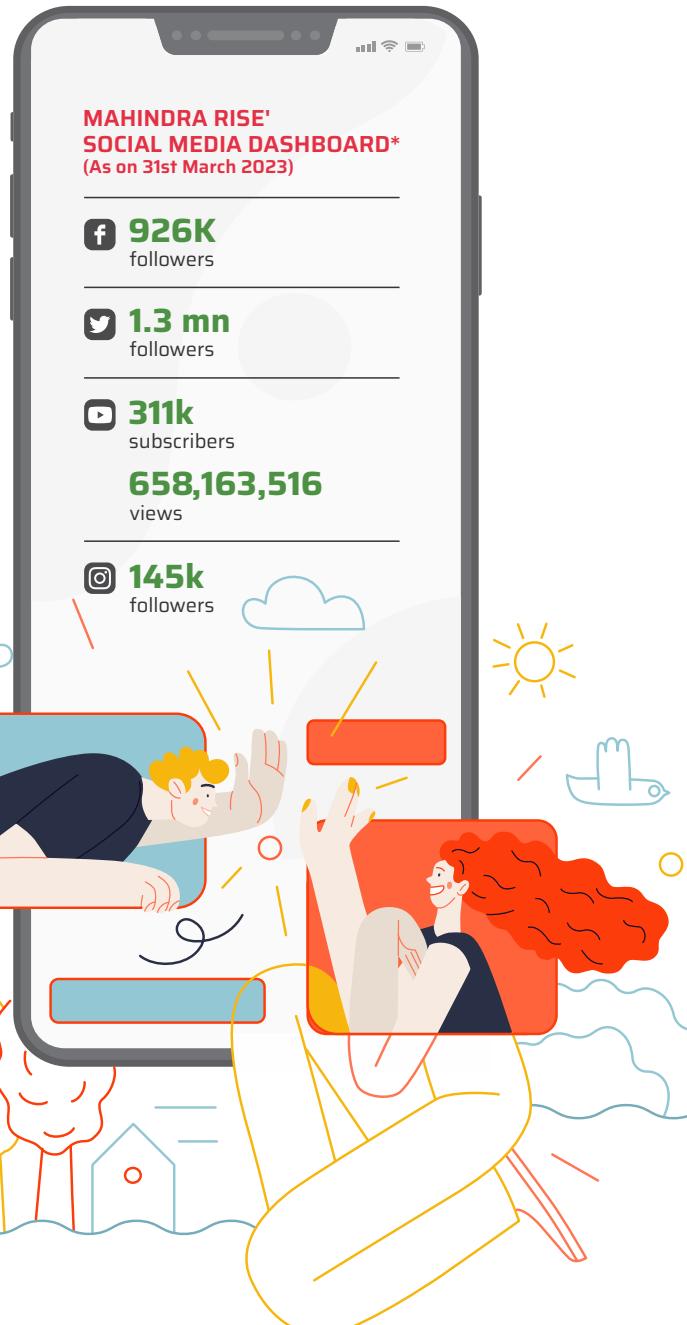
## HIGHLIGHTS

## MAHINDRA @ DAVOS

Mahindra's top leaders shared their insights on various game-changing disruptors and innovations at WEF including Climate action, EVs, 5G and inclusivity. Mahindra Group's bold commitments towards being planet positive have resulted in various collaborations. In the WEF22 session on 'Staying on Course for Climate Action: Panel Discussion' Dr Anish Shah talked about the actions required by businesses to lead ESG and some urgent steps to be taken leading up to the 27th UN Climate Change Conference of the Parties (COP'27).

## ONLINE FOOTPRINT

Robust digital presence provides Mahindra a distinct brand narrative. We engage with our community through various online platforms and virtual channels, leveraging the power of the internet to foster meaningful connections with our stakeholders, while also amplifying our brand's voice to leave a lasting impact on our audience.



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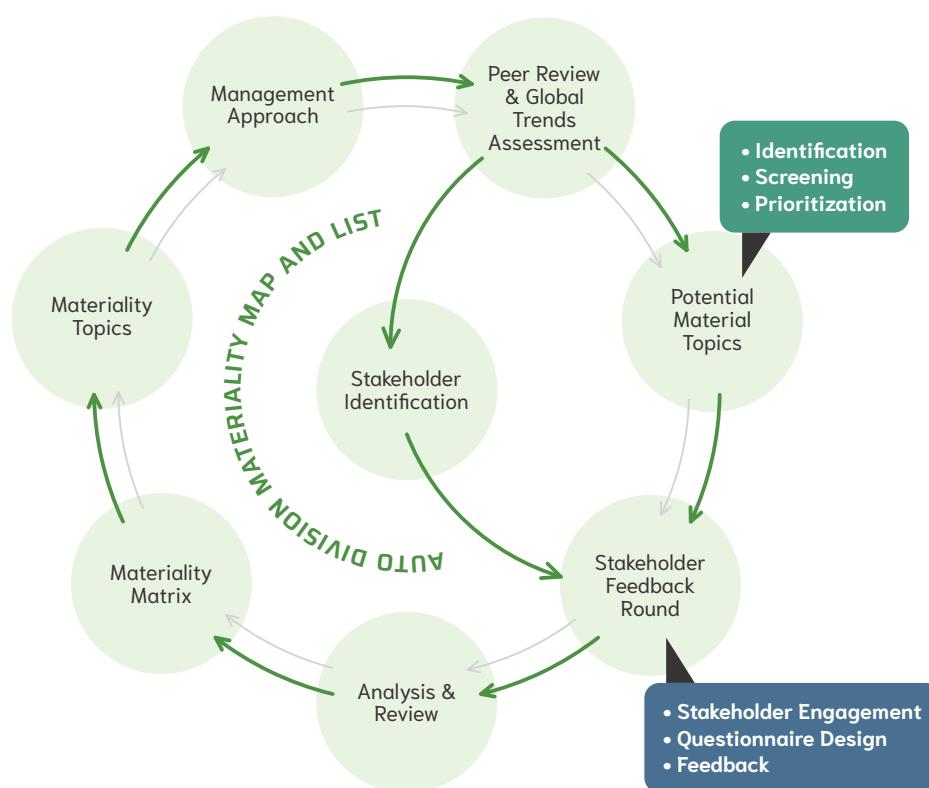
## MATERIALITY

Materiality helps identify and prioritise Environmental, Social, and Governance (ESG) issues that are significant and relevant to a company's operations and stakeholders. At Mahindra, we regularly reflect on material issues to gain deeper insights and shape our future actions. This helps us to continuously improve our analysis and stay on course towards a more sustainable future.

### Process

The materiality process involves a collaborative mapping exercise that engages all stakeholders in the identification of key issues. This process follows a structured approach, starting with stakeholder engagement, materiality analysis, and aligning the insights with the sustainability roadmap.

- Stakeholder engagement includes interactions with various parties such as senior management, employees, suppliers, dealers, customers, community, academics, government, regulatory authorities, industry associations, and investors.
- The identified material issues are periodically evaluated every three years, taking into account the triple bottom line.
- To prioritise the identified issues, capability building workshops and feedback sessions are conducted. Additionally, benchmarking with peers is undertaken to gain insights into industry best practices.
- Top management engagement and stakeholder consultations lead to the development of a final material assessment matrix and a strategic roadmap.



In F22, we internally revalidated our material issues through engagement with a wide range of stakeholders, including senior management, employees, suppliers, dealers, customers/drivers, community members, academics, government representatives, regulatory authorities, industry associations, and investors. This engagement involved various methods such as one-on-one interactions, telephonic conversations, virtual surveys, visits, and email exchanges.

GRI 3-1, GRI 3-2, GRI 3-2

**At M&M Ltd.,  
our key materiality issues are**



### CARBON EMISSION



### WATER SECURITY



### SUSTAINABLE SUPPLY CHAIN



### HEALTH & SAFETY



### PRODUCT STEWARDSHIP



### WASTE TO WEALTH



### CSR MANAGEMENT

The materiality analysis considers the importance of issues to stakeholders and the company, guiding specific action plans for addressing these aspects.

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## AUTO DIVISION - MATERIALITY MAP AND LIST



## Business



## Environment



## Social

## PARAMETERS OF HIGH IMPORTANCE (TOP QUARTILE)

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

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

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

## PARAMETERS OF LOW IMPORTANCE

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

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

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



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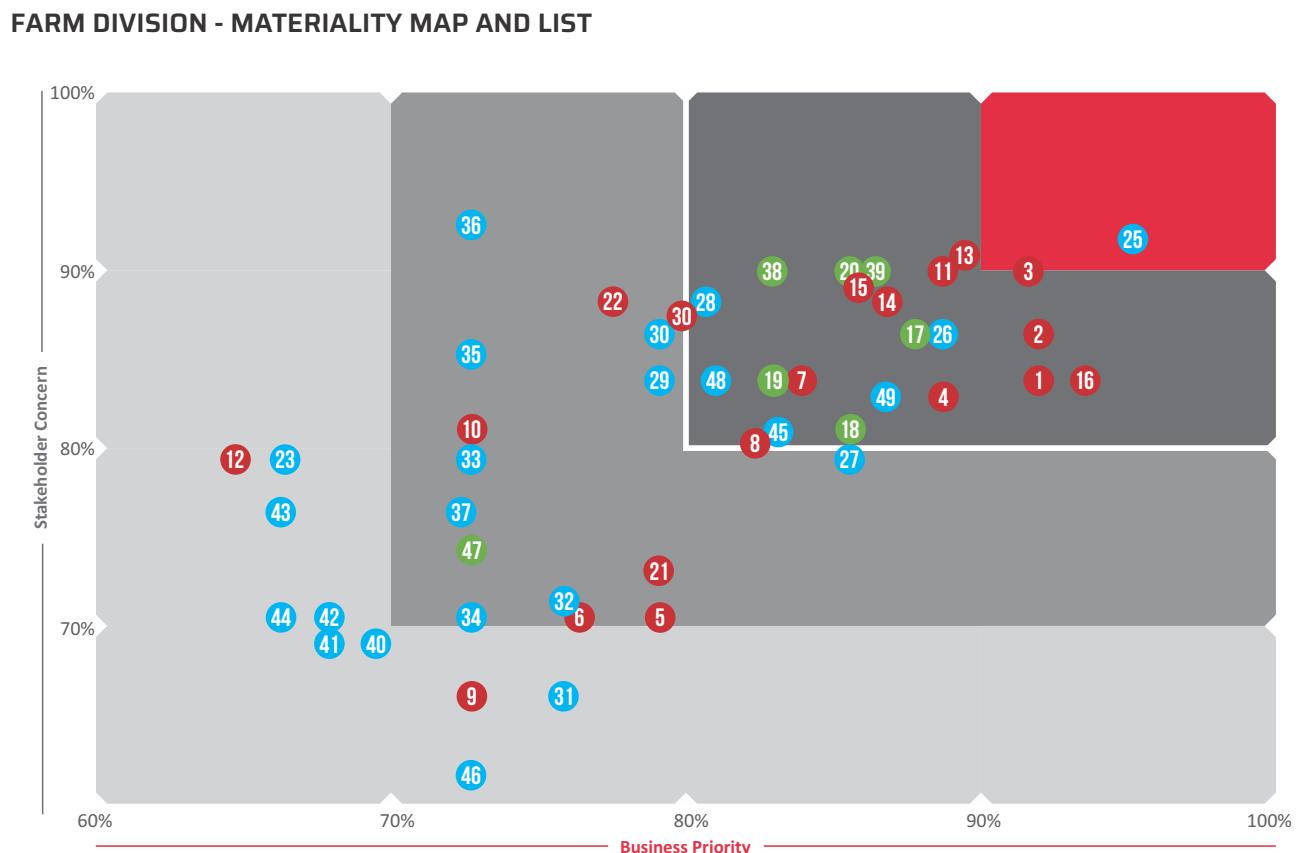
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Business

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## Social

## PARAMETERS OF HIGH IMPORTANCE (TOP QUARTILE)

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

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

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

#### PARAMETERS OF LOW IMPORTANCE

- 5** Integrated Sourcing
  - 6** Dealer Profitability
  - 9** Product Obsolescence and Phasing Out
  - 10** Sustainable Mobility: Electric/Hybrid/H2 Vehicle
  - 12** Government Approvals
  - 21** Light Weighting
  - 22** Modularization in Design

- 47 Packaging

- 23 Brand Image of Mahindra**
  - 31 Employee Capability (Agility)**
  - 32 Attrition**
  - 33 Appeal to Customers**
  - 34 Dealer Consistency (Talent Retention)**
  - 35 Talent Retention**
  - 36 Supplier Education**
  - 37 Customer Education**
  - 40 Average Age of Plants**
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  - 46 Traffic Safety**



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# GREENING OUR OPERATIONS

## ▼ OUR IMPACT ON ENVIRONMENT

As the world grapples amid resource crunch and the looming threat of climate change, businesses have a critical role in shaping the future for generations to come. As per IPCC's Sixth Assessment Report released in 2022, across sectors and regions, the most vulnerable people and systems are disproportionately affected, and climate extremes have led to irreversible impacts. And while there are feasible adaptation options, there are limits to adaptation. This emphasises the need for an increased ambition in both reducing greenhouse gas emissions and adapting to climate change.

This multivariate challenge requires a multi-focal, multi-nodal and multi-modal effort. And with a third of the Decade of Action behind us, time is of the essence.

At Mahindra, we recognise the urgency to take immediate action. That's why we are committed to being a '**Planet Positive**' business. By reducing carbon emissions, enriching biodiversity, and creating carbon sinks, we aim to not only limit the damage but also create a net positive impact on the environment. At the same time, we are committed to improving the livelihood of communities and employees, creating value for stakeholders, and reducing ESG risks.

**Our goal is clear: 'Rise' to regenerate, replenish, and redraft conditions for a better life – To return more than what we take, and in doing so, enhance the ecosystem and ensure a brighter future for all.**

Our Planet Positive journey is well-thought-out and punctuated with quantified milestones till 2040. It factors in the risks posed, as well as the tremendous opportunities. As one of the world's largest car and tractor manufacturers, we understand the impact we have on the environment, but our '**Purpose before Profit**' approach drives our commitment to taking Planet Positive initiatives.



**Mahindra has committed to becoming carbon neutral by 2040 through Science Based Target Initiatives (SBTi), as part of its environmental sustainability strategy aligned with the Paris Agreement's objective of limiting global warming to 1.5°C.**

Mahindra is a pioneer in the ESG landscape in India and has joined the 'First Movers Coalition' alongside Amazon and Apple to promote zero-carbon technologies. We have also been recognized by CDP for our corporate sustainability leadership. We continue to make progress towards greening our operations but acknowledge the need to accelerate the process and make a larger, more meaningful impact.



**M&M became the first Indian Automobile Company to enter the World Index of DJSI for the 2<sup>nd</sup> consecutive year. Out of the six Indian companies featured in the World Index this year, two are Mahindra Group companies: M&M and Tech Mahindra. M&M is one of the nine companies globally in the 'auto and components' sector of the World Index.**



## ▼ ENVIRONMENTAL POLICIES AND MANAGEMENT SYSTEMS

Mahindra's philosophy to Rise, putting Purpose before Profit, and towards a Planet Positive future, is founded upon the policies and management systems that manage climate-related risks. The company's Risk Management framework, which is integrated across various levels of the enterprise, has a robust organisational structure for managing and reporting on risks.

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**These policies not only identify climate-related risks but also those that could threaten the company's existence, and the risk management process is designed to identify, assess and respond to threats that affect the achievement of objectives.**

Some of these policies that provide us direction include:

**M&M**

**Code of Conduct - Commitment to the Environment**

**Automotive****Equipment Sector**

**Energy Management Policy**

**Farm****Equipment Sector**

**Energy Management Policy**

**Automotive****Equipment Sector**

**Sustainability Policy**

**Farm****Equipment Sector**

**Sustainability Policy**



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

**ENVIRONMENTAL INVESTMENT**

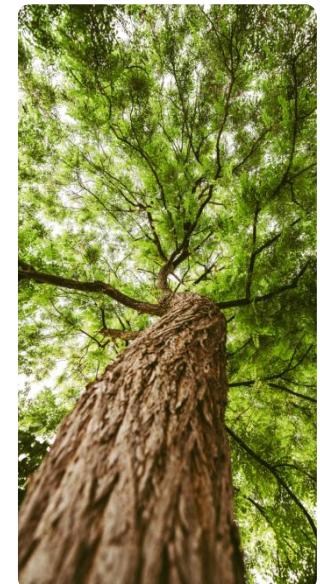
For 'Planet Positive' to become an actionable philosophy, it needs a well-thought-out strategy, well-structured execution and well-planned investments.

In F23,  
Mahindra invested **₹ 160 million** in various environmental initiatives.



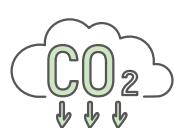
(In INR million)

Environmental Investment	Amount
STP / ETP maintenance	41.8
Air emission monitoring (stack and ambient)	8.50
Water quality monitoring	3.46
External certification of management systems	4.70
Consent application/renewal application w.r.t. pollution control boards	26.4
Waste disposal / treatment	74.1
Water Cess	0.99
<b>Total Environmental Expenditure</b>	<b>160</b>

**KEY ENVIRONMENTAL MATERIALITY TOPICS**

Mahindra values stakeholder input in developing a strategy focused on promoting a positive impact on the planet. We conduct materiality assessments to pinpoint specific areas where we need to concentrate our efforts. This process helps reduce risks and uncover new business opportunities.

By engaging with both internal and external stakeholders, Mahindra identifies the most pressing environmental concerns and benchmarks them against industry peers. After mapping, prioritising, preparing, and validating the topics, we create a final materiality matrix. In addition to using materiality topics for sustainability reporting, we utilise them as a strategic tool to manage risks, capitalise on opportunities, and stay ahead of emerging trends. Through the assessment process, we have identified the following environmental issues that are material to both us and our stakeholders:



**CARBON  
EMISSION**



**WATER  
SECURITY**



**WASTE  
TO WEALTH**

While developing the sustainability strategy, we placed significant emphasis on these topics. Our commitment to addressing each topic is reflected in the initiatives we have taken, as outlined in their respective sections.

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CARBON  
EMISSIONS

Mahindra prioritises long-term initiatives that have a beneficial impact on the environment. We are dedicated to meeting our goal of achieving carbon neutrality by 2040 and have made substantial progress in reducing carbon emissions throughout our manufacturing operations.

▼ MANAGEMENT  
APPROACH

We take a holistic approach to mitigate and remove carbon emissions. This involves prioritising the reduction of emissions at the source and utilising offsets to address residual emissions.

Our commitment to reducing our carbon footprint is reflected in our investment in low-carbon energy, automobile recycling, waste-to-energy, and electric mobility. We continuously measure, control, and mitigate emissions to minimise our carbon footprint and reduce the risks associated with it. In addition to mitigation efforts, we are also dedicated to removing carbon from the environment. Through our Project Hariyali, we continue to plant trees, furthering our efforts towards a more sustainable future. We also support, collaborate and lead climate change-related initiatives in India and across the world.



The World Economic Forum (WEF) launched the India Edition of CEO Climate Leaders and Dr. Anish Shah, MD and CEO, Mahindra Group, has been nominated as Co-Chair for the same – to serve as a high-level platform for business leaders to support concrete plans and ideas to step up India's climate action and green transition efforts.

## ▼ TOTAL ABSOLUTE GHG EMISSIONS

## Absolute Scope (1 + 2) GHG Emissions

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

	FY20	FY21	FY22	FY23	Target*
Scope 1 (Direct Emissions)	48,590	44,542	55,451	58,936	60,112
Scope 2 (Indirect Emissions)	236,011	205,592	233,941	202,306	315,458
Total Absolute Scope (1+2) GHG Emissions	284,601	250,134	289,392	261,242	375,570

## Note:

Due to increase in production, the Scope 1 emissions are higher in F23. However, because of adoption of renewable energy, Scope 2 emissions have reduced significantly and therefore, so has the overall emissions.

\*In line with our SBT emission reduction roadmap, an emission intensity reduction target of 4.1% year-on-year for the next 15 years was derived and used to set the Scope 1 & 2 absolute emission reduction target for F23.

## Absolute Scope 3 GHG Emissions

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

Source	FY20	FY21	FY22	FY23
Scope 3 (Other Indirect Emissions)	58,425,531	63,361,170	65,829,032	80,214,591

Note: Due to higher sales in vehicles, the category 11 use of sold product has increased.

## ▼ GHG MITIGATION

In the reporting year, our businesses together mitigated 11,716 tCO<sub>2</sub> of GHG emissions. The details include:

## Emission saving

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

Sector	AD	FES	NPD	MRV	MTWD	Total (A)	FY22 Projects (B)*	Overall GHG Mitigated (A+B)
FY23	3,533	3,377	93	483	92	7,578	4,138	11,716

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## CARBON REDUCTION INITIATIVES

## Measures Taken to Reduce Scope 1 and 2 GHG Emissions



# PROFITABLY HARNESSING THE SOLAR POWER | MAHINDRA & MAHINDRA



## Challenge

In today's world, financial growth must not come at the expense of environmental and social capital. We recognise the importance of embedding sustainability in manufacturing, and we are committed to improving the overall ecosystem. While some sustainability projects require high capital investment, which can be challenging, especially during times like the Covid-19 crisis, we see an opportunity to green our business profitably.

## Intervention

To this end, we have set up a Special Purpose Vehicle (SPV) between Solar Developer – ReNew Power and various Mahindra units (the power consumers). The SPV, in which Mahindra has a 30% stake, owns and maintains a 60MWp solar power project spread across 150 acres at Parbhani, Maharashtra, under a group captive model for M&M Maharashtra's power requirement.

## Impacts



As a result of this project, 79,000 tCO<sub>2</sub>e emissions are avoided each year, which is approximately 34% of FY22 Scope 2 emissions. This is equivalent to nurturing around 2 million trees or powering 20,650 Indian houses for a year.



Due to our limited stake in the SPV, the overall outlay of capital goes down, against which we estimate savings of INR 28 to 32 crore.



Our renewable energy share of total electricity has gone from 12.5% to 44%.



This captive solar power project directly contributes to India's commitment to set up 175 GW of solar power, M&M's RE 50 by 2025, science-based targets by 2033, and carbon neutral by 2040.



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## INITIATIVES

## Measures Taken to Reduce Scope 3 GHG Emissions



## ADDITIVE DESIGN TO IMPROVE EFFICIENCY | FES



### Challenge

The continued quest for sustainability has led to emerging technologies and processes that show tremendous potential. One such process is Additive Manufacturing (AM) or 3D printing which can reduce Scope 3 emissions in the automotive industry by producing high-performance components using less energy and materials while also improving fuel efficiency. The need of the hour is to be abreast with such evolving technologies, train the manpower on how best to leverage them and create a work environment that encourages adoption of innovations.

### Intervention

Mahindra leveraged AM by training 20 engineers on the fundamentals of Additive Design and using a new methodology called 'Additive Inspired Design' (AID). AID either optimizes designs from scratch or modifies existing designs to suit conventional manufacturing processes, resulting in high optimisation.

### Impacts

Using AID, the weight of the control valve manifold of Mahindra Yuvo and Novo tractors were brought down from 12.8 kg to 10.5 kg while the weight of the control valve H1/H2 were down from 22 kg to 16.5 kg. This innovative valve design also received the USPTO patent grant.

**The implementation of AID has led to:**

**Material savings of  
82 Tons per year**

**Energy saving of  
~50,840 kWh per year**

**CO<sub>2</sub> avoidance of  
~24 Tons YoY**  
equivalent to planting of 144 trees

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## SCIENCE BASED TARGETS

Mahindra is future-proofing growth by setting emission and carbon footprint reduction targets based on climate science. As part of the global effort to combat climate change, we have committed to these targets in accordance with the SBT framework.



**Mahindra & Mahindra Ltd. has pledged to reduce Scope 1 and Scope 2 GHG emissions by 47% per equivalent product unit by 2033 from a 2018 baseline. We have also committed to reducing Scope 3 GHG emissions by 30% per sold product unit by 2033 from the same baseline.**

Sector	Base Year	Target Year	Target Type	Emission Type	Emission Reduction Targets (%)	Emissions (Base Year) tCO <sub>2</sub> /unit	Current Status (%)	Emissions tCO <sub>2</sub> /unit (FY23)
Auto	2018-19	2033-34	Intensity	Scope (1+2)	47%	0.228	43.6%	0.129
				Scope 3	30%	27.48	(-) 4%	28.53
Farm	2018-19	2033-34	Intensity	Scope (1+2)	47%	0.230	23%	0.177
				Scope 3	30%	150.6	3%	146.76

## ENERGY

Mitigating the risks of climate change and contributing to the Sustainable Development Goals require the efficient use of energy. Mahindra adopts a dual approach of energy efficiency and renewable energy to address this challenge. Our focus on these initiatives not only helps mitigate climate risks but also reduces the cost of energy.



## Absolute Energy Consumption

Sector	FY23
AD	26,819
FES	24,411
NPD	470
MRV	2,451
MTWD	2,510
<b>Total (A)</b>	<b>56,661</b>
<b>FY21 Projects (B)*</b>	<b>26,260</b>
<b>Overall Energy Savings (A+B)</b>	<b>82,921</b>

## Note

Total energy consumption has increased due to higher production, however, share of our renewable energy has significantly increased.

We have decided on a non-renewable energy consumption reduction target of 4.1% y-o-y for the next 15 years. This target is in line with our SBT emission reduction roadmap.

GRI 302-4

**82,921 GJ energy was saved through sustained energy saving initiatives in F23.**

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## ENERGY SAVING INITIATIVES



## Heat Recovery to reduce PNG Consumption and CO<sub>2</sub> Emissions | Swaraj Plant 2

**Challenge**

Swaraj Plant 2 was using PNG operated burners and hot water generators to achieve the required pre-treatment process temperature for chassis production, leading to high PNG consumption. Additionally, heat generated during compressor cooling was wasted as there was no system to reuse it.

**Intervention**

A heat recovery unit was installed in the air compressors to recover and reutilise waste heat from the hot water rinse, knock-off degrease, and degreasing stages of the chassis pre-treatment zone.

**Impacts**

The introduction of the heat recovery units resulted in a 23.3% reduction in PNG consumption of the hot water generator, a reduction of 31.68 Lac Kcal/Day in environment heat load, and a decrease in CO<sub>2</sub> emissions by 512.4 Tons/Year. This intervention led to improved environmental sustainability, reduced energy costs, and increased efficiency in the tractor manufacturing process.



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## ENERGY SAVING INITIATIVES



## High-Efficiency Air Handling Equipment for Reduced Emissions | AS Nashik



### Challenge

Motor and blowers accounted for approximately 60% of energy consumption in the automobile manufacturing industry, with blowers and air circulators contributing over 40%. There was a need to find an alternative, high-energy efficient equipment and cutting-edge technologies to replace conventional air handling equipment and improve operations.

### Intervention

Intelligent EC blowers were installed to replace conventional AHUs, while BLDC air circulators, HVLS, and BLDC+HVLS replaced conventional air circulators.

### Impacts

The replacement of conventional equipment with high-efficiency alternatives led to improved environmental sustainability, reduced energy costs, and increased efficiency in the automobile manufacturing process.

- Reduction of 1,260 tCO<sub>2</sub> in emissions, which is equivalent to the annual electricity consumption of 267 households or planting 32,300 trees.
- Additionally, there was a cost saving of INR 1.2 crore, improved air flow, better control over process parameters, and maintenance-free and more reliable equipment.

## Renewable Energy Adoption

Renewable energy plays a vital role in Mahindra's business strategy. We recognise the importance of adopting sustainable practices and reducing our carbon footprint.

By increasing the share of renewable energy in the total electricity consumption, M&M is demonstrating its commitment to environmental responsibility and supporting the global effort to transition to a low-carbon economy.

This not only benefits the environment but also helps to create a more resilient and sustainable business model, which can ultimately lead to long-term success. Moreover, investing in renewable energy sources can also help the company to reduce energy costs over time, which can further contribute to the overall financial sustainability of the business.



**M&M's renewable electricity consumption stood at 32% in F23.**



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## ENERGY SAVING INITIATIVES



## Scaling New Heights with Solar | FD, Rudrapur



### Challenge

The contribution of a 248 KWP solar plant (commissioned in F19) to the total power consumption at the Rudrapur Tractor Plant was only 5%, and a larger solar plant was required to increase the contribution of solar power. However, this came with its own set of challenges, such as COVID, legal clearances, climate, working at heights, and space constraints.

### Intervention

The team at Rudrapur plant initiated the process of installing and commissioning a 760 KWP rooftop solar plant despite the challenges. The process included legal approval, safety measures, involving all plant shops in charge, and failure modes and effects analysis.

### Impact

The project was commissioned in only 50 days with zero safety incidents. With the addition of 760 KWP rooftop solar, the total solar power capacity of the Rudrapur plant became 1 MWp, and the percentage contribution of solar energy to the energy mix increased from 5% to 20%. The annual GHG emission was reduced by 900 TCO<sub>2</sub>.

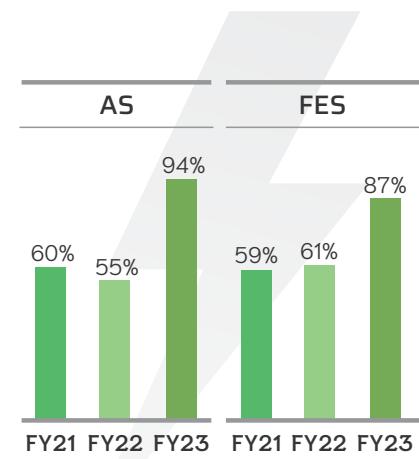
**221% increase in the use of renewables electricity compared to the previous year (F22).**

## Enhancing Energy Productivity

Improving energy productivity is essential for businesses that seek to operate sustainably and responsibly. At Mahindra, we understand that measurement is key to effective management. To this end, we continuously monitor our Energy Productivity (EP) and develop energy-efficient initiatives. EP data is tracked separately for the Auto Sector (AS) and Farm Equipment Sector (FES).

By measuring and monitoring energy consumption, we identify areas of inefficiency and implement targeted initiatives to reduce waste and improve productivity. This not only benefits the planet by reducing greenhouse gas emissions but also leads to significant cost savings for us.

Furthermore, improving energy productivity enhances our reputation as a responsible and sustainable business, which is a competitive advantage in today's marketplace to succeed in a rapidly changing world.



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## AIR QUALITY

Air pollution poses a significant risk to both human health and business operations. The negative impacts of poor air quality can result in respiratory and cardiovascular diseases, crop yield losses, and harm to ecosystems, all of which can ultimately hinder economic growth. At Mahindra, we recognise the financial implications of air pollution and are committed to strict compliance with all relevant regulations.

We adhere to statutory norms and regulations in all the states and countries where we operate and maintain careful monitoring systems to track various air pollutants. Our manufacturing and service locations regularly monitor pollutants, including PM10, PM2.5, SOx, and NOx, in accordance with the revised National Ambient Air Quality Standards (NAAQS 2009).

Some manufacturing plants also monitor specific pollutants that are applicable to their processes, such as Respirable Suspended Particulate Matter (RSPM), Carbon Monoxide (CO), Methane (CH<sub>4</sub>), Ozone (O) and Lead (Pb), among others.



### Ozone Depleting Substances (ODS)

In addition, we recognise the importance of protecting the Ozone layer and continuously strive to monitor and reduce the consumption of resources and emissions of Ozone Depleting Substances (ODS), such as HFCs, Halons, and HCFCs. By doing so, we aim to keep the Ozone layer, the natural shield that protects the Earth from the sun's ultraviolet rays, intact.

**Our commitment to reducing air pollution and protecting the environment reflects on our understanding of the critical link between environmental health and long-term business success.**

## BIODIVERSITY

Biodiversity is a critical aspect of our Planet Positive approach, and Mahindra is committed to conserving and rejuvenating it. One of our key long-term programmes in this area is Mahindra Hariyali, which was launched in 2007 with the goal of improving India's green cover and protecting the country's biodiversity.

**We have recently revised our target to plant five million trees annually by 2026, a significant increase from our previous goal of one million trees. We have already planted a total of 20 million trees under Project Hariyali.**



**Hariyali**  
by Mahindra

**In F23, Mahindra Group planted 2.21 million trees across India.**

Mahindra Hariyali not only addresses the risks of climate change but also supports livelihood opportunities and encourages better socio-economic benefits. The project has contributed to climate change resilience globally, sequestering more than 390,000 tonnes of carbon since its inception.

At Araku, the project's work has been registered with the Ministry of Environment, Government of India, and qualifies as a carbon sequestration project compliant with UNFCCC's Kyoto Protocol guidelines. Through a memorandum of understanding between Mahindra and our implementation partner, Nandi, the Paris-based Global Livelihoods Fund – a Carbon Offset Fund led by Danone – has used carbon credits from Phase 1 of Project Hariyali in the European ETS programme. By supporting biodiversity and promoting carbon sequestration, we aim to create a more sustainable future for all.

**None of our operations are adjacent to protected areas and close to key biodiversity areas.**

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## INITIATIVES

# COMPREHENSIVE BIODIVERSITY TRANSFORMATION | IGATPURI PLANT



## Challenge

The engine manufacturing plant at Igatpuri faced a serious challenge due to its limited green belt area, which accounted for only 25% of the total land area. This resulted in a low flora count, a large open area of loose soil, and severe erosion. Consequently, the plant experienced extremely high dust levels, which could potentially impact the health of workers and adversely affect the machinery. Additionally, the low biodiversity index of the plant made it difficult to establish a balance with the ecosystem.

## Intervention

To address these challenges and set an example for biodiversity amongst Mahindra units, the Igatpuri team formulated a comprehensive approach. Their aim was to increase the green area coverage from 25% to 63% by planting an exponentially greater number of trees and shrubs, both within and outside the plant area. The team also developed a butterfly garden and botanical garden, adding to the plant's biodiversity. Additionally, they implemented various water conservation measures such as rainwater harvesting and micro-irrigation to reduce specific water consumption and ensure that the plant became water self-reliant.

## Impacts

The impact of the intervention was astounding.

- The plant's green coverage increased to 63%, with over 80,000 trees and 29 species of shrubs planted in the project area.
- The additional flora helped reduce dust levels by 75%, thus improving the working conditions for the employees.
- The increased green coverage also led to a reduction of ambient temperature by 2 degrees Celsius, leading to a more comfortable work environment.

## Recognitions and Accolades

The efforts of the Igatpuri team were widely recognised and appreciated.

- M&M Igatpuri became the first location under CII IBBI to receive the highest Biodiversity Index of 72 points out of 100 based on UN CBD's City Biodiversity Index Methodology.
- Additionally, the case study on Dust control was published in CBD COP 13 at Mexico in 2016 under IBBI Publication, while the case study on water conservation was presented in CBD COP 14, Egypt, under the IBBI Publication.

The accolades are a testament to the team's hard work and dedication towards creating a sustainable and eco-friendly manufacturing plant.



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# WATER SECURITY



**Water scarcity is becoming a significant concern globally, and the manufacturing industry is not immune to its effects. Water is a vital resource for the manufacturing industry, including companies like Mahindra. It is used in various stages of the manufacturing process, such as cleaning, cooling, and processing. Without access to water, it would be challenging to operate.**

**We recognise the significance of water for the community we serve and are taking steps to contribute to water security efforts.**

GRI 303-1



## MANAGEMENT APPROACH

Mahindra has adopted a Planet Positive approach by implementing a comprehensive water conservation and rejuvenation strategy. This approach encompasses several initiatives, such as efficient water management practices, rigorous reporting practices, identification and repair of water leaks, the integration of new technologies that minimise water usage, construction of rainwater harvesting structures, and the adoption of ponds for water storage.

We remain committed to the goal of being water positive, which means returning more water than consuming. This approach not only reduces the environmental impact by conserving natural resources and minimising wastewater discharge, but also helps save on water costs.

Following are some of the key water security initiatives taken in the reporting period at our divisions.

### INITIATIVES



### INCREMENTAL EFFORTS TO WATER POSITIVITY | AS KANDIVALI

AS Kandivali plant had 54% dependency on borewell water, impacting groundwater table due to restricted municipal water supply in the bustling suburb of Mumbai. To address this, a decentralised rainwater harvesting model was adopted, collecting run-off rainwater in holding arrangement, filtering through first-stage aggregates, sand and percolating into deep aquifer to mitigate 100,000+ KL of borewell water.

AS Kandivali has achieved commendable results by navigating a decade-long path to water conservation, reducing dependency on borewell water, enhancing water security for future growth, and conserving natural resources.

### SAVING THE PRECIOUS RESOURCE | FD NAGPUR

The installation of the Electro Deposition Reverse Osmosis (EDRO) Water Recovery System has increased paint recovery at the sheet metal paint shop of Mahindra Nagpur plant, from 97.5% to 98.5%. The system retains suspended paint and solutes of high molecular weight in the membrane, replacing fresh RO rinse with EDRO output Permeate in a closed loop. This has resulted in significant benefits including a reduction in fresh corporation water by 22%, overall cost savings of INR 1.48 million per annum, power cost reduction, and a decrease in the overall carbon footprint.

**Water recharge increased to 1.42 million m<sup>3</sup> in F23 from 0.85 million m<sup>3</sup> in F22.**

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## Total Water Withdrawal

<sup>m<sup>3</sup></sup>

Sector	FY20	FY21	FY22	FY23
AD	1,010,294	810,943	987,855	1,361,919
FES	482,823	445,345	438,404	470,291
SBU	38,511	43,403	49,015	38,269
MRV	92,985	61,111	70,242	83,463
NPD	7,851	6,656	6,008	7,216
CC	29,637	14,186	17,523	24,700
MTWD	38,455	37,762	34,440	41,208
<b>Total Water Withdrawal</b>	<b>1,700,557</b>	<b>1,419,407</b>	<b>1,603,486</b>	<b>2,025,341</b>

## Note

Due to increase in production, the withdrawal has increased. However, we have recycled and reused significant amount of the water and have also increased the water recharge significantly compared to last year.

M&M worked on various water conservation and water efficiency improving strategies which helped in reducing the municipal and fresh groundwater consumption in F23. We have a target of reducing 5% net freshwater consumption year-on-year for the next three years. This is in line with our water security goal from our sustainability roadmap.



No water source was significantly affected by M&M operations during the reporting period.

The total net freshwater consumption was well below the target for this year.

## ▼ DISCHARGED WATER QUALITY



Mahindra views wastewater as an opportunity rather than a burden. We recognise that wastewater can be recycled and treated to become a valuable resource for various operational and non-operational purposes. By adopting this perspective, we effectively manage our wastewater and reduce our reliance on groundwater for activities such as heating, cooling, and gardening.

To ensure that wastewater is managed safely and sustainably, Mahindra has implemented several key initiatives. For instance, we treat effluents before releasing them into natural water bodies, continuously monitor wastewater discharge to ensure it is free from pollutants, and strictly adhere to limits specified by state and national pollution control boards.

GRI 303-2, GRI 303-3

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# WASTE TO WEALTH



**The world today is facing numerous challenges due to the increasing scarcity of land, energy, water, and materials. These constraints have intensified the need to find innovative ways to manage resources sustainably. One solution is to adopt a circular approach that transforms waste into a valuable resource.**

At Mahindra, we understand the importance of reducing waste, and have implemented effective and efficient waste management practices. By doing so, waste is no longer viewed as a liability but as a source of raw material to produce valuable products. This circular approach not only reduces waste and environmental impact but also creates new business opportunities and reduces the need for virgin resources.

GRI 305-7, GRI 306-1, GRI 306-2

## MANAGEMENT APPROACH

Mahindra adopts a waste-to-resource approach that emphasises the potential value of waste. Instead of viewing waste as a problem, we recognise it as a resource that can generate sustainable benefits for both the business and the environment.

Mahindra is committed to responsible waste disposal practices that comply with all applicable regulations, resulting in better ecosystems. By adopting this approach, Mahindra contributes to the health of the planet and the well-being of people while also creating new business opportunities.

## MINIMISING WASTE TO LANDFILL

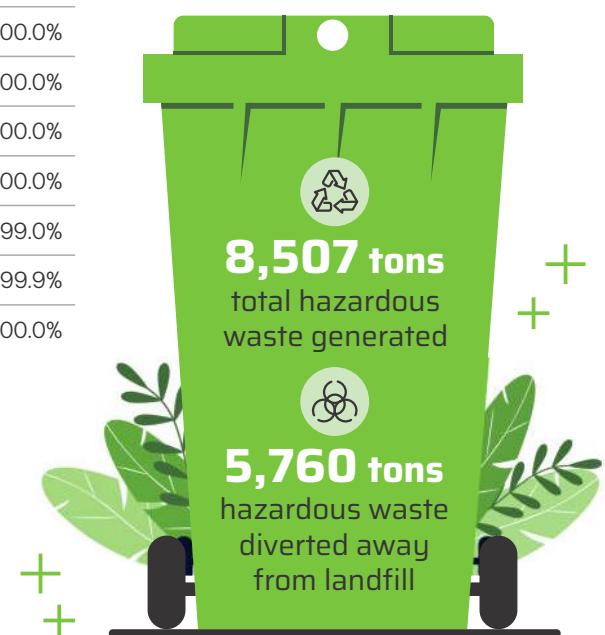
Our initiatives towards minimising the amount of waste that enters the landfills from our operations are bearing results, as seen for the locations below:

Sector and Locations	% Diversion from Landfill
Haridwar (AS)	100.0%
Igatpuri (AS)	96.8%
Kandivali (AS)	100.0%
Nashik Plant 1 (AS)	95.2%
Zaheerabad (AS)	100.0%
Chakan (AD-MVML)	96.1%
Jaipur (FD)	100.0%
Kandivali (FD)	95.6%
Nagpur (FD)	100.0%
Rudrapur (FD)	100.0%
Zaheerabad (FD)	99.2%
Swaraj Plant 1 (SD)	100.0%
Swaraj Plant 2 (SD)	100.0%
Jaipur (SBU)	100.0%
Kanhe (SBU)	100.0%
MRV, Chennai	100.0%
Nashik Plant 2 (AD)	99.0%
Corporate Center	99.9%
Pithampur (MTWD)	100.0%

At Mahindra, we view hazardous waste as a valuable resource that can be repurposed to create innovative and useful products. By doing so, we gain a competitive edge while also minimising our impact on the environment. To achieve this, most of our plants follow the Zero Waste to Landfill (ZWL) process, whereby hazardous waste is directed to cement industries for co-processing, and authorised recyclers.

By diverting hazardous waste from landfills, we reduce our environmental footprint and promote sustainability. In F23, we generated 8,547 ton of hazardous waste, of which 5,760 ton was successfully diverted away from landfill.

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



**63% of M&M's waste was diverted away from landfill in F23.**

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## ▼ SPILLS

Spills have the potential to cause safety hazards and harm to the environment. To prevent spillages, Mahindra has implemented standard operating procedures (SOPs) for all processes. Adherence to these SOPs significantly reduces the likelihood of spills occurring. However, in the event of a mishap, appropriate measures are taken to prevent spills and ensure the safety of both employees and the environment.

**No significant spill incidents were recorded during the reporting period.**

## ▼ MATERIAL CIRCULARITY

Doing more and better with less has always been a part of our core and this ethos continues to guide our operations. As part of our on-going efforts to make our operations more sustainable, we are placing a strong emphasis on material circularity, whereby we are utilising discarded products as raw materials for new products or materials. Adopting a circular approach eliminates the financial, environmental, and accessibility risks associated with traditional raw material sourcing, and allows us to make significant contributions towards low-carbon and green economies.



To support this initiative, we harness the power of technology and innovation to improve our processes and reduce our material consumption, while also prioritising the recycling and reuse of waste to minimise our overall material usage. We recognise that the consumption of raw materials and their processing can have negative impacts on soil, water, biodiversity, and ecosystem functions. By embracing material circularity, we strive to create a more sustainable and responsible approach to production.

## INITIATIVES

ECO-FRIENDLY AESTHETICS AND QUALITY |  
CoE, MATERIALS TECHNOLOGY

At Mahindra, we understand that modern car customers demand aesthetics, durability, quality, to go hand-in-hand with environmental sustainability. To cater to these demands, our Centre of Excellence for Materials Technology is always seeking innovative solutions. Some of these include:



- Low solvent grade Paint technology with 3C1B high solid paint that meet stringent paint specification and remain '**As Good As New**' in the field even after 5 years of service. Use of high solid paint results in Total VOC reduction of 2,272 g/litre per vehicle, 31% reduction in material consumption and CO<sub>2</sub> reduction of 11 kg/Vehicle
- Increasing the material efficiency of underbody coating through alternate materials that are lighter in weight but provide higher chipping resistance. This resulted in Material consumption reduction of almost 40%.
- Eco-friendly material and process enhancement for Cathodic Electro Deposition (CED) coating. This improves corrosion performance while reducing thickness that results in almost 20% material consumption reduction.

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## INITIATIVES



## VOC REDUCTION THROUGH INNOVATIONS | AS CHAKAN



### Challenge

Volatile organic compounds (VOCs) are a major cause of air pollution and are emitted from paint shops. At the Mahindra Chakan paint shop, VOC emissions were 8,85,906 kg to produce 1.8 lakh cars. Though there is no Indian standard available on VOCs, this is 65% more than European Acceptance Standard Directive 1999/13/EC.

### Intervention

To tackle this, the Chakan paint shop adopted a combination of material, automation, and technology.

**Technology:** Three-wet paint process was adopted. The process allows solvent-borne paint coatings to be applied wet, instead of heating and drying each layer individually with energy-consuming ovens. Thus, a simplified integrated booth replaces multiple stages in the paint shop.

**Material:** High solid paint material technology (3C1B) was introduced. High solid paints have higher concentrations (at least 65%) of solid components than a conventional coating and are considered more environmentally friendly because less solvent is emitted as it dries or cures.

**Technology:** Interior & Exterior Robotic painting increased the transfer efficiency in internal area from 35% to 70%.

### Impacts

As a result of these interventions the VOCs emitted per car reduced from 4.92 kg to 2.35 kg, reducing emissions by 4,62,546 kg (52%) per annum. The emission is now 20% less than the European Acceptance Standard Directive. The upgraded technology not only reduces VOC emissions but also improves chemical resistance and longevity and reduces paint cost by 17%.



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## PACKAGING

The use of wasteful packaging can lead to an increase in landfill waste. To combat this issue, Mahindra places a strong emphasis on the designs, materials, and processes involved in packaging in order to reduce waste and promote environmentally friendly, cost-effective, and convenient packaging solutions. This approach enables us to maximise the productivity of our resources and enhance our environmental performance.



## INITIATIVES

RECYCLING CORRUGATED CARTON WASTE |  
SBU KANHE

In F22, SBU Kanhe took a sustainable step towards reducing waste and carbon footprint by shredding 57.73 tons of corrugated carton waste and repurposing it as secondary packing material. The shredded carton was also used as filler material, replacing plastic air bubble sheets. This reduced the amount of waste accumulated from in-warding parts and minimised the use of plastic, making it an eco-friendly initiative.



SBU Kanhe shredded and repurposed **57.73 tons** of waste corrugated carton as secondary packing and filler material.

## COMPLIANCE

Compliance is an essential component of mitigating a range of risks, including litigation, reputation, and statutory risks. At Mahindra, we recognise that environmental risks and compliance are inextricably linked, and that a robust risk management programme must incorporate compliance considerations.

In our commitment to environmental responsibility, we not only adhere to all relevant laws, regulations, guidelines, and specifications, but also exceed them by following globally benchmarked best practices and standards. By doing so, we are able to promote the betterment of the planet and people. Additionally, we actively seek out opportunities to learn from others and share our experiences to improve industry standards in the areas of environment, health, and safety.



**We have not paid any fines related to environmental or ecological issues in the past five years. During the year, there was no environmental violation by M&M.**

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# PRODUCT STEWARDSHIP

M&M and Volkswagen strengthens partnership to accelerate the EV market



Mahindra Scorpio-N sets a new record with 100,000 bookings in 30 minutes



Kandivali Plant achieves a milestone with the production of 1,00,000 vehicles

MRV secures a record 210 patents, the highest among Indian OEMs

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**As one of the largest vehicle manufacturers in India, Mahindra recognises the importance of decarbonising the mobility industry towards fighting climate change. In pursuit of becoming Planet Positive, we are committed to reducing our environmental footprint and promoting sustainability throughout the entire lifecycle of our products.**

To achieve this, our focus continues to remain on embedding innovation, safety and sustainability at the design and manufacturing stage, and infusing greater economic value and pride of ownership in the use phase.

While we strengthen our leadership position in the SUV space with launches like the Scorpio-N and RWD Thar and the tractor market with six launches in the Yuvo Tech+ range, we are also building a green product portfolio that includes innovative electric vehicles like XUV400 and sustainable last-mile mobility solutions like the New Alfa CNG variants.

## ▼ MANAGEMENT APPROACH

At Mahindra, we follow a proactive management approach dedicated to sustainable practices. We manufacture products and provide services that prioritise innovation and meet specific market needs. In urban areas, our focus extends beyond customer comfort and safety – we strive to create solutions that are more environment-friendly, consuming less fuel and reducing emissions.

Recognising the integral role of mobility, we aim to design products and solutions that address congestion, ensure comfort, safety, and drivability in urban areas, while in rural areas, we offer a range of tractors, farm equipment, and services that catalyse agricultural growth, increase farm prosperity, and optimise resource consumption. Guided by the FUTURise framework, our ambition is to transform into a global innovation powerhouse driven by technology.

**By maximising efficiency, minimising resource consumption, and collaborating with stakeholders, we aim to achieve sustainable outcomes that benefit society and impact the planet positively.**

## ▼ NEW PRODUCTS

Our products help people Rise. Our new products make mobility more accessible, affordable, viable, for our customers and sustainable for all the stakeholders. In F23, we have introduced several noteworthy products and services, showcasing our dedication to innovation and meeting evolving market needs.

**In F23, 750,613 vehicles and 407,545 tractors were sold.**



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## New Developments | Auto Sector



**SCORPIO-N**

**THE BIG DADDY  
OF ALL SUVS**

## ALL-NEW SCORPIO-N

M&M unveiled the highly anticipated, the All-new 'Scorpio-N', an SUV engineered from ground-up to meet the aspirations of the young and tech-savvy customers.

Scorpio-N comes with premium interiors, advanced features, and the latest technology, with manual and automatic transmissions and a 4x4 option.



## Tough, Powerful, Authentic

### The New Classic Scorpio

The Scorpio brand has evolved over 20 years to meet customer needs and remains a popular choice amongst enthusiasts looking for a tough, powerful, and capable 'authentic' SUV.

The Scorpio Classic is a fresh iteration of the iconic Scorpio SUV which retains the original silhouette but boasts refreshed looks, contemporary interiors, and a new powerful engine, among others.

**SCORPIO**  
CLASSIC



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## New Developments | Auto Sector

## The Versatile Vehicle

### Bolero Neo Plus

Mahindra has added another body style to the popular Bolero line-up by introducing the Bolero Neo Plus. The new Bolero Neo Plus is based on the TUV300 Plus with a 2.2-litre diesel engine good for 120hp and provides seating options for up to nine passengers.

Introduced in five variants, there is also an ambulance version on offer with seating for up to four and a patient bed. The Plus is the third product in the Bolero range, which includes the standard Bolero SUV and the Bolero Neo compact SUV.



## BOLERO

### CITY PIK-UP



## The Easy Pickup

### New Bolero City Pik-Up

A worthy addition to the existing 'Pik-Up' range, the 'New Bolero City Pik-Up' boasts best-in-class mileage, segment-leading payload capacity and cargo width, and best-in-class engine torque.

The model is best suited for intra-city applications due to easy maneuverability on narrow and crowded city roads. The New Bolero City Pik-Up guarantees more profit for customers, traversing across different terrains with ease and offering more business opportunities.

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## Class-leading mileage

### New Jeeto Plus CNG "Charsau"

The New Jeeto Plus CNG "CharSau" is a mini-truck that boasts a segment-leading range of over 400 km without refueling – hence, the CharSau (400 in Hindi). The mini-truck comes with best-in-class mileage of 35.1 km/kg that provides lowest operating costs and higher savings.

Designed for inter and intra-city applications, the new Jeeto Plus CNG comes with two CNG tanks having a total capacity of 68 litres. It offers dependable last-mile logistics and transportation solutions to small and medium-scale businessmen and traders.

## Maxx-imising Business Productivity

### Bolero Maxx Pik-Up

The Bolero Maxx Pik-up is a new brand of futuristic pickups which caters to the transport and logistics needs of modern India. It boasts an advanced connected technology – iMaXX telematics solution, enabling effective vehicle management and maximising business productivity.

Segment-leading comfort and safety features provide driver convenience on longer routes. The Bolero Maxx Pik-up is aimed at addressing the dynamic needs of modern-day businesses in the pickup segment.



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## New Developments | Auto Sector

## Explore the Impossible All-New Range of Thar

To offer a unique driving and ownership experience, exemplifying the promise of 'Explore the Impossible', M&M launched the all-new range of the Thar, including Rear Wheel Drive (RWD) variants in two engine options and enhanced capability in the Four-Wheel Drive (4WD) variants.

The Diesel variants of the RWD range are powered by a new D117 CRDe engine producing 117 BHP and 300 Nm torque with manual transmission. The petrol variant of the RWD range is powered by the mStallion 150 TGDi engine producing 150 BHP and 320 Nm torque with automatic transmission.

# THAR



## Catering to Passengers' Mobility Needs New Alfa CNG variants

Keeping in mind passengers' different mobility needs, we launched new Alfa CNG Passenger and Cargo variants, based on the popular Alfa brand. An Alfa Cargo and Passenger owner can save up to INR 400,000 extra in 5 years on fuel expenses when compared to diesel cargo 3-wheelers.

The launch makes Mahindra a full range player offering customers multiple options including electric, diesel and CNG to meet their different mobility needs.



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## New Developments | Auto Sector

**LOADKING OPTIMO BS6**



**A Truck with a Money Back Guarantee**  
**Loadking OPTIMO BS6**

Mahindra's Truck and Bus Division (MTB) introduced BS6 version of the popular LCV truck range, Loadking OPTIMO, with the highest mileage or truck back guarantee.

Built on compact vehicle architecture, Loadking OPTIMO caters to the construction segment for last-mile delivery in narrow road conditions.

### Electrifying Launch on World EV Day

#### All-Electric XUV400

M&M unveiled All-Electric Mahindra XUV400, a fun-to-drive, generously sized SUV, boasting excellent interior room. The stunning performance of the XUV400 makes it the first Indian make passenger vehicle with the fastest acceleration in the non-luxury segment as it attains the 100 kmph mark from standstill in a mere 8.3 seconds and goes on to reach a top speed of 150 kmph.

**XUV400**



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## Inaugurating M.A.D.E in UK Centre Of Excellence

To conceive and create all future Mahindra EVs and advanced vehicle design concepts, M&M inaugurated the new design centre of excellence, Mahindra Advanced Design Europe (M.A.D.E.). M.A.D.E forms a part of the Mahindra Global Design Network that includes the Mahindra India Design Studio in Mumbai. The studio will serve as the conceptual hotbed for the company's portfolio of EV products.

M.A.D.E's primary objective is to conceive and create all future Mahindra EVs and advanced vehicle design concepts. Home to Oxford University, this region is renowned for its high-end research and academic institutions. Importantly, Oxfordshire also offers access to new and emerging technologies like artificial intelligence, autonomics, advanced robotics, etc. that promise to shape the future of mobility.



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## Driving Electric Mobility Forward

India's EV market could touch USD 152.2 billion by 2030 and about 80% of two- and three-wheelers and 50% of the country's four-wheelers could be electric vehicles, according to the report by NITI Aayog and Rocky Mountain Institute. Due to mobility challenges associated with climate, fuel prices, and transportation, the future of mobility is set to shift. The Electric Vehicle (EV) space is therefore set to see tremendous changes in the next two to three years. Mahindra is already leading this transition. Mahindra is investing INR 30 billion to build-up technology, launch new products, ramp up production and forge strategic partnerships.

**In F23, M&M announced that British International Investment (BII) and International Finance Corporation – a member of the World Bank Group, will exclusively invest in EVs. BII will invest INR 1,925 crores (USD 250 million) into a new 4-wheel (4W) passenger electric vehicle company to be set up by Mahindra & Mahindra Ltd. The EV Co. will focus on four-wheel (4W) passenger electric vehicles.**

Similarly, IFC will invest INR 600 crores in the new last mile electric mobility company. Mahindra is also coming up with new models, new EV platforms to revolutionise EV market in India.

### Mahindra's First Truly Sustainable e-SUV

M&M's first electric SUV, XUV400, is produced using only renewable energy and in a 100% water-positive facility in Nashik, Maharashtra. The energy saved in the making of these vehicles can illuminate more than 1,000 homes for a year and is equivalent to planting of 1 lakh trees. The water positive manufacturing set-up saves more than 20,000 kiloliters of water and can provide water for 40,470 homes in a year.

### The Dawn of Authentic Electric SUVs - INGLO EV platform

M&M unveiled its new state-of-the-art INGLO EV platform and five e-SUVs under two EV brands, showcasing the vision for the future of electric mobility. Mahindra's vision is to lead the electric mobility revolution in India by bringing authentic electric SUVs with cutting-edge technology, through the three key strategic pillars of brand, design, and technology. Indian at heart and global in its reach, the INGLO platform encapsulates progressive battery technology, platform architecture, brain power and human-machine interface. The name also symbolises the flow and exchange of energy and emotion, a GLO of well-being, a system that brings complete harmony.

### Electrifying the last-mile mobility

At Mahindra, we are not just electrifying mobility, we are also driving it to the last mile. The demand for the electric two and three wheelers is rising buoyed by the government initiatives to promote e-mobility as means to curb oil imports and worsening air pollution. To cater to this rising demand, Mahindra has been launching with new EV three-wheelers models.

Apart from this, we are also bringing in leasing model to cater to the increasing EV adoption. EVs can be cost-effective in the long run given prevalent petrol and diesel prices, but the initial cost is prohibitive. Since EVs are still nascent, banks are sceptical about sanctioning loans. Moreover, the delivery partners are often cash-strapped individuals for whom meeting monthly down payment obligations could be difficult. This is where leasing makes a strong case for itself. It offers a number of benefits like zero down payment, no additional expenses like yearly insurance, road tax and registration, no cost of maintenance, cost effective vehicle upgrades.

### Making EV Adoption Easy

Quiklyz, a vertical of Mahindra & Mahindra Financial Services Limited, offers the largest portfolio of EVs for leasing and subscription to prospective customers. It offers all the aforementioned services and benefits like no down payments, vehicle upgrades every 2-3 years and monthly subscription charges for EV four-wheelers.

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### Mahindra Tractors Hits a Six YUVO TECH+

Mahindra Tractors, the world's largest tractor manufacturer by volume, unveiled six new tractor models under the recently launched Yuvo Tech+ brand to improve the crop productivity. Mahindra Yuvo Tech+ is designed and developed at Mahindra's Research Valley (MRV) in Chennai with world-class standards.

They deliver best-in-class power, torque and mileage. Expanding the Yuvo Tech+ range, the six new models are launched in the 37 – 50 HP (27.6 – 36.7 kW) power band and come with key features such as 4-wheel drive, Dual Clutch, SLIPTO, Auxiliary Valve and 2-speed PTO making it suitable for more than 30 agri applications.



### Swaraj's new model boosts performance 744 XT

With the aim to deliver maximum performance in agri and haulage applications, Swaraj Tractors launched 744 XT Tractor in the 50-HP category in Nepal.

This tractor features one of the biggest engines in its category, with 3,478 cc displacement. With directional control valve and best-in-class lift capacity of 1,700 kgs, the 744 XT can handle heavy implements with ease & precision. This tractor also comes with an industry leading 6-year warranty, guaranteeing absolute peace of mind.

### Going Smart with Krish-e's Smart Kit

Krish-e Mahindra's AgTech business launched the first-of-its-kind, Krish-e Smart Kit (KSK). An after-market device, Smart Kit will help Mahindra track and digitise every acre and kilometre of rental activity carried out in the country.

It will also provide equipment owners with detailed insights of their tractors and farm equipment through GPS enabled time tracking and remote monitoring of various parameters from the comfort of a smart phone.



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## ▼ PRODUCT RESPONSIBILITY

## Environmental Impacts

**Every product that is made has an impact on the environment. We ensure that our products make positive impact at every stage of their lifecycle – from concept to design, engineering, manufacturing, shipping, product use, and end-of-life.**

We prioritise environmental responsibility at each stage, showcasing our unwavering commitment to sustainability. This holistic approach minimises environmental impact, conserves resources, reduces waste, and propels us towards a more sustainable future.

Mahindra is guided by sustainability first principles:

## DOING MORE WITH LESS

by optimising, rationalising, and reducing consumption

## DOING IT TOGETHER

via partnerships and synergies

## DOING IT FOR ALL

to ensure that the fruits of innovation are shared by all

GRI-416-1, GRI-416-2

**SPEARHEADING SUSTAINABLE MOBILITY  
FOR A PLANET POSITIVE FUTURE**

## Life Cycle Assessment

True vehicle sustainability goes beyond tailpipe emissions. It spans the entire value chain: from high-quality input materials and innovative design to efficient transportation, responsible manufacturing, fuel consumption, and end-of-life considerations. Therefore, we go beyond compliance. We diligently follow the European M1 & N1 End of Life Vehicle (ELV) Directive, while ensuring that our exported vehicles meet the stringent European Emission Compliance (EEC) Directive 2005/64/EC. Life Cycle Assessment (LCA) for XUV400 is underway.

## Designed for Life and the End-of-Life

Aligned with the European Union's ELV Directive, Mahindra actively supports the dismantling and recycling of End-of-Life Vehicles (ELVs) to enhance their environmental friendliness. Mahindra's efforts encompass the prevention of certain heavy metals, de-pollution of fluids, polymeric parts marking, achieving reuse, recycling, and recovery targets, as well as the provision of comprehensive dismantling manuals. The directive applies to vehicles falling under the M1 and N1 categories, encompassing all components and materials. Importantly, its regulations remain applicable regardless of the vehicle's history of service or repair.

We reiterate that none of our major models contain any hazardous materials like Lead, Cadmium, Mercury, etc. Also, dismantling manuals have already been developed for Mahindra vehicles. We have instituted special processes to ensure compliance to EEC directive 2005/64/EC for ELV regulation. For European exports, in line with the EC directive on Recycle, Recovery & Reuse (RRR), here are the recoverability rates of some of our best-selling passenger vehicles:



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## Health and Safety Impacts

**At first, product safety and decarbonisation may not appear directly linked, but there is a crucial connection: Safe is sustainable. Safer vehicles, designed for longevity and efficiency, ultimately reduce their overall carbon footprint.**

Mahindra's mission is to introduce safer vehicles to Indian roads. By prioritising maximum structural integrity and integrating cutting-edge safety features, we aim to deliver vehicles that excel in safety, performance, and efficiency.

Mahindra is committed to enhancing vehicle safety in response to Global NCAP's call for widespread adoption.

**Our vehicles not only meet Indian market regulations concerning emissions, noise, and safety under the Central Motor Vehicle Rules, but also adhere to additional safety requirements such as crash, seat belt anchorage, head impact, steering impact, and pendulum impact.**

However, meeting the minimum requirements is just the beginning.

We continually strive to exceed compliance, benchmarking our safety standards against global best practices.

MAHINDRA WINS ACCOLADES  
IN INDIA'S SAFEST VEHICLES YET AGAIN

Mahindra added more feathers to the safety cap in F23. Our vehicles including Scorpio-N, XUV300, XUV700, and Thar were rated high under global NCAP's crash-tested as part of NCAP's Safer Car for India Mission.



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**Our vehicles performed well on safety parameters in F23. Following are the vehicles that fared well in Global NCAP ratings this year.**

**SCORPIO-N**

The Scorpio-N became the third Mahindra SUV to score a full 5-star rating in the latest round of the Global NCAP crash tests under the #SaferCarsForIndia programme. The previous two were XUV300 and XUV700. The Mahindra Scorpio-N bagged a full 5-star safety rating. It scored an impressive 29.25 out of a total of 34 points for adult occupant safety. However, for child occupant protection, it earned 28.93 out of a total of 49 points, thus achieving a 3-star rating in this category.



Some notable safety features of the Scorpio-N\* are:

Next Gen Body-on-frame Platform	6 Airbags	Driver Drowsiness detection	Electronic Stability Control (ESC)
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Latest generation ABS (Anti-lock Braking System) + EBD (Electronic Brake Distribution)	Roll Over Mitigation (ROM)
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Hill Hold Control	Vehicle Dynamics Control (VDC)	Hill Descent Control	Ventilated Disc Brakes (Front + Rear)
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ISOFIX/ i-SIZE Compatibility	Tyre Pressure Monitoring System	Front & Rear Camera	Front & Rear Parking Sensors
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LED Sequential Turn Indicator	E-call & SOS Switch	AdrenoX Connect, Alexa Built-in
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\*Features may differ by variants

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## 'SAFER CHOICE' AWARD | MAHINDRA XUV700

Mahindra's hugely successful XUV700 received the Global NCAP 'Safer Choice' Award for being the safest car in India. This accolade is only available to automakers achieving the highest levels of safety for vehicles sold in India. This achievement is even more special for Mahindra as it won this award two times in a row. XUV300 being the 1<sup>st</sup> vehicle that was conferred this accolade in 2020. Mahindra XUV700 received the highest combined occupant safety rating of any car tested in Global NCAP's #SaferCarsForIndia campaign. It achieved a five-star Global NCAP rating for adult occupant protection and four stars for child occupant protection.



**XUV700**

**Best-in-class Safety Features in XUV700\***

7 Airbags	Latest Generation Electronic Stability Program	Driver Drowsiness Detection	Cornering lamps
Advanced Driver Assistance Systems (Front Collision Warning, Automatic Emergency Braking, Lane Keep Assist, Lane Departure Warning, Smart Pilot Assist, High Beam Assist)		360-degree Surround View System	
LED Clear-view Headlamps	Blind View Monitoring	Electronic Park Brake	Tyre Pressure Monitoring System

*\*Features may differ by variants*

## XUV400

Mahindra XUV400 has been awarded 5-star safety rating in the Global NCAP. The XUV is also awarded the highest functional safety rating for an Indian EV, as per ISO standards. The EV has undergone rigorous testing in varying weather conditions ranging from +47 degree C to -20 degree C (South Korea).



## Thar

The Mahindra Thar is equipped with all the safety gear to explore the impossible. It has achieved a four-star rating for both adult and child occupants in Global NCAP's new round of #SaferCarsForIndia crash tests. Mahindra Thar was tested in its basic safety specification, two airbags, and reached 4 stars for adult and child occupants. The Thar also meets the side impact UN 95 regulation.



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## Social Impacts

**Sustainability benefits everyone – environment, businesses, and people. Through sustainable mobility, Mahindra not only helps people reach their desired destinations but also their desired goals.**

We empower individuals to achieve their aspirations and play a vital role in driving social progress. Here are some impactful initiatives we undertook this year to meet societal needs. Be it providing mobility access to youth looking for livelihood opportunities or specially-abled women trying to make ends meet, we provided appropriate, timely, and trusted solutions. This year, our products and services continued to make a larger impact on society.

## AUTO SECTOR

**M&M makes it possible for J&K Youth to Rise – Project Mumkin**

J&K administration runs a customised livelihood generation programme called 'Project Mumkin' for the youth in the region. Mahindra participated in this project by announcing over 500 Bolero Pik-up vehicles under the project to support the J&K youth with entrepreneurial opportunities, help them earn a livelihood, promote business ownership, and strengthen their trade practices to Rise.

## FARM SECTOR

**Giving Credit where it's Needed – MoU with J&K Bank**

Access to affordable credit is a major hindrance in allowing farmers to employ mechanisation solutions. To tackle this problem, M&M's FES signed a memorandum of understanding (MoU) with the J&K Bank to finance Mahindra's range of tractors and farm machinery. Through J&K Bank's wide network, Mahindra is offering improved access to affordable credit through innovative and attractive financing solutions that will help farmers acquire the latest farm equipment to boost their yields.

**Using Grit and Determination to Rise – Mahindra Treo Yaari**

One needs grit and determination to Rise in life. Ms. Debona Pandey, a specially abled from Indore with use of only 20% of her legs, demonstrated this. To sustain her family and ensure quality education as well as upbringing of her two children, she purchased a Mahindra Treo Yaari. Debona has driven Treo Yaari to more than 90,000 km. With the earnings from Mahindra EV, she is living a respectable life. People who once ridiculed are now lauding her efforts. The Yaari electric autorickshaw can travel 80-km on a single charge and can seat 4 passengers comfortably. It takes less than 3 hours for a full charge.

**Training the Talent to Drive India Ahead – Agreement with West Bengal Govt.**

Mahindra signed an agreement with Directorate of Industrial Training, Government of West Bengal (WB) to conduct industry-led Training Programmes for Skill Development of ITI Trade Certificate holders. As part of the collaboration, Mahindra will initiate training in "Tractor Mechanic – NSQF Aligned" for a duration of 220 hours at Government ITI for Women, WB.

M&M will also apply for empanelment as Training Partner with Paschim Banga Society for Skill Development to avail the financial support to conduct the training programme. The expert trainer from Mahindra will coach the institute faculties as and when required.

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## Compliance

**Mahindra's commitment extends beyond compliance. We meet regulatory requirements as well as actively contribute to shaping new robust environmental policies and standards, paving the way for a sustainable future.**



This year, we maintained full compliance with applicable statutes, reporting zero incidents of non-compliance in relation to our products and services. Our proactive engagement with government institutions and committees fosters an enabling environment:

- ✓ Represented Government institutions, committees, and agencies on the Environmental Building Programme.
- ✓ Provided technical input on the Automotive Industry to influential government forums, leveraging our expertise for effective environmental initiatives.
- ✓ Projected the Vehicle OEM perspective, seeking optimal solutions that balance environmental programs with our business interests.
- ✓ Collaborated with SIAM (Society of Indian Automobile Manufacturers) to influence policy, regulation, and program development concerning the environment, including CAFE (Corporate Average Fuel Economy) for CO2 declaration.
- ✓ Member of SCOE (Standing Committee of Emission) under MORTH (Ministry of Road Transport & Highway), contributing to vehicle emission policy setting in India.
- ✓ Worked with BEE (Bureau of Energy Efficiency) and MORTH as a committee member to formulate future fuel efficiency norms for India.
- ✓ Actively represented OEM's technical interests in developing standards with BIS (Bureau of Indian Standards) for fuels, vehicle parts, and more.
- ✓ Engaged as a member of the expert committee of Alternate Fuel Program & Electric Vehicle under MNRE (Ministry of New & Renewable Energy), providing recommendations for the 12th five-year plan.
- ✓ Contributed to formulating technical recommendations for national policies such as Biofuel Policy, Hydrogen Policy, and Auto Emission Policy.

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## Offering Complete Vehicle Scrapping Solutions



**At CERO, both our name and goal represent Zero Pollution, Zero Wastage, and bringing down the import of Metal Scraps to Zero.**

**Our recycling system focuses on special steels and non-ferrous metals, reducing air pollution and import dependency. So far, CERO has scrapped 2,354 vehicles, recycled 24,223 parts, and boasts of 12,000+ satisfied customers. CERO is a joint venture between the Mahindra Accelo and a government owned MSTC Ltd., has a recycling facility at Noida.**

**CERO is expanding rapidly to bring the convenient car scrapping service to the customers. 32 pure collection centers and 9 Registered Vehicle Scraping Facilities are spread across 41 cities pan-India.**

### Health and Safety Regulations

All our products and services are designed keeping health and safety at the core and in line with regulations and guidelines.

**We continue to achieve 100% compliance on that front.**

### Product and Service Information

Awareness about the product and service and how it will provide more value to them is important. We provide comprehensive information to help customers maximise the lifespan and value of our products. This is why our communication focuses mostly on customer centricity, information security, and timely updates.



#### CUSTOMER CENTRICITY



#### INFORMATION SECURITY



#### TIMELY INFORMATION

We use tools such as brochures and branding collaterals to educate customers about optimal usage, potential risks, and how to avoid them while using products. We strictly adhere to regulatory requirements while labelling, brand promotions, sponsorships, and advertising products.

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## ▼ CUSTOMER SATISFACTION

Customer satisfaction is not just a goal, but a driving force behind our sustained growth. We understand that meeting customer expectations is essential but exceeding them and ensuring customer delight is what sets us apart. Whether it's product quality or the buying experience, we prioritise customer satisfaction above all else.

Celebrating Intelligent Trucking –  
Mahindra Trucks and Bus Division

Mahindra Trucks and Bus Division celebrated customers who have deployed cutting-edge telemetry technology like Dual CAN (Controller Area Network), 4G and other leading digital technologies like machine learning and Artificial intelligence to provide powerful insights on vehicle health and performance. The technologies make it easier for every transporter to manage fleet and maximise returns.

For the Young at Heart –  
Mahindra Adventure 2022

Mahindra Adventure has been giving people trips of a lifetime, be it the single-day off-road adventure – Great Escape or the multi-day expeditions to the most beautiful places in India and abroad. The 2022 season was no different. It offered the adventure enthusiasts with exhilarating off-road training in Igatpuri and expeditions at Spiti Valley.

Awarding the Heroes of Indian  
Agriculture – Swaraj Awards

Swaraj Tractors hosted the 4th edition of the Swaraj Awards 2022 at an Agriculture Conclave held in New Delhi to acknowledge farmers and agri institutions for their contributions in the field of agriculture in 2021-2022. Honourable Union Minister of Agriculture, Shri Narendra Singh Tomar recognised Swaraj Tractors' contribution towards the welfare of farmers. Centering around the theme of 'Farm Mechanisation & Technological interventions in agriculture' the daylong event was organised in association with The Indian Council of Agricultural Research (ICAR) and Ministry of Agriculture and Farmer's Welfare, Government of India.

Maha Used Tractor Liquidation  
Mela – Farm Division

Selling exchange tractors to end customers typically yields a higher price compared to liquidation to brokers. To offer customers a better deal, Mahindra organised 'Maha Used Tractor Liquidation Mela' at various dealer locations. The dealer teams worked tirelessly to recondition the exchange tractor across 20 dealer locations. A total of 275 tractors were reconditioned and displayed, while 108 exchange tractors were sold to the customers.

Business Associates' PAN  
India Meet – Auto DivisionCrossing Sales Milestones –  
Mahindra Jeeto

Mahindra's leading SCV brand, Jeeto, has sold over 2 lakh units across the country. Best-in-class mileage, lowest maintenance, class-leading comfort and styling, simple maneuverability, and best value for money differentiate Jeeto from the competition. This also results in higher profits. Jeeto is very popular among captive customers and several e-commerce companies have selected Jeeto as a preferred vehicle for their last-mile delivery. Jeeto has been unswerving in the last mile distribution and has bolstered Mahindra's position as the market leader since its launch.



**Mahindra Auto sales division conducted a business associate meet in F23 covering 110+ dealerships in the country. The M&M new car dealerships were able to empanel 300+ new brokers. These brokers were taken through the detailed business propositions and opted for the empanelment. Our broker network got strengthened by 2,500+ personnel.**

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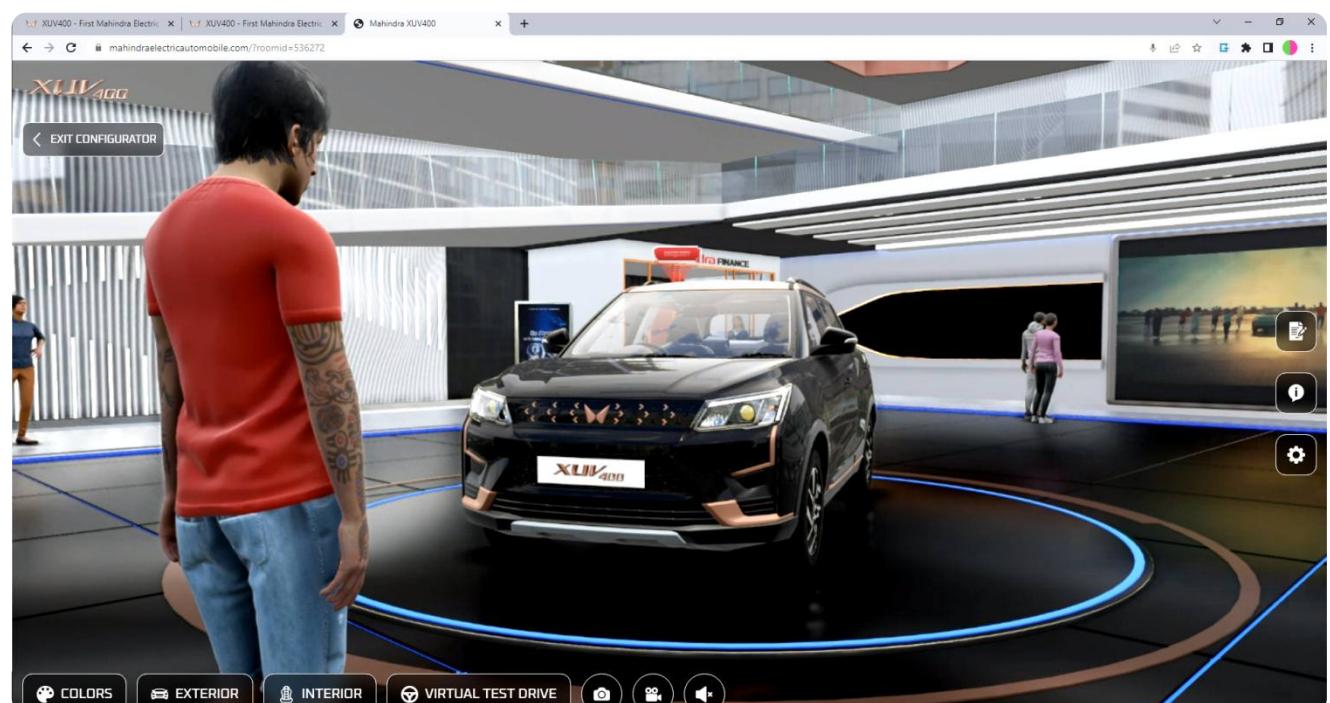
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## MARKETING AND COMMUNICATIONS

Mahindra has a strong brand presence. We use multiple two-way channels to market, communicate, and engage with customers. We listen to their needs and strive to meet their expectations through products and services. Our two-way communication approach ensures compliance with marketing laws and standards, while effectively promoting our offerings. By gathering feedback and identifying areas for improvement, we expand our product portfolio to cater to customer demand. We adhere to ethical advertising practices while informing or communicating about our product or services.



## Mahindra in Metaverse | XUV400

M&M unveiled XUV400VERSE, the Metaverse platform for Mahindra's all-electric XUV400 in the virtual world, powered by metadome.ai. The platform acts as a universe that combines the brand's virtual spaces to offer a unique customer experience, replete with photorealistic graphics. The XUV400Verse enables Mahindra enthusiasts and customers to engage, collaborate, socialise and have an immersive product interaction.

## Exclusive Edition on the Auction Block | XUV400

M&M announced auction for one-of-its-kind, exclusive edition of all-electric XUV400. The proceeds from the highest bid were given for a social cause and distributed amongst Mahindra Sustainability Awards winners towards clean air, clean energy, green mobility and clean water. Mr. Anand Mahindra, Chairman, Mahindra group handed over the one-off XUV400 designed by Mahindra's Chief Design Officer, Pratap Bose in collaboration with young, revolutionary fashion designer, Rimzim Dadu. The winner also got an exclusive pass to witness the India inaugural round of all-electric FIA formula-e championship in Hyderabad in 2023.

GRI-417-1



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## The Official SUV Partner of the T20s | Mahindra

Mahindra announced association with four T20 League Teams as the official SUV partner – Royal Challengers Bangalore, Delhi Capitals, Mumbai Indians, and Rajasthan Royals – and engaged in various on-ground and online activities during the season. Through this association, Mahindra deepened engagement with customers and strengthened the bond between the brand and the T20 league teams. With this association, Mahindra aims to boost test drives at the dealerships across the country.



## Recognising the Inventors | Swaraj Division

Senior leadership team of Swaraj Division recognised the inventors from various departments for their valuable contribution to Swaraj's Intellectual Property Portfolio. The awardees included those whose patent applications are either filed or granted. These patent applications and grants are not just limited to India, in fact six awards were given to patents granted outside India. Currently Swaraj's IP portfolio includes 311 IP Applications for Patent and design out of which 17 Patents are granted.

## Our Online Presence

Scorpio-N | Scorpio Classic  
Thar | XUV700  
Bolero Neo | XUV400  
XUV300



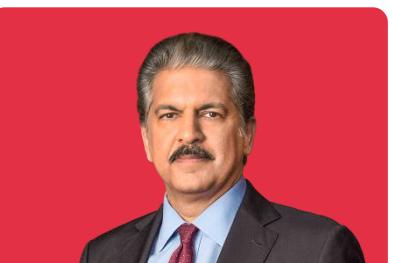
Mahindra Rise  
Auto Sector  
Mahindra Electric  
Mahindra XUV700



Spark the Rise



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



**Mahindra Group Chairman, Anand Mahindra has extensive presence on the social media platforms. He has 10.5 million followers on twitter where he not only shares entertaining content, but also his own insights on international markets and other business-related topics.**

**926,929**  
followers

**1.3 million**  
followers

**148K**  
followers

**3.11 Lakh**  
subscribers

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# SUSTAINABLE SUPPLY CHAIN

**Our ambition of becoming a planet-positive organisation hinges on our supply chain's ability to make significant contributions towards this goal. We have a value chain of 1,188 Tier-1 suppliers and 2,576 dealers that span the entire ecosystem. For us to be truly sustainable, the entire chain needs to be sustainable. To this end, we are working together with partners for creating a greener, more sustainable future.**

We are cascading sustainability principles and best practices deeper across our supply chain and taking the thought-leadership role in shaping the wider sustainability narrative by actively participating in global forums and forming long-term, high-impact partnerships. We are also accelerating implementation of responsible production practices, optimising logistics, reducing carbon footprint, managing waste, and conserving natural resources together, with our partners. This collective action demonstrates commitment of our associates to contribute in helping us reach our goal.

One of the pillars of Planet Positive Mahindra is decarbonising the industry and one of the key targets is net-zero supply chain. We are supporting our supply chain to move towards net-zero by taking a comprehensive approach to sustainability in supply chain practices.

We are enabling our supply chain to decarbonise by sharing learnings from our practices, pushing the industry's transition to the use of electric vehicles and other alternate fuels, both in commercial and passenger vehicle segments, and lastly, enabling a circular economy by focussing on end-of-life vehicle recycling at scale in an environment-friendly manner.

GRI 308-1, 308-2, 414-1, 414-2



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To make our supply chain sustainable and resilient a comprehensive ESG Programme has been formulated through a four-pronged approach.



### Developing Policy and Code of Conduct



#### SUPPLIER CODE OF CONDUCT

We work with suppliers who share our values and culture of fair and ethical business practices. M&M has developed a stringent Supplier Code of Conduct to guide suppliers to engage in ethical, responsible, and legal business practices in their operations around the world. This Code is signed by more than 90% suppliers.

For more information on M&M Supplier Code of Conduct, click here



### SUSTAINABLE SUPPLY CHAIN MANAGEMENT AND PROCUREMENT POLICY

M&M is committed to follow responsible business practices by contributing to environmental protection and enhancing people performance by green procurement and services while ensuring business' growth for the supply chain.

For more information on M&M's Sustainable Supply Chain Management and Procurement Policy, click here



### Supplier Risk Management & Mitigation



M&M has established a comprehensive Supplier Risk Management & Mitigation (SRMM) process comprising 14 categories of risks, ranging from safety and sustainability to labour related. SRMM scores influence supplier selection for new business. This not only cascades sustainability further down the value chain, but also minimises our risks.



In our SRMM process, we take into account the risks specific to countries, sectors, and commodities. When analysing country-specific risks, we focus on new regulatory developments and the political landscape of the country. Sector-specific risks are carefully monitored, particularly those related to labour conditions, energy consumption, resource usage, and emissions. As for commodity risks, we consider factors such as the structure of the supply chain and the intermittent availability of materials required for product manufacturing. For instance, we recently faced challenges with irregular semiconductor supply due to market shortages. In response to the risks identified across these specific areas, we have improved our supplier screening process.

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## SUPPLIER SCREENING

Our rigorous supplier selection process is based on business relevance, governance practices, and various risk factors. Significant suppliers are chosen basis their alignment with long-term strategy, new technologies, and potential risks.

**The SRMM process is implemented for all suppliers, addressing financial, labour, social, health, safety, environmental, governance, and geopolitical risks.**

We also have an IT portal and platform to monitor and mitigate commodity and country-specific risks. Regular reviews are conducted by senior management to develop mitigation plans.

## Supplier Screening Snapshot

Supplier Screening	FY23
Total number of Tier-1 suppliers	1,188
Total number of significant suppliers in Tier-1	606
% Of total spend on significant suppliers in Tier-1	96%
Total number of significant suppliers in non-Tier-1	21
Total number of significant suppliers (Tier-1 and non-Tier-1)	627



## Assessment and Audits

M&M conducts thorough audits for suppliers, focusing on safety, health, environmental, and social aspects. Third party audit agencies are involved in this process. Audits follow a predefined checklist that includes relevant parameters. Detailed audit reports are shared with suppliers, who then submit improvement plans. Re-audits are conducted to ensure effective risk mitigation measures are in place. We expand the audit scope annually to include new suppliers.



152 supplier audits have been carried out through trusted third-party agencies like DQS, SGS, Momentum India, LCS India, and Cholamandalam MS Risk Services Ltd, covering safety, environment, compliance, and labour practices for 25% of significant suppliers.



15 suppliers were assessed with substantial actual/ potential negative impacts and 100% of them were assisted in corrective action plan implementation.



Additionally, in F23, onsite supplier audits were enhanced to cover ESG aspects, including country-specific, sector-specific, and commodity-specific risks. The audits were conducted through internationally recognised third party agencies (Deutsch Quality System Pvt. Ltd. (DQS) & SGS India Pvt. Ltd.) using predefined audit check list.





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## Supporting Suppliers in Transition

The idea that 'only when we enable others to rise will we rise' is enshrined in our core purpose. In line with this, we are actively collaborating with our suppliers and strategic partners in successfully transitioning towards more sustainable practices. Our policies ensure a consistent and comprehensive approach by suppliers across business units. A three-year roadmap has been implemented to enhance supplier sustainability and meet our targets of reducing embedded carbon, achieving SBT Scope 3, carbon neutrality, and maintaining a disruption-free supply chain.

Some of our key sustainability initiatives in F23 include:

## Capability Building

ENHANCING AWARENESS  
ON SUSTAINABILITY

M&M runs Supplier Business Capability Building (SBCB) Programme for its Critical, Long term, Strategic & needy suppliers.

Through SBCB 2.0 framework, we encourage & facilitate Corporate Governance which includes elements namely Ethical, Transparent & Accountability practice in organisation. SBCB team also conducts periodic training programs for these suppliers to develop & enhance business capability.

AUGMENTING SKILLS  
AT THE SUPPLIERS' END

We collaborate with its suppliers to impart training and conduct skill-building programmes. The purchasing group has implemented a work structure to concentrate on key areas such as Supplier Business Capability Building, Mahindra Supplier Evaluation Standard, and Supply Risk Mitigation & Management.

**Total 186 suppliers were evaluated under Mahindra Supplier Evaluation Standard.**

M&M also conducts training programs on sustainability topics like Environment, Social and Governance practices. Every year M&M conducts training & development Programme on ESG for suppliers. In F23, we have conducted training programs for suppliers namely Essentials of Sustainability, Zero Waste to Landfill, Renewable Energy for Sustainable Supply-Chain & Profitability, Safety & Health.

Some of the other trainings that were conducted include:

<b>MYB</b> Mahindra Yellow Belt <b>32</b> Participants <b>15</b> Suppliers	<b>MGB</b> Mahindra Green Belt <b>21</b> Participants <b>11</b> Suppliers	<b>MCQE</b> Mahindra Certified Quality Engineer <b>6</b> Programmes Conducted <b>224</b> Participants <b>41</b> Suppliers
<b>MCPE</b> Mahindra Certified Production Engineer <b>10</b> Programmes Conducted <b>318</b> Participants <b>52</b> Suppliers	<b>MCTE</b> Mahindra Certified Technical Engineer <b>5</b> Programmes Conducted <b>83</b> Participants <b>18</b> Suppliers	<b>Total Novice Programme</b> <b>17</b> Batches Conducted <b>464</b> Participants <b>84</b> Suppliers

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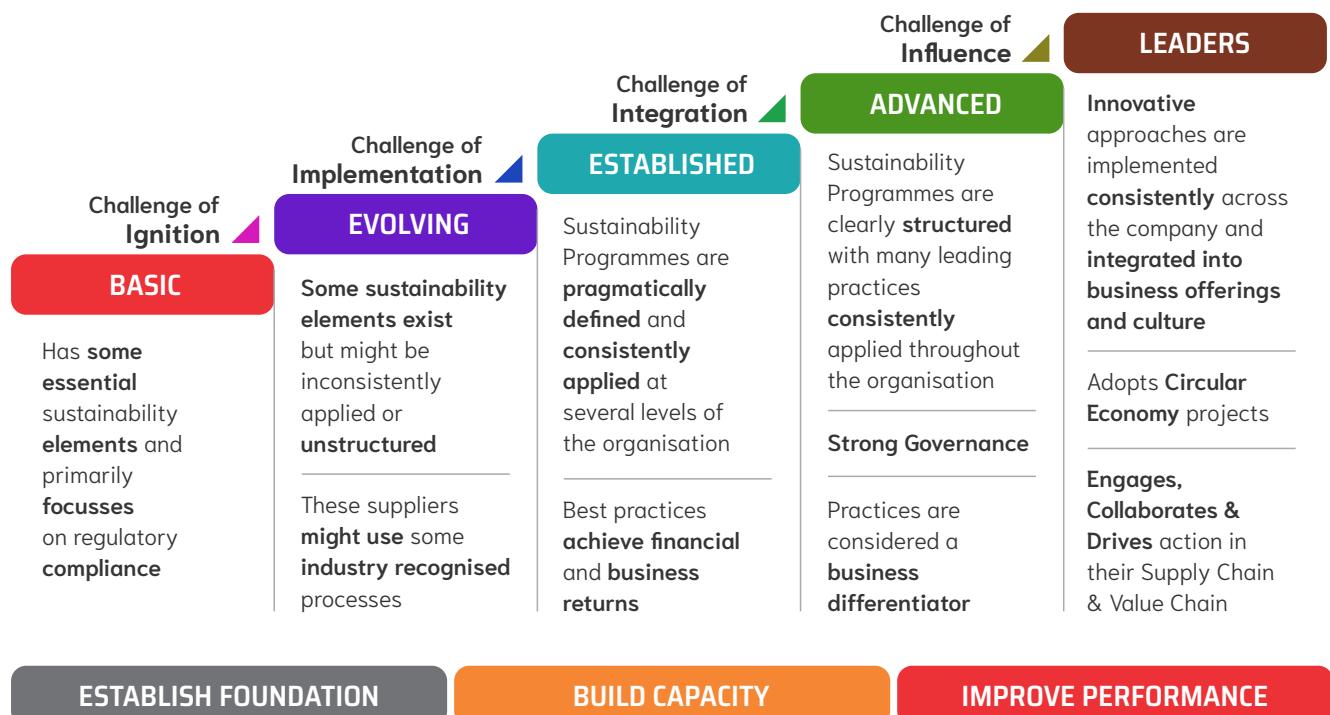
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## SUPPLIER SUSTAINABILITY MATURITY MODEL



## SUSTAINABLE SUPPLIER IMPACT PROGRAMME (SSIP)

The Sustainable Supplier Impact Programme (SSIP) is a global initiative developed by the United Nations Global Compact (UNGCI) and Accenture to enhance supply chain sustainability. Supply chain practices are recognised as the primary challenge for companies aiming to improve their sustainability performance, according to UNGC participants. It is available to participants at no cost.

SSIP comprises three key components.

- Live virtual workshops covering topics such as the business value of sustainability, gender equality, climate action (emissions measurement), and planning the sustainability journey.
- On-demand e-learning courses (~60 minutes each) on the portal, covering subjects like business resiliency and sustainable design.
- Closed social media styled portal for collaboration and knowledge sharing amongst participants.

The implementation of SSIP in India is being led by Mahindra, with pilot project involving over 100 suppliers happening at two group companies. Trained staff, specialising in innovation and sustainability, facilitate design-thinking activities and discussions between participants. The Local Network serves as the primary programme hosts and points of contact.

## Engagement with the dealers

## REVAMPED DEALER SERVICE QUALITY INDEX (DSQI)

Dealer service quality has a significant impact on a brand's image and market share, and we remain committed to improving service quality and delighting customers by engaging with dealers.

Our DSQI is a two-step evaluation process that grades dealers every six months based on infrastructure, tools, manpower, involvement, and service quality, giving them a score out of 100. Customer satisfaction survey results are used to enhance the existing processes, and Service Coupon rates are based on these parameters.



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MAHINDRA DEALER  
EXCELLENCE PROGRAMME  
(MDEP)

The MDEP assesses dealerships based on customer intimacy, operational and organisational excellence, and timely execution of services, with the goal of delivering a consistent delightful experience to customers. The programme not only continues to foster excellence in dealers but also actively supports their evolution towards world-class standards, empowering them to achieve and maintain the highest level of performance and professionalism. By providing comprehensive training, guidance, and resources, the programme aims to enable Dealers to continually enhance their skills, knowledge, and operations, ensuring that they consistently deliver exceptional service and value to their customers.



## Supply Chain Performance Snapshot

Particulars	Remarks		
PARAMETER	<b>13 parameters monitored</b> on an average by 54 supplier partners		
CARBON FOOTPRINT	<b>43 suppliers</b> have reduced Carbon Emission intensity (38% reduction w.r.t. previous year)		
RENEWABLE ENERGY	<b>399.1 million units</b> of Renewable Energy (29% of RE share) by 31 suppliers. (Approx 182 MW capacity – solar equivalent)		
	<b>15 suppliers</b> have reported RE share less than 10%	<b>8 suppliers</b> have reported RE share between 10% to 50%	<b>8 suppliers</b> have reported RE share greater than 50%
WATER FOOTPRINT	<b>47 suppliers</b> have reduced Water consumption intensity (45% reduction w.r.t. previous year)		
WATER RECYCLING	<b>30 suppliers</b> have increased Water recycled. Water recycled in F23 is around 21.4 lac KL		
RAINWATER HARVESTING	<b>16 suppliers</b> have increased Rainwater harvested. Rainwater harvested in F23 is around 1.1 lac KL		
WASTE DISPOSAL	<b>32 suppliers</b> have reduced Total waste disposed intensity (56% reduction w.r.t. previous year)		
CERTIFICATIONS	<b>47 suppliers</b> have Valid ISO 14000 certification (87% of suppliers engaged)	<b>46 suppliers</b> have Valid ISO 45000 certification (85% of suppliers engaged)	
SAFETY	<b>2 suppliers</b> reported improvement in frequency severity index		
TRAINING	<b>32 suppliers</b> conduct human rights training to its employees (59% of suppliers engaged)	<b>34 suppliers</b> conduct sustainability training to its employees (63% of suppliers engaged)	
MATERIAL CIRCULARITY	<b>22 suppliers</b> reported usage of recycled content in the products supplied to M&M		
COMMITMENTS	<b>36 suppliers</b> have taken sustainability related commitments like Carbon Neutrality, Water Neutrality, Zero Waste to Landfill etc.		
REPORTING	<b>12 suppliers</b> have published sustainability report/integrated report in public domain		

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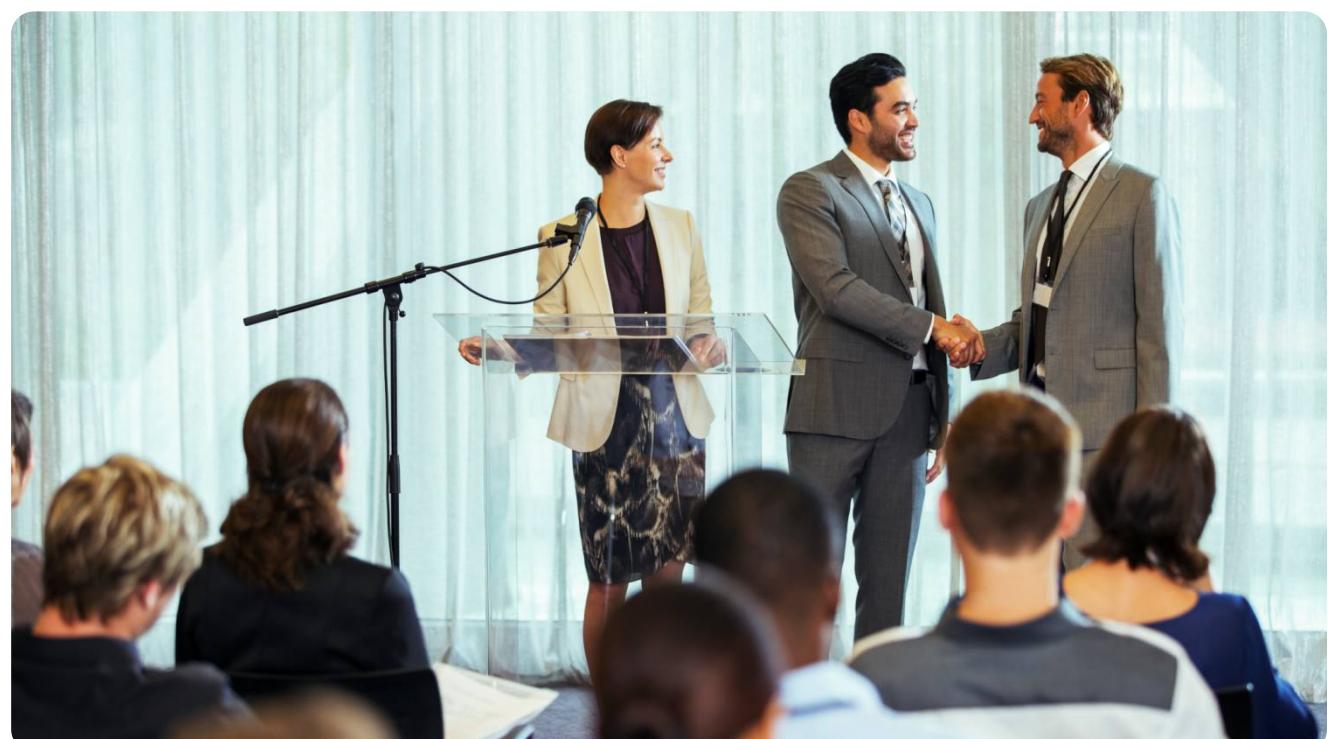
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# THOUGHT LEADERSHIP & PARTNERSHIPS

We believe that advocacy plays a big role in driving corporate action. One of the key enablers we have identified in our 'Planet Positive' approach is leadership positioning through communication at forums as a thought leader and being an active voice for climate advocacy.

We drive this agenda by proactively partnering with various organisations, engaging with multiple forums, participating in different events, and bringing thought leadership and insights to help shape national and international policy on significant sustainability related areas.



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World Economic Forum



Environmental Defense Fund

WBCSD –  
World Business  
Council for Sustainable  
DevelopmentUN Global Compact  
Network IndiaWe Mean  
BusinessUN ESCAP –  
United Nations Economic  
and Social Commission  
for Asia and the PacificSustainable  
Markets  
InitiativeClimate  
ParliamentThe Climate  
GroupLead IT  
(Lead Industry  
Transition)Embassy of  
SwedenEmbassy of  
Norway**DOMESTIC**

## Industry Associations:

FICCI –  
Federation of Indian  
Chambers of  
Commerce & IndustryCII –  
Confederation of  
Indian Industry

## Government of India:

Niti Aayog

MoEFCC –  
Ministry of Environment,  
Forest, and Climate ChangeDPIIT –  
Department for Promotion of  
Industry and Internal Trade

## Non-Profits and Academic Institutions:

USISPF –  
US-India Strategic  
Partnership ForumGEAPP –  
Global Energy  
Alliance for  
People and PlanetTERI –  
The Energy and  
Resources InstituteCEEW –  
Council on Energy  
Environment, and  
WaterKrea  
University

With India hosting the G20 this year, Mahindra Group is also actively engaging with various forums at B20, including Task Force on Energy, Climate Change and Resource Efficiency and Action Council on ESG in Business.

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## ► SNAPSHOT OF EXTERNAL ENGAGEMENTS IN F23

Throughout the year, our senior leadership has engaged with multiple organisations to share Mahindra's perspectives on sustainability.

## CONTINUOUS ENGAGEMENT

S.No.	Organisation	Forum	Description	Mahindra Engagement
1	<b>World Economic Forum</b>	Alliance of CEO Climate Leaders	CEO-led community committed to raising climate ambition, accelerating net-zero transition, catalysing decarbonisation and partnerships across global value chains.	Active engagement by our MD and CEO Dr. Anish Shah (Member of the Global forum, Co-Chair for India forum) in multiple collaborative initiatives and thought leadership sessions.
		Climate Change Adaptation	Forum to embed climate risk in organisations.	Contributed to the white paper on 'Accelerating Business Action on Climate Change Adaptation' through Krish-e, an initiative promoting regenerative agriculture.
		1t.org	Aims to conserve, restore and grow 1 trillion trees by 2030, part of WEF's efforts to accelerate nature-based solutions.	Part of Corporate Alliance and Corporate Pledge through Mahindra Hariyali programme.
		First Movers Coalition	Leverages collective purchasing power from companies to send a clear demand signal to scale up critical emerging technologies essential for the net-zero transition, particularly in hard to abate sectors.	Signatory to 'Green Steel', committed to purchasing certain volumes of near-zero emission steel by 2030, contribute to various working groups.
		Circular Cars Initiative	Partnership between stakeholders from automobility ecosystem (e.g., industry, policymakers and fleet purchasers) to eliminate or minimise total lifecycle emissions with a special emphasis on manufacturing emissions – producing zero materials waste and zero pollution during manufacture, utilisation and disposal.	Contributed to the white paper on 'Driving Ambitions: The Business Case for Circular Economy in the Car Industry'.
		Stakeholder Capitalism Metrics	Set of common metrics and disclosures for companies to report their environmental, social and governance (ESG) performance indicators and track contributions towards SDGs.	Mahindra has initiated voluntary reporting for SCM under both Core and Expanded metrics (amongst the industry leader globally in adopting the same).
		Alliance for Clean Air	Brings together business leaders to measure and reduce value chain air pollutant emissions, invest in innovation, and work with policy makers and peers to champion the social, economic and climate benefits of tackling air pollution.	Founding member
2	<b>UNGC</b>	Think Labs	Strategic think tank that convenes leading businesses, academia, civil society, government and UN to develop solutions to critical corporate sustainability challenges by curating best practices, developing knowledge, guidance and tools that empower business sector action on urgent topics.	Mahindra Group, invited by UNGC, contributed towards series of papers on Just Transition, (Introduction to Just Transition, Just Transition for Adaptation and Financing Just Transition).

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S.No.	Organisation	Forum	Description	Mahindra Engagement
	<b>UNGC</b>	Sustainable Supplier Impact Programme (with Accenture)	Programme developed by UNGC in collaboration with Accenture to advance supply chain sustainability through upskilling participants (at no cost) on social and environmental sustainability topics.	Mahindra launched pilot for over 100 suppliers across 2 group companies.
3	<b>Sustainable Markets Initiative (SMI)</b>	SMI India Council	Global effort initiated by His Majesty King Charles III (in his former role as HRH The Prince of Wales in 2020), that aims to coordinate global efforts of the private sector to accelerate the transition to a sustainable future.	Mr. Anand Mahindra is a Member of the Global Council, as well as Chair for the India Country Council (ICC) Mahindra Group hosts the India council, convening conversations on sustainability priorities and solutions for India.
4	<b>FICCI</b>	Circular Economy Committee	Aims to mainstream Circular Economy as a concept in India, engaging relevant stakeholders, strengthening the ecosystem through actions in thought leadership, policy interventions, capacity building programmes, industry outreach and advisory.	Mr. Amit Sinha (MD and CEO, Mahindra Lifespace Developers Limited, and Group Executive Board Member).
5	<b>CII</b>	Net-Zero Council	Initiative to develop strategies and action plans for a cohesive and integrated industry transition roadmap, driving policy advocacy, and showcasing Indian industry leadership.	Ms. Abanti Sankaranarayanan (Chief Group Public Affairs and Sustainability Officer, and Group Executive Board Member) is the Chair for this Council.
		B20 Taskforce on Energy, Climate Change and Resource Efficiency	Aims to promote a shift towards cleaner energy carriers and other efficient technologies can foster enhanced quality of life and help in achieving the long-term decarbonisation goals.	Ms. Abanti Sankaranarayanan (Chief Group Public Affairs and Sustainability Officer, and Group Executive Board Member) is member of the task force.
		B20 Action Council on ESG in Business	Aims to support adoption of ESG in business operations, and devise mechanisms for ensuring proportionality in the formation of legislations.	
6	<b>Environment Défense Fund (EDF)</b>		Aims to address issues including global warming, ecosystem restoration, oceans, and human health, advocating using sound science, economics, law and market-based solutions for environmental problems.	Engage across multiple platforms, like Climate Corps (capacity building initiative), collaboration for nature-based solutions, participation in conventions.
7	<b>We Mean Business Coalition</b>		Global non-profit coalition of businesses and investors working to accelerate the transition to a net-zero economy by 2050.	Member
8	<b>GEAPP</b>		Alliance of philanthropy, local entrepreneurs, governments, and technology, policy, and financing partners focussed on accelerating transition to Green Energy.	Multiple engagements



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## ► PARTICIPATION IN EVENTS

**International**

- WEF Annual Meeting at Davos, Switzerland (May 2022, January 2023)
  - Annual Meeting of Alliance of CEO Climate Leaders, Accelerating the transition of the global energy system, First Movers Coalition, Circular transformation of industries, Stewarding responsible capitalism, Building resilience in industry, Regenerative food systems, Resilient supply chains
- COP27 at Sharm El-Sheikh, Egypt (November 2022)
  - Moving from pledges to action, Business case for adaptation, Social issues for just transition, Approaches to corporate resilience and adaptation
- Climate Week, New York (September 2022)
- ESCAP Sustainable Business Network Executive Council (April 2022)
- World Bank Panel discussion on Private Sector Opportunity in The Transition Toward A Circular Economy (May 2022)

**Domestic**

- Green Climate Fund Workshop organized by Government of India (April 2022)
- ET India Inc. Boardroom 2022 panel discussion on 'The economic value of Sustainability' (April 2022)
- CNBC Panel Discussion on 'The Decade of Responsibility – Turning Theory into Action' (April 2022)
- SEBI ESG Working Group (May 2022)
- EDF Convention on Climate Finance on Role of private investment firms and corporates to create effective green models (May 2022)
- EDF Climate Tech Convening (August 2022)
- Hosted Session with Mr. Montek Singh Ahluwalia on Climate Change Strategy in India (August 2022)
- Ministry of Tourism and UN Environment Program Roundtable on Sustainable Tourism (November 2022)
- FICCI Annual Convention on achieving sustainable and inclusive growth in India (December 2022)
- ET ESG Net Zero Summit on Role of Board for Driving Sustainability (December 2022)



Mahindra Group actively collaborates and shares valuable insights at multiple forums, that include industry, government, and non-profits. We will continue to drive positive change in the industry by supporting the ecosystem through pragmatic engagement and thought leadership that supports framing of policies and tangible climate action.

**Policy Advocacy**

Contributed towards shaping national policy through inputs and engagement with a variety of organisations including USISPF, FICCI, CII, B20 Task Forces, etc. on pertinent sustainability related themes, including EVs, renewable energy, CBAM mechanism, carbon markets, etc.

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# ENSURING EMPLOYEE HEALTH, SAFETY & WELL-BEING

Our commitment to sustainability goes beyond just being environmentally friendly – it's about putting people first. So, while we have implemented various sustainable practices that enable us to conserve resources, efficiently manage waste and reduce our environmental impact, we are also prioritising the health and safety of our employees, thereby creating a culture of care and responsibility that extends to the planet we all share.

## What Makes Us A Great Place To Work?

Our Automotive & Farm Equipment Sector has been recognised as a Great Place to Work-Certified™ organisation and ranked 24<sup>th</sup> among India's Best Companies to Work For in 2022. The company excels on the five dimensions of: Credibility, Respect, Fairness, Pride, and Camaraderie. Our initiatives to foster work-life balance, innovation, and gender diversity, as well as our sustainable charity work with the communities we operate in, have been instrumental in these achievements.

## MANAGEMENT APPROACH

At Mahindra, we are proud to be putting people first in our quest to become Planet Positive. Mahindra's Employee Value Proposition, 'CAPable People, REAL Experience,' is derived from the fundamental goal of motivating individuals to Rise.

This proposition represents the standard that Mahindra strives to uphold as an employer, providing employees the opportunities to excel; a safe, conducive and vibrant environment to work in; and all necessary resources and support to achieve their goals.



Listed below are our Health & Wellness Pillars:

### Physical Health

- Periodic health check-up
- Follow up post check-up
- Awareness through mailers, session on lifestyle diseases (External & Internal faculty)
- Screening camps like retinopathy/cardiac camp etc.
- MRise for fitness and marathons

### Food & Nutrition

- Healthy food counters across locations
- Individual and group nutrition counselling

### Psychological Wellbeing

- Services of clinical psychologist
- Relaxation/Meditation/Jacobson's Progressive Muscle Relaxation/ Vipassana/Yoga
- Desk and breathing exercises
- Stress Evaluation Survey
- Stress Management Sessions

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 2-7

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# •practo•

## Way2Wellness - A Partnership with Practo

Mahindra provides comprehensive healthcare services for employee and their families through Practo – a leading healthcare platform that connects millions of patients with healthcare providers worldwide. Through this partnership, we offer:

- Instant online video/audio/chat consultation with a verified specialist doctor
- 7-day follow up consultation window with the same doctor post initial consultation
- Digital prescription that can be used in a physical pharmacy or any e-pharmacy including Practo
- Option to buy medicines and book diagnostic tests and get home delivery and home sample collection respectively



**Consultation is provided in 12 different languages to employees and family. Apart from this, monthly health webinars provide information about the latest health trends and updates.**

## Mental Health

At Auto and Farm sector, we recognise that the mental health of our employees and their families is a crucial aspect of their overall well-being.

Mental health issues can have a significant impact on an individual's personal and professional life, affecting their relationships, work performance, and overall quality of life. We have conducted regular webinars featuring celebrated psychologist Anna Chandy. Further, our in-house psychologist held several local-level interventions as well. Since this is a professional service, complete confidentiality is maintained around the employees and their issues. With our tie-up with Practo, employees can avail counselling services for free.



## Mental Health Quiz

With the objective to separate mental health myths from facts, M&M conducted mental health quiz for employees to take proactive approach towards mental wellness.

## Wellness with DilSay Health

In F22, Mahindra launched DilSay, a range of online wellness initiatives to encourage employees to lead healthier lives. These initiatives focus on both the physical and emotional well-being of employees, making them aware of the benefits not only for themselves but also for their loved ones.

The DilSay series covers four key aspects of wellness: physical, emotional, nutritional, and healthcare consultation. The success of these programmes is evidenced by an overwhelming 81% of participants expressing their satisfaction and positive impacts on themselves and their families, in a survey.

Under DilSay, in conjunction with MLU's Academy of Leadership, Emcure, and FW Academy, we also held webinars on the importance of healthy lifestyles.



These webinars varied subjects like:

- Early detection & Management of High Blood Pressure
- Healthy Eating Habits
- Women Health Cancer Awareness
- Workplace Ergonomics Physiotherapy
- Basic Life Support How to be a lifesaver
- Bone Joint Health
- Emcure PCOS scheduled
- Coping with stress anxiety
- Lifestyle Cardiovascular Diseases
- Six therapeutic approaches to Yoga

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## OUR PEOPLE

Mahindra's HR policies and engagement mechanisms are tailored for a people positive and a planet positive future. These policies exceed standard requirements and aim to cultivate, inspire, incentivise and retain talent, which is essential in our efforts to replace conventional thinking with innovative approaches that create positive change.

Our HR management strategy consists of two tiers, one at the Group level and another at the Business level, ensuring the smooth implementation of these policies.

### The Mahindra Employee Value Proposition

We have always believed in challenging conventions and setting new benchmarks. This ethos is what has driven us to be at the forefront of innovation and excellence in every field we operate in.

#### OUR EXPECTATIONS FROM OUR EMPLOYEES

##### Challenge conventions

We encourage our people to break free from the limitations of conventional thinking and explore new frontiers. Our people must not be afraid to take risks, to push boundaries, and to see beyond the obvious.

##### Bring Alternative Thinking to the Workplace

Our people are encouraged to think out-of-the-box, to come up with fresh and creative ideas, and to use their resources ingeniously to solve complex problems.

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

We expect our people to work for the greater good, to advance humankind, and to transform the world into a better place.

#### OUR PROMISE TO OUR EMPLOYEES

##### Recognition for Outperformance

Healthy competition creates a culture of high performance. We encourage this by recognising breakthroughs, and rewarding those who achieve them.

##### Abundant Learning Opportunities

Constant learning constitutes a fundamental aspect of the Mahindra Experience, with abundant learning opportunities and an environment that encourages it.

##### Empowering Environment

We promote a proactive workplace that encourages and empowers our employees to make decisions and own up to them.

## Labour Practices

We adhere to all the labour legislations and recognise and support the right to collective bargaining. In addition to this, the Farm Division, Swaraj Division and all units of Automotive Division (AD) have been OHSAS Certified to ensure safe and healthy working conditions for our workforce.

### Equal Opportunity

We are committed to providing equal opportunities to all employees, regardless of gender or disability, and this is enshrined in our Equal Opportunity Policy. Under this policy we provide necessary training to the new recruits to enable them to carry out their jobs effectively.

Employment decisions are made solely based on merit and without discrimination on the grounds of gender, race, colour, nationality,

physical or mental disability, sexual orientation, or marital status.

Once employed, we provide equal pay for equal work, introduce measures to ensure equal opportunities throughout all levels of employment including workmen. We respect all applicable laws and regulations with respect to maximum hours and minimum breaks and rest periods.

We continue to attract, retain, and develop diverse talent through initiatives such as Focused Hiring where we focus on hiring and supporting women and Persons with Disability through specialised hiring consultants.

Our 'Corporate HR Cell' meticulously charts out and monitors all norms, policies, and initiatives to maintain consistent best practices across all business segments. This ensures that every employee receives the support



they need to succeed. Our employees undergo periodic training to remain informed and are equipped with skills and knowledge needed to thrive in their roles.

GRI 402-1

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**M&M is the first Indian company to be a signatory to the United Nations Global Compact (UNGCG). We are aligned with international principles on labour standards.**

**Principle 3**

Businesses should uphold the freedom of association and Effective recognition of the right to collective bargaining

**Principle 4**

The elimination of all forms of forced and compulsory labour

**Principle 5**

The effective abolition of child labour

**Principle 6**

The elimination of discrimination in respect of employment and occupation



Since 2009, the core labour conventions of International Labour Organisation are embedded in our policies:

- Freedom of Association and Protection of the Right to Organise Convention
- Right to Organise and Collective Bargaining Convention
- Abolition of Forced Labour Convention
- Minimum Age Convention
- Worst Forms of Child Labour Convention
- Equal Remuneration Convention
- Discrimination (Employment and Occupation) Convention

**Human Rights**

As signatories to the UNGC Global Compact, we are committed to upholding the highest standards of human behaviour and respecting the dignity of everyone associated with us.

We hold dignity of the individual very high in corporate ethos and have highlighted it as one of the core values. Our Human Rights Policy ensures that all sectors/business units evaluate the human rights implications of investments from the human rights angle. This includes new projects, joint ventures, acquisition of existing business and all business partnerships like vendors, dealers, suppliers, etc.

**We take a zero-tolerance approach towards human rights violations and strongly condemn acts of discrimination, forced and compulsory labour, and child labour both within and beyond Mahindra's boundaries.** We extend this responsibility to everyone we partner with, making sure that human rights issues are part of the selection process and contractual agreements. In addition, we actively discourage any form of corruption, including bribery or any other negative practices.

We adhere to UNGC Principles on Human Rights, including:

**Principle 1**

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

**Principle 2**

Ensure that businesses are not complicit in human rights abuses

**Principle 10**

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



To ensure that all employees are aware of human rights issues, we have developed a comprehensive training module that covers diverse operating environments. Human rights assessments are also a crucial component of our annual sustainability assessment process.

In line with the United Nations 'Protect, Respect and Remedy' Framework, we have also instituted a four-step grievance redressal mechanism which is available at every plant to address and resolve any concerns. **For the reporting year, no complaints were received or reported.**

**A comprehensive risk management system is also in place that takes into account any risks for Human Rights violation and our ability to curb it.**

This result reflects our stand on the issue that's stated in our Code of Conduct and can be accessed at the below web link

[Click here](#)

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## POSH



We remain committed to providing a safe, non-hostile and harassment-free work environment across all our workplaces. We follow a zero-tolerance approach towards sexual harassment at workplace. Our gender-neutral Prevention of Sexual Harassment Policy applies to all employees irrespective of their sexual orientation or preferences.

To view our POSH policy,  
[Click here](#)

We encourage any aggrieved person, who experiences sexual harassment at the Workplace, to contact a member of the respective Internal Complaints Committee (ICC). We assure complete confidentiality and protection to the complainant.

## Ethiquette MAHINDRIGHT

All Employees, Directors, Vendors, Suppliers, or other Stakeholders associated with the Company can make the Protected Disclosure through an e-mail to

[whistleblower.mahindra@ethicshelpline.in](mailto:whistleblower.mahindra@ethicshelpline.in)

or any other mechanism as prescribed in the Whistleblower Policy.

The Chairperson of the Audit Committee can be reached by sending an e-mail to  
[chairpersonofauditcommittee@mahindra.com](mailto:chairpersonofauditcommittee@mahindra.com)



or by sending a letter to: **Chairperson of the Audit Committee Mahindra & Mahindra Limited** Mahindra Towers, Dr. G. M. Bhosale Marg, P. K. Kurne Chowk, Worli, Mumbai 400018

## The Whistleblower Policy

Mahindra has a Whistle-blower policy in place and is available on our website and can be accessed at the web link:  
[Click Here](#)

Additionally, a Whistle-blower Helpline managed by an external agency is in place to ensure that any violations to its Code of Conduct, including violation of Human Rights are addressed objectively.

Always listen to your **inner voice**



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## DIVERSITY &amp; INCLUSION

**D&I Vision** We are an organisation which is committed to *Rise for a more equal world.*

The Group continues to focus on fostering D&I at the workplace. We strive to build a caring, fair, and thriving culture where individuals can bring their whole selves to work and leverage their fullest potential to create products and experiences that count for our customers. A diverse workforce and an inclusive workplace culture can lead to increased innovation, better decision-making, and improved employee engagement and retention.

We are committed to creating an environment where everyone feels valued, respected, and supported, regardless of their race, ethnicity, gender identity, sexual orientation, religion, age, or ability. Realising the significance of D&I at the workplace, the Mahindra Group has formed Group and Sector-level Diversity Councils. These Councils provide strategic direction to navigate the D&I journey and harness the power of individual differences to reap distinctive gains.

Along with our focus to improve gender diversity in areas of technology and business operations, which is also going to be the thrust area for the company, we are strongly emphasising on creating a supportive and inclusive work environment where women employees can thrive and advance.

Understanding the magnitude, we have taken some concrete steps:

• **Established Employee Resource Groups (ERG)**

Formed plant-level ERGs that help understand the ground-level challenges and apprehensions. These groups also help promote a sense of belonging and support inclusivity within the workplace.

• **Appropriate Infrastructure**

There is focused work on infrastructure for women employees in the field. For eg. comfort rooms, sanitary bins, sanitary vending machines, creche, and construction of additional washrooms.

• **Policy interventions**

We revisited our D&I-related policies to make it simple, contemporary, and inclusive.

• **Conscious Inclusion workshops**

We have conducted several experiential theatre-based workshops for people managers and individual contributors across M&M Ltd.

We expect these policies to help us build a more inclusive culture going forward.

**GRI 405-1**



Here are some of the key initiatives we took in F23.

**Building an Inclusive Social Media**

On the International Day of Persons with Disabilities, Mahindra committed to consciously use assistive technology on social media to enable engagement with people with disabilities. These were some of the assistive technology measures undertaken for this cause:

- **Alt-Text:** Incorporated in all our social media posts to enable those who use assistive technology to experience social media through images.

- **Closed Captions:** Displays the audio portion of a video as text on the screen, providing a critical link to information for individuals with hearing disabilities.

- **Camelcase:** The practice of writing phrases without spaces or punctuation to better help screen readers detect hashtags, and to assist those who may have dyslexia or other reading difficulties.

- **Contrasting Colours:** Colour blindness is more common than one might suspect. We have used contrasting colours across our communications to enable better comprehension of our creatives for those who may have some degree of colour blindness.

**Supporting Women's Economic Empowerment**

The Mahindra Group signed a Memorandum of Understanding (MoU) with the Bill & Melinda Gates Foundation to support women's economic empowerment in India. This partnership will act as a catalyst to achieve UN Sustainable Development Goal (5) on gender equality in India.

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## WOMEN'S DAY CELEBRATION



Mahindra kicked off the International Women's Day week celebration with a panel discussion featuring some of the most inspirational women leaders in technology. The discussion centered on how to create an equitable world and bridge the gender divide through technology. Additionally, a video recognising the achievements of inspiring women from Mahindra was released on this occasion.

During the International Women's Day 2023 celebrations at Rudrapur plant, Plant Head Mr. Pandurang Chavan and the management team addressed the women employees. Plant Head Mr. Pandurang Chavan motivated the women team for further enhancement, provided an overview of future challenges & assured support to enhance women empowerment.

## Equal Remuneration

At Mahindra, we uphold a fair and equal compensation policy for all our employees across all locations. Gender or any other aspect does not determine remuneration. Instead, remuneration is solely based on merit, taking into account factors such as level, grade, experience, skills, competence, and performance. We are committed to ensuring that our workers are paid regularly, in full and on time. Additionally, they receive a detailed payslip that transparently explains any legitimate deductions.

Our compensation and remuneration policy not only fosters a meritocratic environment but also aligns with our ESG initiatives. Our compensation structures are designed to motivate employees to excel in a high-performance culture.



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All officers in our organisation receive a portion of their compensation as variable pay, which is determined by individual as well as business/organisational goals. The proportion of the variable component increases with higher hierarchical levels. For instance, at the corporate level and in our larger businesses, we consider metrics such as Return on Equity (ROE), EPS growth, ESG performance index, and Employee Engagement level. The ESG Performance Index includes intermediate targets that contribute to our global ESG leadership ambitions.

Furthermore, we offer an Employee Stock Option Programme (ESOP) for senior executives, ensuring alignment of interests between shareholders and employees. This programme emphasises our commitment to a fair and equitable reward system.

## AS &amp; FES Avg CTC

Band	Male	Female	Ratio
Executive	10,040,616	9,998,601	1:1
Department Head	4,820,534	4,746,732	1:0.98
Management	2,112,413	1,989,988	1:0.94
Operational	990,797	886,529	1:0.89
Graduate Engineer Trainee (GET)	630,626	610,883	1:0.97
Post Graduate Engineer Trainee (PGET)	905,515	899,997	1:0.99
Management Trainee	1,247,059	1,280,000	1:1.03
M & M Contract	744,832		NA



## Women in Manufacturing

## DIVERSITY AT EVERY LEVEL

Diversity Indicator	(%)
Female share of total workforce (%)	4.82
Females in all management positions, including junior, middle and senior management (as % of total management workforce)	6.52
Females in junior management positions, i.e. first level of management (as % of total junior management positions)	7.76
Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	5.23
Females in management positions in revenue-generating functions (e.g. sales) as a % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	4.51
Share of women in (Science, technology, engineering and mathematics) STEM-related positions	5.29



The Igatpuri Plant has over 200 female employees who are breaking stereotypes, embracing equity and are an inspiration to many others. We foster an inclusive and meritocratic work environment for them to progress in.



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## TALENT MANAGEMENT

Mahindra's focus is on attracting, developing, and retaining high-performing employees. We believe in nurturing talent, which can lead to great things. Our talent management process is designed to identify and empower people with potential, creating leaders from those who are already successful and those who have yet to be discovered.

### Our Talent Management Aspiration

We have been consistently featured in the Great Place to Work list for a decade now. This is a testimony of how successful we are in managing talent aspiration. We have robust talent management processes designed to enable our employees to rise. We revamped our Talent Management Architecture in F23 to build best-in-class leaders across levels, for a future-ready global organisation.

The three key features of this initiative were:

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

**Our updated process aims to nurture, revitalise and retain some of the finest talents from across the automobile and farming sectors.**

This strategic implementation structure involves leveraging individual and team strength.

GRI-404-2



### Integrated Development Strategy

In a fast-changing world, continuous learning and development are key to ensuring that employees keep up with change. We provide our employees ample opportunities to hone their skills, reinforce their learning, stimulate imagination and invigorate passion. We motivate our team to go the extra mile through well-integrated growth strategies and diverse engagement tools.

- Shadow Boards
- Leadership Development
- Development Centres
- 360° Feedback
- Rotation
- Fireside Chats
- E-Learning
- Coaching
- Individual Development Action Plans

**All Automotive Division centres successfully registered as Training centres with (Automotive Skill Development Council) ASDC.**

### Key Learning & Development Programmes

We initiated several new and ongoing development programmes for fresh, budding and experienced talent in F23.

#### Leaderspeak

A platform where our employees join discussions between Dr Anish Shah, MD & CEO of Mahindra Group and one of our leaders. This year, Pratap Bose, Chief Design Officer, was part of the discussion to shed light on the Group's design strategy. The duo spoke about existing Mahindra brands, future e-SUVs, and changing customer preferences.



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## Phytgital Townhall

At the first phytgital townhall organised in 2022, Dr. Anish Shah was in talks with Puneet Renjen, EVP – Partnerships & Alliances, who shared his insights on the intriguing process of getting partners like British International Investment (BII) on board.



## MLU Academies

MLU is dedicated to cultivating a culture of learning and relearning. In F23, Mahindra learners worldwide demonstrated a heightened emphasis on functional skill development, and MLU academies rose to the challenge. Throughout the year, we spearheaded multiple skill development initiatives, including the following highlights:



- Future HR Leaders Programme: To build our future HR Heads through a process of robust leadership development and functional skill building.
- The Finance academy of MLU successfully conducted batches of Basics of Data Analytics for Finance to help finance leaders develop analytics skill along

## Performance Appraisal System

M&M follows an annual performance appraisal system based on the principle of transparency and fairness to engage and motivate our employees across diverse backgrounds, experiences, & levels. We have discontinued the forced ranking and labeling system of rating our employees at M&M, with the main aim of allowing a deeper discussion between the employee and the manager for employee growth within the organisation.

## Performance Management System (PMS):

Our PMS is a collaborative process between managers and employees to set clear objectives and goals at the beginning of the year and align employee performance with organisational objectives. Regular conversations between managers and employees are undertaken to monitor progress and provide feedback. Managers prioritise performance feedback and robust development plans during mid-year and end-year appraisals.



**Behavioural Assessments:** They are based on our new leadership behaviour framework called CAB, which stands for collaboration, agility and bold, is also used for evaluation based on ROFA (rarely, occasionally, frequently, always) scale.



**Merit:** We believe in rewarding meritocracy. Individual and business performance contributes equally to the performance pay-out, with a 35% additional pay-out for outperformance. Promotions are based on managerial assessments of capabilities for higher-level roles, considering performance, behaviour, and actions taken for improvement.

All promotions are validated by the 'PMS Panel' to minimise biases and ensure fairness. In addition to this, employee perception of fairness is measured through MCARES, our annual engagement tool. This feedback influences policy changes, ensuring continuous improvement.



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## EMPLOYEE ENGAGEMENT

Employees need a sense of purpose, timely appreciation, and work-life balance to remain engaged and motivated. At Mahindra, we provide a strong sense of shared values and vision, clear goals and expectations, and regular recognition and rewards to create a culture of engagement and high performance. Employee engagement is a best practice that amplifies our potential to Rise.



## Making Sustainability Personal (MSP)

The objective of MSP is to make sustainability second nature for our employees so that they contribute to a sustainable future even beyond the work. Several programmes and competitions were organised as a part of this initiative in the reporting period.

**During the reporting period 11,673+ employees were engaged through the MSP initiative.**

Occasion	Activity	Participants
International Day for Biological Diversity	Photography Contest	250
World Environment Day	Virtual Quiz Competition	2,000
	Green Shopping Festival	10,000
Green Consumer Day	Virtual Workshop on 'Conscious Consumerism'	142
Upcycling	Virtual Workshop on 'Upcycling Waste'	242
Mahindra Kabira	Green Event	10,000
National Energy Conservation Day	Group-wide Quiz on Energy Conservation	2,277
Mahindra Blues	Green Event	6,000
International Women's Day	Session	338
		<b>31,249</b>

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**Mahinda RISE Award**

Employees of the Mahindra Group who embody the Rise philosophy are recognised and rewarded every year at the annual Rise Awards.

The three main principles we look for in the winners of these awards are –



This year, we awarded employees in seven different categories bound together by the common thread of Rise

- Innovation
- Sustainability
- The Mahindra Way
- Mahindra Safety Way
- ESOPs
- Diversity & Inclusion Awards
- National Skills Programme

**Employee Capability Building**

To perform their best amid challenges and disruptions, employees require new capabilities. Mahindra prioritises enhancing employee capabilities as an integral part of our Employee Value Proposition. We conduct or participate in conferences and training programmes throughout the year to develop our employees' skills.



Some of the programmes in F23 include:

- |                                 |   |  |
|---------------------------------|---|--|
| • GRI Standards                 | • Circular Economy Conclave                                     | • Waste Management, Energy Storage, Smart Manufacturing Workshop |
| • SoFi Awareness Programme      | • Water Conclave  | • Carbon Credits   |
| • Sustainability Champions Meet | • Energy Efficiency, Renewable Energy, Green Buildings Workshop | • BRSR Training  |
| • Sustainability Awareness      |   |  |

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## MALT for Readying Future Leaders

The Mahindra Accelerated Leadership Program (MALT) is an initiative aimed at identifying and developing high-potential future leaders across the Group. The programme offers unique features such as bimonthly master class hosted by Group Executive Board members, live Business Capstone projects, active mentorship and coaching sessions by Hogan Certified professionals.

These sessions help associates understand their personalities and various leadership styles and personality types, facilitating their leadership journey with effective collaboration. **The first batch of MALT associates, consisting of 34 individuals, graduated in January 2023**, following a year-long journey of learning, growth, and transformation. The second batch of 42 associates, who embarked on their year-long journey, was welcomed on the same day the first batch graduated.

## Enabling Rise to Digital Connect

Mahindra launched **Rise@Work** an intranet portal to help employees connect, collaborate and co-create. This portal injects the spirit of Rise through digital disruption.



- **MeCentral** – A cloud-based solution from SuccessFactors for all HR employee lifecycle transactions.
- **Digital Learning World** – A new cutting-edge learning management system that offers diverse learning experience via online macro learning, live virtual trainings, and classroom training.
- **Workplace** – An enterprise social networking tool powered by facebook that brings the mantra to life – a connected workplace is a more productive workplace.
- **Internal Job postings** – A tool to promote internal talent mobility and help us bring strong talent pool.
- **ChatBot** – A tool backed by AI that conducts a conversation with employees and presents ready solutions to their queries.

## M-CARES Survey

M-CARES, our engagement survey, is a platform where employees speak their minds without apprehensions to bring about positive changes in the workplace. The survey consists of 45 questions with core dimensions such as career, alignment, recognition, empowerment, and strive, along with certain sector-specific questions.



**Our Top 2 Box score for M-cares has increased from 81% (F21-22) to 83% (F22-23).**

By actively seeking feedback, addressing concerns, and tailoring initiatives, we have fostered a culture of trust, camaraderie, and a workplace where everyone's contributions are valued. To further enhance the employee experience, we have partnered with an AI listening platform to launch a chatbot (MPulse), which captures employee sentiment in real time. MPulse tracks employee experience across all touch points, from hiring to exit. This has helped us enhance the overall work environment and create a culture of engagement, collaboration, and satisfaction for our employees.

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## POLICIES

Our HR policies have been reviewed, revised and framed keeping employees at the core. These policies help foster a healthy work environment, outline opportunities for career growth, manage employee expectations, and create awareness about procedures and behaviour standards.

With a well-structured framework, we ensure harmonious implementation of policies through a central HR Council. The Council comprises business sector HR heads, who address all matters related to labour practices: Employee benefits, Work conditions and Family benefits.



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

Employees	Benefits
<b>Flexible working hours and Attendance</b>	Employees can choose their work schedule with core working hours fixed from 10 AM to 4 PM. At the workplace, we encourage trust-based working relationships between manager and their teams by removing the time-based attendance mechanism.
<b>Part-Time Working Options</b>	We provide flexibility to our employees when they need it at certain life stages by opting to work 27 hours a week or 12 days a month.
<b>Internal Job Posting</b>	We aim to provide our employees with diverse career opportunities across the Group. All positions are published exclusively in the career platform for one week before the external hiring commences.
<b>Educational assistance</b>	To pursue higher education programmes, the organisation bears 90% of the total course fees, up to a maximum amount of INR 5 lakhs.
<b>Professional Allowance</b>	Quarterly allowance towards landline/home internet/dongle bills to enable seamless work.
<b>Women Travel Safety Policy</b>	Women employees have the facility of availing cab services when travelling for official purposes within/outside the base location before 6 AM and after 9 PM.
<b>Maternity Leave</b>	We provide up to 26 weeks of maternity leave for up to two children. In addition, up to 12 weeks of maternity leave for a third child or adoption of a child below the age of three years or on becoming a commissioning mother is provided.
<b>Maternity Medical Assistance</b>	Women employees are entitled to a reimbursement of maternity expenses up to INR 50,000 for both Normal and Caesarean Section delivery. Additional hospitalisation expenses (in case of Caesarean delivery) can be claimed under the special sanction of up to INR 25,000.
<b>Maternity support policy</b>	The policy aims to provide flexibility and support for expecting mothers to travel from and to the workplace and remote working options wherever the role permits. In addition, it offers reimbursement of cab fare in case of any medical condition.
<b>Childcare Facilities</b>	Celebrating parenthood by providing company-supported creche facility for all women employees, single fathers, and same-sex domestic partners. Alternatively, employees can voluntarily opt for external crèche and avail reimbursement for it.
<b>Paternity Leave</b>	Male employees are entitled to take 5 days of paternity leave in 3 months preceding or succeeding the child's birth.
<b>Transfer Policy</b>	To support relocation, an employee can claim the following reimbursements – <ul style="list-style-type: none"> <li>• Cost of packing, transportation, loading/unloading, and transporting own vehicle</li> <li>• Travel fare and accommodation for self and family as per travel policy</li> <li>• Expenses for children's school admission</li> <li>• Settling allowance and brokerage up to one month</li> <li>• Relocation leave up to 2 days</li> </ul>

For more information on each of the policies, please refer to the policies section on Mahindra website.

PERMANENT EMPLOYEES WHO ARE COVERED UNDER THE COLLECTIVE BARGAINING AGREEMENTS FOR F23: 91% of the permanent workforce is unionised.

GRI 401-2

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## EMPLOYEE SAFETY

At Mahindra, we prioritise employee safety by implementing the highest safety standards and upgrading our rigorous procedures in line with technological advancements and best practices. We believe that safety is everyone's responsibility and encourage our employees to take ownership of it. By invoking a personal commitment in each team member, we aim to achieve our goal of zero injuries or accidents. We always work towards eliminating health and safety concerns of men and women workers.

## Safety Strategy



## Safety Focus



To ensure the safety of our operations, we have implemented the following key safety tools and practices:

- Use of technology for quick, real-time capturing, reporting, and analysing safety incidences via App
- Implementing common group policies and safety standards across the Group
- Conducting safety awareness and training sessions for all employees
- Focusing on safety system enhancement through best possible engineering solutions for hazard elimination

## Central Safety Council

M&M has a dedicated Central Safety Council that comprises representation from all sectors. The Council provides common guidelines for entire group on various areas such as Fire Safety Management, Behaviour-based safety, Work Permit, Machine Guarding, Material Handling, and many more. It also works in coordination for implementation of common guidelines, horizontal deployment of best practises, sharing the learnings, and enhancing safety across the Group. Additionally, the Council actively provides maximum security against occupational hazards through periodic monitoring of safety initiatives and devising proactive mechanisms.



Overall, the Council strives to achieve the following objectives:

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

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# FOSTERING INCLUSIVE GROWTH

## ▼ MANAGEMENT APPROACH

Society is the foundation on which a thriving economy is built. Businesses are an essential cog in this ecosystem, providing a lever for continuous growth. However, such business growth must occur in tandem with socially inclusive growth. The climate crisis disproportionately impacts vulnerable communities, contributing to school dropouts, gender inequality, unemployment, and the destruction of farmlands – all of these factors lead to inequality at scale. This is why, at Mahindra, we aim to RISE for a more equal world. We focus on being People Positive by empowering our communities to be resilient and fostering inclusive growth. Since our inception, community development has been a part of our business strategy and continues to be a key material issue for us today. To enhance community well-being, we devise innovative interventions that not only overcome social challenges today but also raise equality within our communities for a better tomorrow.

Our community development initiatives are meticulously executed and designed to spark self-sustaining transformations. This leads to self-sufficiency and availability of equal opportunities for the most marginalised members of our society. Aligned with the United Nations SDGs, these initiatives work towards achieving multiple goals. Our income generation initiatives aim to eradicate poverty, our education and women empowerment initiatives provide quality education and aim to boost gender equality, and our watershed development programmes, and tree plantation initiatives focus on conserving natural resources.

**Our purpose has always been to drive positive change in our communities. Since 2005, we had voluntarily contributed 1% PAT towards CSR. With the introduction of the New Companies Act, 2013, we made a smooth transition to contributing 2% average PBT of immediately preceding 3 years.**



### Our Vision

Aligning our CSR Vision with our core purpose, our strategy is to focus on the constituencies of girls, women and supporting the environment through a massive tree plantation drive. We believe by supporting these constituencies, we will contribute to nation building and enable our stakeholders to Rise.

### Our Focus Areas



By investing in girl's education, women empowerment, and tree plantations, we will get the maximum social return on our investment.

### Our Change Agents

**CSR Council | CSR Department | ESOPs – Employee Volunteering Programmes**

Collaborations with governments, NGOs and other business associates.

### Our Operating Philosophy

Our core purpose is to drive positive change in our society. Through our various CSR initiatives on girls' education and women empowerment, we strive to create a more equal world for our communities. Through our tree plantation and watershed management programmes, we make a positive contribution to the planet enhancing soil fertility and biodiversity and increasing green cover.

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## KEY HIGHLIGHTS

## Education



- **217,949 girl children** were supported through Project Nanhi Kali in F23, bringing the total count to **over 550,000 girls**
- The Mahindra Group – the largest donor to Project Nanhi Kali continued to support the education of **85,778 girls** in F23 through the project's after-school programme. Of these, M&M Ltd. supported the education of **52,658 girls** including **14,562 newly enrolled girls** during the year
- **25,600 girls** were supported by the Mahindra Group through the Nanhi Kali Digital & Life Skills Training Programmes of which M&M Ltd. supported **15,000 girls**
- **550 students** were awarded the Mahindra All India Talent Scholarship in F23. A total of **11,840 students** have been awarded the scholarship till date
- **60 scholars** were awarded the K.C. Mahindra Scholarship for Postgraduate Studies in F23; **1,610 scholarships** have been awarded till date

## Rural Development

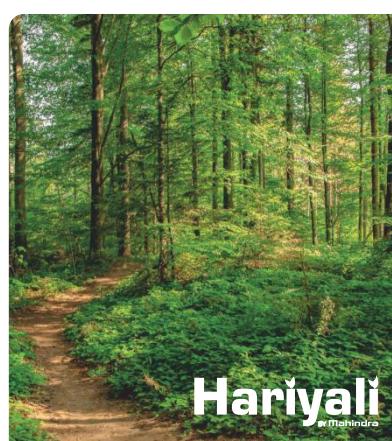
- **19,446** community members & farmers benefitted through our Watershed Development Programmes; and conserved around **3,455+ lakh litre of water**

Women  
Empowerment & Skilling

- **166,666 women** benefited from Mahindra Pride Classroom skills training programme **supported by Mahindra Group across 19 states in F23**. In addition, 1,256 men were part of the programme, taking the total number of beneficiaries supported to 167,922. Out of the total trained 104,951 were supported by M&M Ltd. Since inception **7.29 lakh youth** have benefited through this programme

- **45,529 Women farmers** empowered through training in regenerative agriculture practices helping them to reduce agriculture input cost and increase income from sale of crops
- **11,111 women farmers** empowered through trainings on improved agriculture practices through Preerna Initiative

## Environment



- **2.21 million trees** planted across India by the Mahindra Group in F23. Of these M&M Ltd. supported the plantation of **1.59 million trees**

- **22.86 million trees** planted by the Mahindra Group till date through Project Hariyali of which 14.90 million trees were planted at Araku Valley supporting livelihood of more than **26,000 tribal farmers**

## Road Safety

- Partnered with government, industry and academia for **Project iRASTE**, a collaborative initiative aimed at reducing fatalities by 50% in Nagpur city
- **350 drivers** from Nagpur Municipal Corporation underwent a very successful training programme – 'Defensive Driving and Driver Assistance through AI'
- **250 vehicles** are equipped with CAS devices, since inception 1,100 drivers trained in Defensive driving & ADAS
- **60% drivers** in ADAS-enabled buses have shown sustained improvement in safe driving behaviour

## Employee Volunteering



- **55,873 Employees** across the Group contributed **453,884.50 hours** through the employee volunteering platforms
- Of these, **10,587 M&M employees** contributed **55,272 hours** towards various social causes
- Of the total volunteering hours, employees across the Group contributed **146,721 hours** through the MySeva platform; the remaining hours were contributed through the ESOPs (Employee Social Options) initiatives
- F23 witnessed an **increase of 44% Unique Volunteers** over F22
- An **increase of 25% in volunteering hours** over F22

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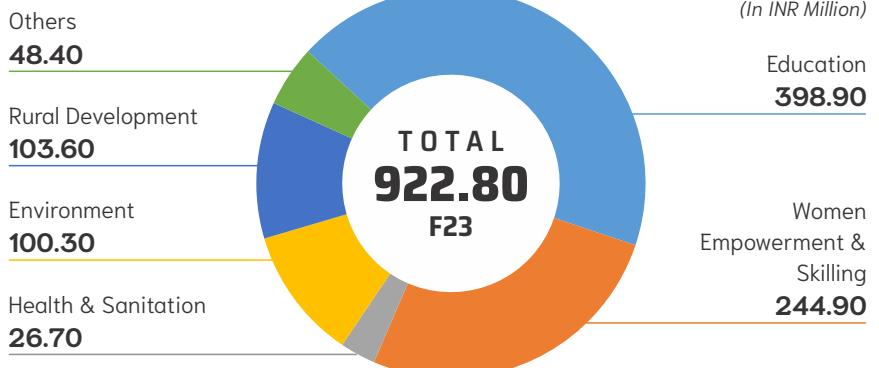


## AWARDS

- Received an **Honorable Mention in Skill Development and Livelihood Category at the National CSR Awards 2020** announced by Ministry of Corporate Affairs in August 2022
- Honoured with the **Telangana State Industry Award** in Silver Category for Best CSR practice – COVID relief in March 2023
- **Global CSR Excellence & Leadership Award 2023** for 'Women Empowerment' presented in February 2023 by World CSR Congress
- Awarded the **Best CSR Initiative 'Project Pani'** in July 2022 during the **Indian Tractor Of The Year Awards 2022**
- Presented with the **UBS Forum CSR Excellence Award 2022** for Community Health Project in November 2022
- Honoured with **CSR Times Award** in December 2022 for the Water Conservation Project
- In March 2023, Project Hariyali was awarded the **Platinum rating** based on an impact assessment study done by an NABCB accredited "Type A" Inspection Body for plantation done in F22 at Araku Valley



## COMMUNITY INVESTMENTS



## CSR POLICY

We adhere to the Group's CSR policy, which is in consonance with the amendments in Section 135 of the New Companies Act 2013. Our CSR committee is responsible for implementing this policy.

Apart from the three CSR focus areas articulated in the CSR Vision, we may carry out interventions in any of the following areas listed in Schedule VII of the Companies Act:



Through the CSR policy we seek to promote a unified approach to CSR across the Company. By identifying select causes to work with, we are able to focus on ensuring a high social impact. The CSR policy of the Company is uploaded in the public domain on the website and is accessible through the following link:

<https://www.mahindra.com/resources/investor-reports/governance/policies/CSR-Policy.pdf>

## CSR Governance

With the Board CSR Committee steering CSR and governance, the CSR Council ensures maximum social impact is delivered while complying with all the applicable laws. *For more information, please refer to the corporate governance section of this report.*

## Foundations and Trusts

Our Foundations and Trusts are dedicated to empowering the most disadvantaged sections of our society. We aim to amplify the impact of initiatives that address critical issues at local and national levels and thereby transform lives for the better. With equal measures of competence and compassion, these professionally managed institutions help bring about a meaningful change. To ensure that our initiatives bring in effective change, we constantly improve our efforts by analysing our programme outcomes, scaling up successful models and sharing our progress with the stakeholders.

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## EDUCATIONAL

Education is a catalyst accelerating positive change in our communities and amplifying progress across geographies and generations. A key component in our approach to social responsibility, we believe that the vicious cycle of inter-generational poverty can only be broken by quality education. Our educational initiatives aim to resolve the several roadblocks that hamper quality education and pave the way for the development of the nation and the economy. The initiatives also align with SDG 4 – Quality Education, SDG 1 – No Poverty, and SDG – 5 Gender Equality.

Our well-designed and ably implemented interventions have two key objectives:

**Empowering the girl child by providing her with access to quality education**

**Providing monetary aid and scholarships to deserving and underprivileged students**



This innovative pedagogy leverages technology to overcome the challenges of the gender digital divide in India and the scarcity of qualified teachers, especially in rural/tribal locations.

The girls also receive an annual school supplies kit (consisting of a school bag, stationery, pullover/raincoat and feminine hygiene material) to enable them to attend school with dignity. To ensure their holistic development a professionally designed sports curriculum is integrated into the programme. Through regular engagements with parents and community stakeholders, the project creates conducive, girl-friendly ecosystems in underserved communities across India.

Given the high dropout rates and learning gaps amongst teenage girls, Project Nanhi Kali also introduced focused training programmes in Life Skills and Digital Skills to empower underprivileged girls in this age group.

## Project Nanhi Kali



Project Nanhi Kali was instituted in 1996 with the objective of empowering underprivileged girls in India with access to quality education. Jointly managed by K.C. Mahindra Education Trust and Naandi Foundation since 2005, the Project has transformed the lives of over 550,000 girls from economically and socially disadvantaged backgrounds, across 15 states.

Striving to empower girls to complete their schooling, Project Nanhi Kali provides girls with comprehensive support that includes daily after school academic support at Nanhi Kali Academic Support Centres. Locally recruited women tutors facilitate concept-based learning at these centres and mentor the girls through their school experience.

**Additionally, every girl receives access to a personalised adaptive learning software, via digital tablets. Powered by AI, the software matches instruction to every girl's unique learning level thereby ensuring that she learns with understanding.**

**In F23, 186,041 underprivileged girls received educational support across 7,674 Academic Support Centres in 9 States of India through the project's after-school programme. An additional 31,908 girls, received high quality training through the Life Skills and Digital Skills training programmes, bringing the total number of girls supported by Project Nanhi Kali in F23 to 217,949.**

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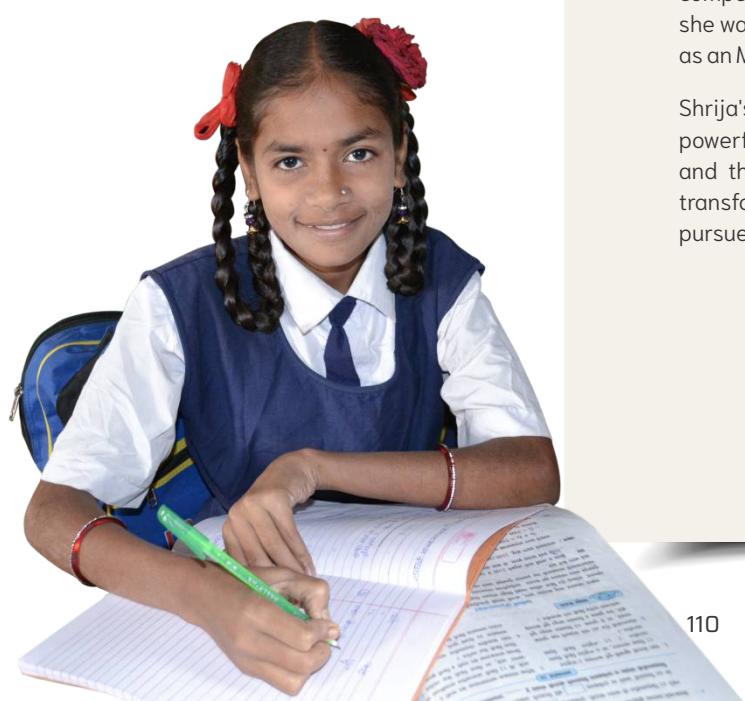


Project Nanhi Kali is designed as a collaborative sponsorship model wherein individuals and corporates can contribute towards supporting the education of girls. Of the **186,041 girls** currently supported by the project's after-school programme, **85,778 girls** are supported by the Mahindra Group (of which M&M Ltd. continued to support **52,658 girls** including **14,562 newly enrolled girls** in F23), while the other girls are supported by more than 7,500 donors from around the world, including over 250 corporate partners. Additionally, of the 31,908 girls trained through the Nanhi Kali Digital and Life Skills Training Programmes, **25,600 girls** were supported by the Mahindra Group (of which M&M Ltd. supported **15,000 girls**).

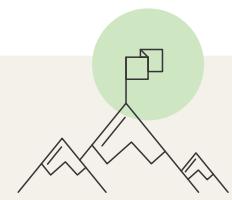
Aligned with UN Sustainable Development Goals 4 of Quality Education and Goal 5 of Gender Equality, Project Nanhi Kali affirms that every girl is given the opportunity to learn and achieve her full potential. With daily academic support and care, the project strives to educate girls, enabling them to grow into empowered women.

## PROJECT NANHI KALI OUTREACH

Year	No. of donors	No. of Nanhi Kalis
FY21	7,553	171,950
FY22	7,547	185,759
<b>FY23</b>	<b>7,506</b>	<b>217,949</b>



## SUCCESS STORY

TURNING DREAMS TO  
REALITY THROUGH HARD WORK  
AND DETERMINATION

Shrija, from Chakan in Pune, Maharashtra was enrolled in Project Nanhi Kali 10 years ago. Her father works as a machine operator while her mother is a home maker. As a Nanhi Kali student, Shrija aspired to become a doctor and participated enthusiastically in all extracurricular activities. Despite hailing from an underprivileged family with minimal resources, she ranked 21st at the district level in a Class 7 scholarship exam with support from the project.

Undeterred, Shrija continued to excel in her studies and ranked second in school after scoring 95.20% in the Class 10 board exam in 2018. She then secured the third rank in her junior college in Baramati, Pune, after scoring 90.32% in Class 12. After clearing the competitive exams required to study medicine in her second attempt, she was accepted at the Government Medical College in Aurangabad as an MBBS student.

Shrija's journey from a Nanhi Kali student to a medical student is a powerful testament to the fact that with perseverance, hard work, and the right support, dreams can come true, and lives can be transformed. For Shrija, this is just the beginning, as she plans to pursue an MD degree once she completes her MBBS studies.

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## Scholarships and Grants

MAHINDRA ALL INDIA  
TALENT SCHOLARSHIP (MAITS)

The Mahindra All India Talent Scholarships are awarded to students from lower socio-economic strata. Instituted in 1995 it focuses on enabling them to pursue a job-oriented diploma course at a recognised Government Polytechnic Institute in India. Every year 550 scholarships are given to students who undergo a three-year course. **Till date, this scholarship has been awarded to 11,840 students.**

K. C. MAHINDRA SCHOLARSHIPS FOR  
POSTGRADUATE STUDIES ABROAD

Established in 1956, the K.C. Mahindra Scholarship for Postgraduate Studies Abroad is an interest-free loan scholarship awarded to deserving graduates interested in pursuing their postgraduation studies overseas. Scholarship recipients usually pursue postgraduation in a wide range of subjects in top-tier universities like Harvard, Pennsylvania, Stanford, Carnegie Mellon, Cambridge, Oxford, among others. **In F23, 60 students were provided these scholarships.**

In addition to this, the top 3 candidates (the K.C. Mahindra Fellows) were awarded scholarships of INR 1 million each. The total number of scholarships given till date is 1,610.

## K. C. MAHINDRA UWC SCHOLARSHIP

This scholarship enables deserving students to study at the United World Colleges, and in particular, the Mahindra United World College, Pune. KCMET has disbursed a total of INR 129.50 million in the form of these scholarships benefiting 107 students till date. In F23, two students were awarded this scholarship, amounting to a disbursement of **INR 4.25 million.**

## MAHINDRA SEARCH FOR TALENT SCHOLARSHIP

Rewarding excellence in academics, this scholarship has been set up in 37 institutions in India. In addition, students who receive the Mahindra Search for Talent Scholarship for two consecutive years also receive the Honours Scholarship Award comprising a cash prize of INR 5,000 and a citation from the Trust. In F23, 16 students were supported through this scholarship.

## MAHINDRA FINANCE KCMET SCHOLARSHIP

In F23, The Mahindra Finance KCMET scholarship was set up to provide scholarships to girls from lower socio-economic strata of society – studying in class 1 to Post Graduation. 1,794 girls have benefited through a cumulative scholarship amount of INR 19 million.

WOMEN EMPOWERMENT  
& SKILLING INITIATIVES

## Mahindra Pride Classroom

Women's labour force participation is an important indicator for growth and development in our country. Various studies have indicated a decline in the percentage of women participating in formal and informal economy. Skill development of women leads to improved employability opportunities and therefore sustained income for women. Increasing women's participation in the work force is a national priority and various measures are being undertaken to address the same. Aligning with this, Mahindra Group has transformed its flagship 'Mahindra Pride Classrooms' an employability skill learning initiative programme from being a youth-focussed initiative to a 100% women beneficiary programme.

The Mahindra Pride Classrooms (MPC) provide 40-120 hours training modules to final year students studying in Government Colleges, ITIs and Polytechnic Institutes on spoken English, life skills, interview preparedness and digital literacy which are critical skills to secure employment. The pedagogy of the courses is designed to have participatory approach and students are provided with workbooks and other study material which help them to blend theory with practice. Assessments are key part of the programme design and successful candidates are provided with certification at end of the course.

In F23, **166,666 women** have been trained in this programme across 19 states through **1,697 partner institutions** with support of Mahindra Group. Out of the total trained women, **103,699 women** have been trained through support provided by M&M Ltd. In addition, 1,256 men were part of this programme, bringing the total number supported by Mahindra Group to **167,922**. Since inception this intervention has trained **0.729 million youth**.

The MPC model also engages a full-time placement coordinator in every state who is entrusted with the responsibility of ensuring that placement goals are met. 'Job Utsav' i.e., placement drives, are organised annually to bring together employers and the talent pool of MPC alumni to ensure that placement goals are met.

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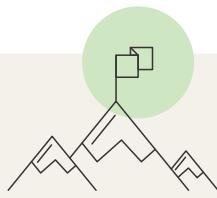
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## SUCCESS STORY

UNLOCKING THE POWER  
OF PERSEVERANCE

Saloni Pal is the daughter of a farmer and a housewife. Being the eldest sibling in a family of modest means, she felt the weight of her family's needs and dreams on her shoulders quite early in life. One of Saloni's greatest aspirations was to provide her parents with their own home – a wish she once overheard her father expressing. To achieve this goal, Saloni kept updating her skills, even during the pandemic, by exploring the internet and working as a part-time tuition teacher to support her father financially.

Saloni's life took a positive turn when she came across Mahindra Pride Classroom's training programme being conducted in her college. The programme gave her hope for her career and helped her to gain clarity about industry requirements. Through group presentations and mock interview sessions which are part of the programme design, Saloni learned to present herself with confidence and professionalism.

She also learned effective ways to use the internet for her personal growth. Her hard work paid off when she landed a full-time job in Mahindra CIE Ltd, and she could see the pride in her parents' eyes. She credits her success to the Mahindra Pride Classroom's training programme, which helped her to clear interviews with confidence and build a brighter future for herself and her family.

Women Empowerment  
through Skilling in  
Regenerative Agriculture

This programme focuses on enabling women farmers to use regenerative agriculture – a farming technique designed to help them transform the soil on their land, increase productivity and earn profits throughout the year, in addition to ensuring food and nutrition security for their families.

A Mahindra-backed project, it has helped **45,529 women farmers** from Moga, Tarn Taran (Punjab), Shravasti (UP) and Wardha (Maharashtra) gain specific know-how of regenerative organic farming practices. Overall, this programme helped women farmers reduce their agriculture input cost and increase income from sale of crops.

Women Empowerment  
through Skilling in ITES  
and Apparel Sector

Ensuring financial security is a key aspect of women empowerment. New pilot projects were initiated to skill and provide employment opportunities for women in ITES and Apparel sector. The pilots were devised with two core objectives, the first to explore the potential job opportunities for the women in these sectors and the second, to look at the opportunities for scalability.

Under this initiative, **Mahindra supported 6,232 women** out of total 7,076 women who have been trained in respective domain skills in states of Telangana and Tamil Nadu.



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## Project PRERNA - Women's Farm Livelihood

M&M Ltd. focused on empowering women farmers in the vicinity of its plant operations by introducing them to good agricultural and farm mechanisation practices that will augment their farm-based livelihood. Our flagship intervention PRERNA was an integral part of various projects which provided training and advisory services on aspects of farming like soil health, access to gender friendly farm equipment, information on government welfare and support initiatives, as well as resource efficient agriculture methodologies that enhance crop productivity. Additionally, entrepreneurship support was also provided to women for establishment of FPOs through the SHG model.



Some of the milestones achieved as a part of these initiatives include:

- **11,111 women farmers** covered and supported across 6 states
- Trained and strengthened four women led FPOs for improved market linkages in Madhya Pradesh and Maharashtra linking 900+ women for sustainable livelihood
- **30 SHGs** were established for linkages with government schemes
- **400+ women farmers** were trained on setting up worming composting units, developing kitchen gardens and adopting modern farming practices.

## ENVIRONMENT

### Mahindra Hariyali



The Project is the Group's flagship afforestation initiative that started in 2007 to increase the green cover and arrest the rising ecological imbalance with a target to plant a million trees every year across all Mahindra locations. In 2010, the project was extended to Araku, Visakhapatnam, Andhra Pradesh to create a functional forest, to enhance livelihood of the small and marginal tribal farmers, restore the ecosystem and ensure nutritional/economic security through the systematic and continuous planting of as many as 19 diverse varieties of fruit and forest trees every year. Project Hariyali was further extended to Northern India in Solan in Himachal Pradesh, Tarn Taran and Moga in Punjab and Shravasti in Uttar Pradesh in the year 2022.

In **F23**, the Mahindra Group planted **2.21 million trees**, of which M&M Ltd. contributed towards plantation of **1.59 million trees**. From these, M&M Ltd planted 1.31 million trees in the Araku Valley, which besides greening the environment will also provide livelihood support to **3,275 tribal farmer families**. The farmers have been trained in global organic farming protocols which rejuvenate the soil, increase water retention and soil organic carbon.

**Till date, 22.86 million trees have been planted through Mahindra Hariyali, of which 14.90 million trees have been planted in Araku Valley which supports the livelihood of over 26,000 tribal farmer families.**



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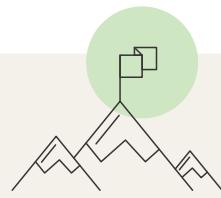
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## SUCCESS STORY

THE SWEET TASTE OF  
SUCCESS WITH GUAVA PLANTATION

Sukhdeep Kaur, a passionate farmer, lives with her husband and two children in Moga, Punjab. Raised in an underprivileged family, she has faced countless financial constraints all her life, which only gets compounded with her domestic challenges. Despite these obstacles, she had always dreamt of establishing her own mini orchard, that would help her family attain financial stability.

To fulfil her aspirations, Sukhdeep registered with Project Hariyali as one of the beneficiaries and received 273 saplings of mixed fruit plant varieties. Of these, 250 saplings were Guava trees for her mini orchard. Sukhdeep planted the saplings in approximately 1.5 acres of land and followed the biodynamic practices of farming that she had learnt as part of the project.

The Project Hariyali team skilled her on farm management practices and regenerative agriculture protocols. After six months, her hard work bore fruits, and she harvested approximately 2 quintals of Guava from the saplings. In the following season, Sukhdeep began the practice of using microbe-rich compost to enhance the yield. Parallelly, she has created a marketing plan for sale of Guava fruits.

Sukhdeep is grateful to Project Hariyali as it has set her and other women like her on a path of financial independence.

## RURAL DEVELOPMENT

Watershed Development  
Programme

Watershed development is a critical component of the various natural resource management projects undertaken across diverse geographies. Through the creation and enhancement of water structures, the projects aim to prevent soil erosion, improve soil health, and increase the water table. Ultimately, this will enhance water availability and increase crop productivity, leading to sustainable livelihood and holistic community development.

Watershed Development Fund (WDF) and Climate Change Adaptation (CCA) Projects in collaboration with NABARD were undertaken in two locations – Hatta, District Damoh, Madhya Pradesh (National Priority Areas of Aspirational district) and Igatpuri Block, Nashik District, Maharashtra, Development of River Basin, covering approximately 34 villages. During F23, M&M Ltd. supported more than 7,939 farmers through various interventions of soil and water conservation works, crop diversification measures, livelihood training/support and drudgery reduction initiatives for Integrated Development of the rural catchment areas.

Apart from the above projects, your company expanded to other geographies and deployed region-specific water management interventions covering 5 states namely Maharashtra, Telangana, Rajasthan, Tamil Nadu and Madhya Pradesh and achieved following milestones.

- 158 water harvesting structures completed and renovated
- 3,455+ lakh litres water harvested through water structures
- 4,978 Ha land treated for soil and water conservation intervention
- 19,446+ farmers and community members benefited through water conservation

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## ROAD SAFETY

## iRASTE - Road Safety Project



Project iRASTE is a unique collaborative initiative between the government, industry and academia towards advancing road safety in Nagpur city. This initiative brought together the best minds from Intel India, INAI, International Institute of Information Technology-Hyderabad (IIIT-H), CSIR – Central Road Research Institute (CSIR – CRRI) New Delhi, Mahindra & Mahindra Ltd. and Nagpur Municipal Corporation (NMC). Through an innovative and holistic road safety framework, the project focuses on three crucial areas – vehicle safety, mobility analysis and road infrastructure safety with following major outcomes:

- **350 drivers** from NMC underwent a successful training programme – 'Defensive Driving and Driver Assistance through AI'
- 250 vehicles are equipped with CAS devices, **1,100 drivers** trained in Defensive Driving & ADAS, since inception
- **60% drivers** in ADAS-enabled buses have shown sustained improvement in safe driving behaviour
- Conducted two eye camps and organised spectacle distribution for **600 NMC drivers**
- Identified 19 grey spots (potential future blackspots) based on AI & data insights
- Completed pilot awareness programmes at Grey spot and Black spot

## EMPLOYEE VOLUNTEERING

## Employee Social Options (ESOPs) &amp; MySeva



Mahindra Group's employee volunteering platforms, ESOPs and MySeva, have enabled employees to contribute their personal time towards various social causes and create large-scale impact in the communities.

In F23, 55,873 employees invested 453,884.50 person-hours through numerous volunteering activities. The increase in person-hours has been 25% and that of unique employee volunteers 44%, over F22. Out of the total, 10,587 M&M employees contributed 55,272 person-hours.

As reported on the MySeva platform, 146,721 person-hours were invested as individual acts of social responsibility by the group employees. The balance 307,163 person-hours were contributed through the other platform Employee Social Options (ESOPs), which is a Company-organised volunteering programme.

## Employee Volunteering Growth Report

Since the roll out of Employee Volunteering programme in 2005, Mahindra Group employees have contributed over 4 million person-hours towards various social programmes. The initiatives are spread across myriad of focus areas that include education, healthcare, environment, rural development, skilling and so on among others.

Year	No. of Volunteers	Person Hours
FY20-21	31,503	272,467
FY21-22	38,803	362,585
FY22-23	55,873	453,884.50

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## ESOPs Awards

To reward, recognise and promote a healthy competition among locations, the ESOPs Awards were instituted in 2008 to identify best CSR projects in two categories – Factory and Non-Factory. The winners are chosen after an evaluation process involving an Internal and External Jury who take into consideration parameters such as impact on beneficiaries, ESOPs volunteer participation, the sustenance plan among others.



- Factory Location – Mahindra Heavy Engines Ltd., Chakan won the ESOPs Award under the Factory location category in F23, for their project “**Saksham**”, an integrated rural development programme that provides mechatronics training at ITI Aundh Girl's College.



- Non-Factory Location – Mahindra Susten won the ESOPs Award under the Non-Factory Location category in F23, for successfully implementing “**Project Gyandeep**” that provides quality education to under-privileged children

ESOPs Star Performer  
Award

The ESOPs Star Performer Awards were instituted in 2011 to identify and recognise both the high performing locations and individuals in terms of participation levels in volunteering activities through ESOPs and MySeva platforms. This award has two main categories Factory and Non-Factory and further has four and five tier system respectively basis the employee strength. All these nine tiers have gold and silver winners.

Esops Star Performer Awards  
Factory Locations – Gold winners

Mahindra Telephonics Integrated Systems Ltd., Prithla

1 – 100 Employees



**Mahindra & Mahindra Ltd. – Farm Division, Jaipur**  
101 – 500 Employees



**Mahindra & Mahindra Ltd. – Auto Division, Igatpuri**  
501 – 2000 Employees



**Mahindra & Mahindra Ltd. – Auto Division, Zaheerabad**  
2001 & Above Employees



**Mahindra Holidays & Resorts India Ltd.**  
5001 & Above Employees

Esops Star Performer Awards  
Non-Factory Locations – Gold winners

**Mahindra & Mahindra Ltd. – Farm Division, IWMP (Nashik, Damoh & Hatta)**  
1 – 50 Employees



**Mahindra Rural Housing Finance Ltd., Bihar**  
51 – 500 Employees



**Mahindra Rural Housing Finance Ltd., Gujarat**  
501 – 2000 Employees



**Mahindra & Mahindra Financial Services Ltd., Chennai Circle**  
2001 – 5000 Employees



# MANAGING RISKS TO MATERIALITY AND TCFD (M&M)

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### PRODUCT STEWARDSHIP



Climate Risks	Impact on material issue	Mitigation Measures by M&M
Extreme temperatures	1. Product unsuitable for extreme weather condition	1. A total of INR 10,000 Crore is M&M's investment plan for the EV between F22 and F27
Change in precipitation patterns	2. Increased R&D costs to make the product suitable for extreme weather condition	2. Mahindra's new engine technology provides best-in-class fuel efficiency to enhance earning potential of farmers
Increased frequency of natural calamities: floods, cyclones	3. Unable to meet market demand due to disruption in R&D and production facility 4. Reduced demand of agricultural equipment	3. (a) For urban India, mobility solutions that reduce congestion and pollution while enhancing comfort, safety, and driveability. (b) For rural India, the range of tractors and farm equipment catalyses agricultural growth and increases farm prosperity.
Sea level rise		
Increase in the incidence of disease and pandemics	1. Increased threat to employee health 2. Decrease in product quality 3. Decreased customer satisfaction 4. Increased market competition	4. M&M continued to introduce new products and solutions across categories in the automotive and farm equipment businesses despite the lockdown enforced due to Covid-19. M&M maintained highest level of hygiene during the pandemic and continued to introduce various health and safety measures so their workers stay healthy and can concentrate on work.

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Climate Risks	Impact on material issue	Mitigation Measures by M&M
Emerging changes in regulations and policies	<ol style="list-style-type: none"> <li>Increased R&amp;D cost due to legal changes</li> <li>Increase in product liability</li> <li>Increased tax duties</li> </ol>	5. Mahindra has a proactive and motivated approach in following the global best practices to effectively mitigate the risks.
Legal	<ol style="list-style-type: none"> <li>Increased difficulty in attracting key talents</li> <li>Threat to company reputation</li> <li>Threat to customer loyalty</li> </ol>	
Market		
Reputation		

## CARBON EMISSION



Climate Risks	Impact on material issue	Mitigation Measures by M&M
Emerging changes in regulations and policies	<ol style="list-style-type: none"> <li>Increased compliance cost associated with different stages of manufacturing</li> <li>Increased R&amp;D costs for energy efficiency techniques</li> <li>Increased legal requirements for Hybrid/electric mobility</li> <li>Increased threat to brand reputation</li> <li>Need for decarbonisation techniques for tail pipe emission reduction</li> <li>Increased medical expenses</li> </ol>	1. M&M is committed to EP100 and RE100 by 2030 and Carbon Neutrality by 2040
Legal		2. All our businesses are committed to Science Based Target to reduce emission as per 1.5-degree trajectory. These are very stringent targets.
Market		3. New solar installations that increased renewable electricity consumption by 221% compared to last year.
Extreme temperatures		4. CO2 Mitigation by Improving Energy Efficiency at MRV
Reputation		

## SUSTAINABLE SUPPLY CHAIN



Climate Risks	Impact on material issue	Mitigation Measures by M&M
Extreme temperatures	<ol style="list-style-type: none"> <li>Frequent supply chain disruptions</li> <li>Halt in operations leading to delays in delivery</li> <li>Increased requirement for one-to-one dealer/ supplier management system</li> <li>Higher employee and labour absenteeism</li> </ol>	1. M&M has developed a stringent Supplier Code of Conduct to guide suppliers to engage in ethical, responsible, and legal business practices in their operations around the world. This Code is signed by more than 90% suppliers.

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Climate Risks	Impact on material issue	Mitigation Measures by M&M
Change in precipitation patterns	5. Increased logistics cost 6. Increased dependency on water sources 7. Threat to employee and supplier (farmers etc.) health	2. M&M has established a comprehensive Supplier Risk Management & Mitigation (SRMM) process comprising 14 categories of risks, ranging from safety and sustainability to labour related.  3. We collaborate with its suppliers to impart training and conduct skill-building programmes. The Sustainable Supplier Impact Programme (SSIP) is a global initiative developed by the United Nations Global Compact (UNG) and Accenture to enhance supply chain sustainability.
Increased frequency of natural calamities: floods, cyclones		
Market	1. Threat to investor relations 2. Increased competition in the market	4. M&M runs Supplier Business Capability Building (SBCB) Programme for its Critical, Long term, Strategic & needy suppliers.
Reputation	3. Threat to brand reputation	

## WATER SECURITY



Climate Risks	Impact on material issue	Mitigation Measures by M&M
Extreme temperatures	1. Increased stress on water sources 2. Unavailability of water for plants	1. Auto and Farm Equipment Sector recycled and reused 44% and 51% of their water respectively by using ETPSTP – RO treated water for domestic and industrial purpose.
Change in precipitation patterns	1. Risk of production site flooding 2. Increased operational costs	2. (a) Treating effluents before releasing them into natural water bodies, (b) Continuous monitoring of wastewater discharge to (c) Adhering to the limits specified by the state and national pollution control boards.
Increased frequency of natural calamities: floods, cyclones	3. Increased threat to water borne diseases 4. Financial loss due to crop failure	
Increase in the incidence of disease and pandemics	1. Threat to employee and supplier (farmers etc.) health 2. Increased medical insurance covers	



## HEALTH &amp; SAFETY



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## WASTE TO WEALTH



Climate Risks	Impact on material issue	Mitigation Measures by M&M
Extreme temperatures	<ol style="list-style-type: none"> <li>Reduced employee productivity</li> <li>Increased fatigue</li> <li>Increased employee absenteeism</li> </ol>	<p>Elaborate health programs for associates and workers</p> <ol style="list-style-type: none"> <li>Critical functions,</li> <li>Safety training,</li> <li>Digital app-based interventions,</li> <li>Confidential access to personal counselling, and</li> <li>Mental health support to ensure employee wellbeing.</li> </ol>
Change in precipitation patterns	<ol style="list-style-type: none"> <li>Higher frequency of water borne diseases</li> <li>Higher medical expenses</li> <li>Unavailability of skilled labours</li> </ol>	
Increased frequency of natural calamities: floods, cyclones		
Increase in the incidence of disease and pandemics	<ol style="list-style-type: none"> <li>Increased physical and mental health problems</li> <li>Unavailability of skilled labours</li> </ol>	

## Climate Risks

## Impact on material issue

## Mitigation Measures by M&amp;M

Extreme temperatures	<ol style="list-style-type: none"> <li>Risk of material and oil spillage</li> <li>Threat of employee and environment safety</li> <li>Threat of causing air pollution</li> <li>Legal complications related to handling of hazardous substances</li> <li>Threat of diseases caused by untreated waste in landfills (like from paint sludge and phosphate sludge)</li> </ol>	<ol style="list-style-type: none"> <li>Mahindra plants send hazardous waste like paint sludge, cotton waste, and ETP sludge to cement plants for co-processing regularly.</li> <li>20 out of 23 sites of M&amp;M are ZWL certified. These sites divert more than 99% of their waste away from landfill.</li> </ol>
Change in precipitation patterns		
Increased frequency of natural calamities: floods, cyclones		
Sea level rise		
Increase in the incidence of disease and pandemics		
Emerging changes in regulations and policies		
Legal		



## CSR MANAGEMENT



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Climate Risks	Impact on material issue	Mitigation Measures by M&M
Legal	1. Reluctance from families due to financial burdens	Community development initiatives trigger self-sustaining transformations giving rise to equal opportunities across the most marginalised sections of society.
Extreme temperatures	2. Social barriers (stereotypes)	
Change in precipitation patterns	3. Implication of not spending the statutory amount under CSR	
Increased frequency of natural calamities: Floods, Cyclones		
Emerging changes in regulations and policies		

Mahindra has also been an early adopter of several disclosure parameters. In addition to the Government of India's National Guidelines on Responsible Business Conduct (NGRBC), our sustainability report is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, WEF's Stakeholder Capitalism Metrics and United Nations' Sustainable Development Goals (SDGs).



## ALIGNMENT WITH TCFD

Aligning with TCFD helps identify blind spots and leverage opportunities for growth in a fast-changing environment. The Task Force on Climate-related Financial Disclosures (TCFD) is a global initiative established by the Financial Stability Board (FSB) to develop recommendations for companies and financial institutions to disclose climate-related risks and opportunities in their financial reporting.

TCFD comprises 11 recommended disclosures divided into four pillars including:



As one of the pioneering sustainability practitioners in India, Mahindra Group has had a strong focus on these four parameters for over a decade now.



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**Pillar 1 - Governance****Disclose the organisation's governance around climate-related risks and opportunities.**

Recommendations	Key Points
Describe the Board's oversight of climate-related risks and opportunities.	<p>The MD and CEO chair the Board-level Risk Management Committee, which is authorised to monitor and review the Risk Management (RM) Plan and risk certificates and recommend any modifications to the RM Policy to the Board. The policy includes, among other things, the identification of risks, including climate change (CC) related risks and those that may threaten the existence of the company. The Board has also established a Corporate Risk Council, comprising senior executives of the company and chaired by the Executive Director, to further review risks and the RM policy at periodic intervals. The Board meets once every quarter to discuss various risks, including climate risks. The Mahindra Group benefits from the collective wisdom of its Board, which comprises industry leaders with extensive experience and achievements in diverse areas. The Board guides the Group's actions to enhance stakeholder prosperity by upholding the highest principles of transparency and accountability.</p> <p><b>The RMC comprises the following members:</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. T N Manoharan</b>, Independent Director (Chairman of the Risk Management Committee of the Board)</li> <li>• <b>Dr. Anish Shah</b>, MD</li> <li>• <b>Mr. Rajesh Jejurikar</b>, ED</li> <li>• <b>Mr. Vikram Singh Mehta</b>, Independent Director</li> <li>• <b>Ms. Shikha Sharma</b>, Independent Director</li> <li>• <b>Mr. Haigreve Khaitan</b>, Independent Director</li> </ul> <p>M&amp;M also arranges regular risk management education for the Board Members. Sessions on risk procedures, processes, and policies are conducted for non-executive directors and leadership teams across the Group to apprise them of the recently updated risk management framework. The objective is to keep the directors updated and informed on the latest risk management principles, the organisation's framework, and policies with the latest industry best practices.</p>
Describe management's role in assessing and managing climate-related risks and opportunities.	<p>The CSR committee is responsible for sustainability oversight at M&amp;M. Additionally, we have a Chief Risk Officer (CRO) reporting to the Chief Group Public Affairs Officer (CGPAO), who also heads the Group Sustainability. The CRO is responsible for the company's enterprise and operational risk management plan and processes, including the identification and assessment of corporate and asset-level risks.</p> <p>The Group Sustainability team is responsible for identifying climate risks and opportunities in line with global climate risks and upcoming opportunities, in consultation with the CRO. CGPAO regularly reviews climate-related risks. The plant heads also regularly review the risks and deliberate on the opportunities. They also provide updates to the CRO for further enhancement of the risk and opportunity matrix.</p>

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**Pillar 2 - Strategy**

**Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.**

Recommendations	Key Points
<p>Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.</p>	<p>The business risks of climate change can affect us in multiple ways – regulatory impacts on vehicle sales, physical changes that could affect the operating environment of vehicles, and others. Thus, as we operate in a climate-sensitive industry, we have taken major steps to identify and address the risks arising from climate change.</p> <p>M&amp;M considers 0 to 3 years as the short-term, 3 to 6 years as the medium-term, and 6 to 15 years as the long-term risk horizon.</p> <p><b>The most significant short-term climate change risks we have identified are:</b></p> <ul style="list-style-type: none"> <li>• Current regulations: policies in terms of the environment, product, etc., such as BS VI norms, have transformed the auto industry and its products.</li> <li>• Reduced demand for diesel vehicles due to rising fuel costs.</li> <li>• Low availability of water at production facilities due to inadequate monsoon.</li> <li>• Reliability of the supply chain and the ability to operate under dynamic conditions.</li> </ul> <p><b>Some of the medium-term risks are:</b></p> <ul style="list-style-type: none"> <li>• Transition to electric vehicles from internal combustion engines.</li> <li>• Worsening climate conditions.</li> <li>• Sourcing of raw materials and energy.</li> <li>• Product liability.</li> <li>• Environmental risks and liabilities.</li> <li>• Information technology.</li> <li>• Changes in existing and upcoming laws and regulations.</li> <li>• Innovation and the identification of major transforming technologies.</li> <li>• Attraction and retention of talent in climate change expertise.</li> <li>• Risks to the adoption of production process improvements.</li> <li>• Managing climate change risks.</li> </ul> <p><b>The long-term risks are transitional risks such as:</b></p> <ul style="list-style-type: none"> <li>• Extended producer responsibility.</li> <li>• Transition to shared mobility.</li> <li>• Risk of raw material procurement.</li> <li>• Physical risks such as an increase in average temperature and its impact on production and the supply chain.</li> <li>• Brand reputation risks such as expectations of climate commitments like Science-based Targets and Carbon Neutrality.</li> </ul>

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Recommendations	Key Points
<p>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.</p>	<p>The Board-level Risk Committee is responsible for conducting qualitative and quantitative risk assessments and identifying opportunities based on relevant case laws, regulations, definitions, and guidance from experts. These assessments are conducted in collaboration with external auditors.</p> <p>Quantitative risks encompass financial aspects such as assets, liabilities, revenues, earnings, etc., while qualitative risks pertain to the strategic importance of risk to the Company's business plan and its potential impact on future operational results.</p> <p>Any risk or opportunity that is influenced by climate change and has a 5% impact on current or future revenue at the company level is deemed to be a significant risk or opportunity.</p>
<p>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p><b>SCENARIO ANALYSIS</b></p> <p><b>Scenario 1 – Transition to a Low Carbon Economy</b></p> <p>To limit global warming to 2°C, society must collectively and rigorously reduce greenhouse gas emissions. The analysis focuses on the timescale of 2030 and 2040 and utilises TCFD recommendations and approaches to assess the resilience of our activities in light of climate scenarios.</p> <p>Regulations on emissions and carbon taxation, along with commitments under the Paris Agreement, may lead the government to impose National Emission Reduction Targets for the automotive industry.</p> <p>Policy instruments might be implemented to incentivise renewable energy, promote energy efficiency, and discourage the use of fossil fuels. The transition scenario primarily assesses the regulatory risks faced by our company in the Auto and Farm Equipment Sectors.</p> <p>The transition to a low-carbon economy presents both risks and opportunities for M&amp;M in the short, medium, and long term, particularly in relation to changing consumer preferences and future policy and regulation.</p> <p>Our growth and profitability depend on our product portfolio, geographical and segment presence, and how effectively we respond to evolving consumer demands. Failing to anticipate or address changing consumer preferences could impact our growth.</p> <p>A Cross-Functional Team (CFT) comprising members from strategic risk, sustainability, R&amp;D, business intelligence, and public advocacy functions followed a 3-step process (Explore Uncertainties, Define Success, and Action Items for M&amp;M) to assess four scenarios in a world that is up to 2°C warmer.</p> <p>Internal greenhouse gas (GHG) and revenue data, as well as data from the International Energy Agency's AIM-CGE and RCP 8.5, were utilised to understand climate-related risks and opportunities.</p> <p>Based on the identified risks, M&amp;M has formulated a business strategy to manage these risks and, whenever possible, turn them into opportunities.</p>

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Recommendations	Key Points
<p>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>Here are some of the strategic initiatives M&amp;M has undertaken:</p> <ul style="list-style-type: none"> <li>• <b>First Indian Company to commit and declare a carbon price of USD 10 per ton of carbon emissions</b></li> <li>• <b>First Indian Company to sign the EP100 program</b></li> <li>• Aligned with well below 2-degree scenario targets approved by the Science-Based Targets Initiative (SBTi)</li> <li>• Aiming to become Carbon Neutral by 2040</li> <li>• Planning to source 100% of electrical energy from renewable sources</li> <li>• Commitment to remaining water-positive and diverting over 99% of waste from landfills at all operational sites</li> <li>• Committed to reducing Scope 1 and 2 emissions by 47% per equivalent product unit and Scope 3 emissions by 30% per sold product unit by 2033, based on a 2018 base year.</li> </ul> <p><b>To future-proof the business, M&amp;M has several plans:</b></p>  <ul style="list-style-type: none"> <li>• Ramping up the engineering team at the R&amp;D centre in Chennai, Mahindra Research Valley (MRV), by recruiting around 900 engineers to build Electric Vehicle (EV) capabilities and design and develop new electric products.</li> <li>• Establishing a satellite engineering centre for electronics to accommodate the important role of software and electronics in EVs and ICE vehicles.</li> <li>• Planning to have a portfolio of 5 electric SUVs by 2026-27, with four of them being ground-up electric vehicles and the fifth one being an electrified and larger version of the XUV300, called XUV400.</li> <li>• Investing a total of INR 10,000 Crore in the EV sector between F22 and F27.</li> </ul> <p>M&amp;M believes that sustainability should be integrated not only within its own operations but also across the value chain. Each year, important sustainability initiatives are undertaken to raise awareness, provide training, build capacity, and assess the sustainability of upstream and downstream supply chain activities.</p>

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Recommendations	Key Points
<p>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p><b>Scenario 2 – Water Scarcity</b></p>  <p>Due to continued global warming and its aftereffects, the availability of water for industrial purposes is becoming a critical challenge globally. Companies in water-intensive sectors are likely to face physical risks in securing reliable water sources in the near future.</p> <p>India, with only ~4% of global water resources, must address 17% of the world's population. It is the largest user of groundwater in the world, catering to ~70% of irrigation and ~85% of drinking water. As of 2022, 16 Indian states/UTs are under high/very high-water basin risk, and this risk is expected to persist as high/extreme by 2050.</p> <p>M&amp;M understands and acknowledges the severity of water risks and the potential water crisis's impact on its operational and strategic priorities. We conducted a detailed scenario analysis to assess the likelihood of risks related to water availability, access, and quality at M&amp;M sites.</p> <p>A Cross-Functional Team (CFT) comprising members from strategic risk, sustainability, and business intelligence functions followed a systematic process to assess multiple scenarios driven by IPCC assumptions. This analysis led to optimistic, realistic, and pessimistic scenarios, providing an understanding of climate-driven risks and opportunities related to water availability, with the assistance of WRI Aqueduct.</p> <p>The scenario analysis details multiple scenarios based on shared socioeconomic pathways that explore future climatic changes, considering the assumed trajectory of emissions and pace of land usage targets (SSP2 – RCP) described by the Intergovernmental Panel on Climate Change (IPCC).</p> <p>The analysis considers the timescale of 2030 and 2040, and TCFD recommendations and approaches were used to assess the resilience of our activities in light of climate scenarios. The three scenarios are as follows:</p> <div style="background-color: #2e6b2e; color: white; padding: 10px; text-align: center;"> <span style="font-size: 2em;">1</span> <b>Optimistic Scenario</b> </div> <p>A world with stable economic development and carbon emissions peaking and declining by 2040, with emissions constrained to stabilize at ~650 ppm CO<sub>2</sub> and temperatures increasing by 1.1–2.6°C by 2100.</p>

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Recommendations	Key Points
<p>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p><b>2 Realistic Scenario</b> A world with stable economic development and steadily rising global carbon emissions, with CO2 concentrations reaching ~1,370 ppm by 2100 and global mean temperatures increasing by 2.6–4.8°C relative to 1986–2005 levels.</p>
	<p><b>3 Pessimistic Scenario</b> A fragmented world with uneven economic development, higher population growth, lower GDP growth, and a lower rate of urbanisation, all of which potentially affect water usage. This scenario includes steadily rising global carbon emissions, with CO2 concentrations reaching ~1,370 ppm by 2100 and global mean temperatures increasing by 2.6–4.8°C relative to 1986–2005 levels.</p>
<p>Based on the identified risks, M&amp;M has formulated a business strategy to manage these risks. Here are some of the strategic initiatives that M&amp;M has taken towards risk and opportunities management:</p>	
	
<ul style="list-style-type: none"> <li>• Rainwater harvesting inside/near the plant premises</li> <li>• Installation of RO systems for STP/ETP to recycle water</li> <li>• Groundwater recharging pits</li> <li>• Rainwater storage ponds to reuse rainwater</li> <li>• Domestic consumption optimisation – use of STP/ETP for gardening/toilets; usage of dishwashers at canteens; optimisation of gardening usage through digitisation.</li> </ul>	
<p><b>To future-proof the business, M&amp;M has several plans:</b></p> <ul style="list-style-type: none"> <li>• Leading programs/initiatives to improve water conservation and water quality in areas near the plants – building resilience to drought</li> <li>• Initiatives to promote stronger policies across multiple corporations to address water conservation and efficiency, water reuse, storm water capture, recharge, and sustainable groundwater management</li> <li>• Seeking engagements at the regional, national, or global level to create an enabling context for successful catchment-level initiatives.</li> </ul>	

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**Pillar 3 - Risk Management**

**Disclose how the organisation identifies, assesses, and manages climate-related risks.**

Recommendations	Key Points
<p>Describe the organisation's processes for identifying and assessing climate-related risks.</p>	<p>We have a rigorous risk management process and robust risk culture in place that enables individuals to proactively identify and report potential risks throughout individual businesses and the organisation to respective risk owners.</p> <p>Risk and Control Owners have been identified for each department/function. Unless the situation demands for immediate reporting, a quarterly update is given by all the Risk Owners, which covers the changes to the risk exposure and mitigation steps planned versus taken. Also, the Risk Owners are responsible for monitoring the lead and lag indicators and take immediate steps to activate the mitigation action plan when needed to be based on early warning signals.</p> <p>At the Company-level, the ROs identified in the Climate Change Matrix are prioritised based on direction (positive or adverse), magnitude (high, medium or low), frequency of occurrence, nature of severity, how quickly they may materialise, reversibility/irreversibility and on their potential impact to and of the company in the present and in future.</p> <p>The CFO annually reviews and updates the respective risk scales that are used with concerned stakeholders. The Internal Auditor and Legal Counsel are part of the Corporate Risk Council of the company.</p> <p>A risk-based approach drives the Internal Audit, System &amp; Technology Audit, and Compliance Audit. The Council oversees the existence, adequacy, and effectiveness of the RM process and policy to the RM Committee appointed by the Board, periodically.</p> <p>Further, the Council reviews the Quarterly Risk Presentation &amp; Quarterly Risk Certificate to be placed before the Board at every meeting.</p> <p>CFOs and line managers responsible for implementing mitigation plans of identified RO's have financial incentives linked to the successful implementation of the plan in their goal sheets, as these action plans are dovetailed into their KRAs which determine their performance bonus/incentives and annual increments.</p>
<p>Describe the organisation's processes for managing climate-related risks</p>	<p>At M&amp;M, Chief Risk Officer (CRO) reports to the Chief Group Public Affairs Officer (CGPAO) who also heads the Sustainability function. The CRO is responsible for M&amp;M's enterprise and operational RM plan and processes including identifying and assessing corporate and asset level risks.</p> <p>The CRO and the Head of Sustainability function along with the Group Sustainability team are engaged through a structured process to deliberate on possible Risks and Opportunities (R/O) from Technology-Economic-Media-Political-Legal-Environmental-Social (TEMPLES) framework.</p> <p>The R/O matrix is discussed with all the Plant Heads and their feedback is sought to further strengthen the matrix. The Plant Heads discuss and deliberate on the risks &amp; opportunities identified by the CRO and provide details of asset specific R/O related to climate change.</p> <p>The deliberation at the organisation and asset level leads to a robust R/O identification process which provides tangible feedback to the organisational strategy for climate change.</p>

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Recommendations	Key Points
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	We have Enterprise Risk Management process which covers the climate change risks, their evaluation and prioritisation, etc. We monitor risk and opportunities information through various sources such as sector associations, peer company benchmarking, media monitoring, and reports like CDP, DJSI, WRI, and WBCSD etc.

**Pillar 4 - Metrics & Targets**

**Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.**

Recommendations	Key Points
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>We formulate a three-year roadmap as per various commitments and targets. For Scope 1, 2 and 3 emissions targets are based on the SBTi.</p> <p>Several targets which relate to climate risks and opportunities across our value chain are included. Performance against key targets can be found in Sustainability Roadmap in Sustainability &amp; Us section of this report. It also details the strategy and actions we are taking to achieve them.</p> <p>The performance of emission, water consumption, waste diversion and material use are measured as per the GRI Disclosure and reported in respective sections of the report.</p> <p>Our Integrated Report/Sustainability Report details performance on GHG emissions, energy, and water consumption annually.</p>
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 Greenhouse-gas (GHG) emissions, and the related risks.	<p>Mahindra, as a Group, has committed to becoming Carbon Neutral by 2040, with a clear focus on energy efficiency and usage of renewable power to achieve the target.</p> <p>Residual emissions will be addressed through carbon sinks.</p> <p>Carbon neutrality plans have been approved for 15 Group companies till date.</p> <p><i>For more information about the GHG performance and mitigation initiatives, please refer to the Carbon Emission section of the report.</i></p>
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<p><i>Please refer to the roadmaps given in the section 'Sustainability Integration' for the targets.</i></p>

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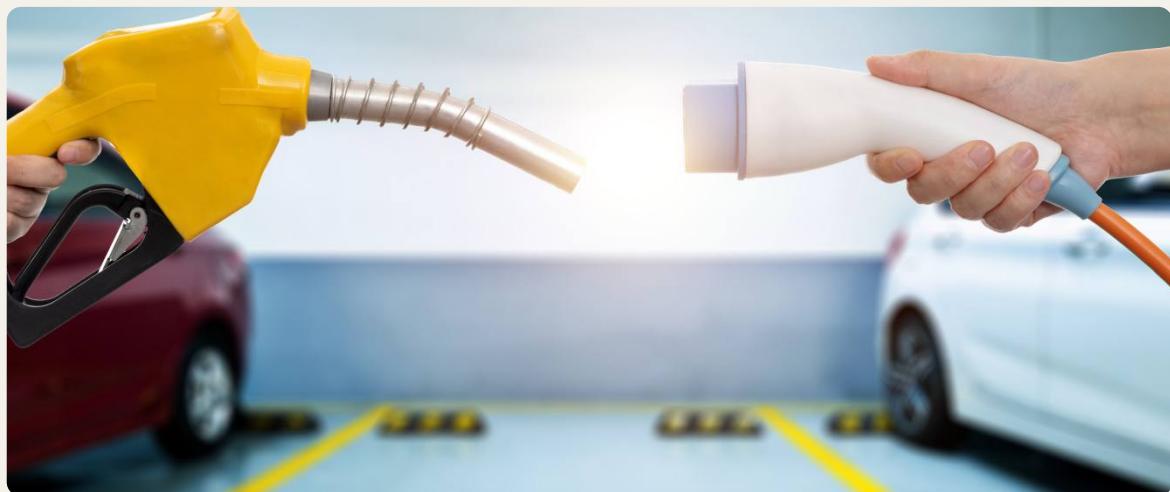
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## KEY RISKS AND MITIGATION INITIATIVES



## TRANSITION FROM ICE VEHICLES TO ELECTRIC VEHICLES



### Description

The Cost parity, infrastructure and technology will play a critical role in increasing the adoption of electric vehicles in India. It is imperative therefore to find technology solutions to achieve cost parity. The competitive dimensions of the industry in terms of the form factor of the product & the customer value proposition will change completely. Organisations will have to acquire new competencies to succeed in this new technological scenario.

### Impact

The business will have to acquire competence in optimising the new technology to offer the consumer an exciting, competitive product. It will need to create new functions & teams to deliver this completely new product even as the regular business ensures that the transition is smooth.

### Mitigating actions

#### Electric Vehicles

- In line with our EV vision, we announced to make investments of INR 10,000 Crore over a horizon of 7-8 years through our subsidiaries. These investments shall be for setting up the manufacturing facility, development, and production of our upcoming Electric Vehicles.
- We reinforced our vision by setting-up Mahindra Electric Automobile Limited ("MEAL"), valued at USD 9 Billion (INR 70,000 crores) with an investment from British International Investment ("BII").
- In parallel, Last Mile Mobility ("LMM") is following suit with a valuation of INR 6 thousand crores with International Finance Corporation ("IFC") investing to further electrification in the last mile segment.
- Cost parity, infrastructure, and technology will play a critical role in increasing the adoption of Electric Vehicles (EVs) in India. The government can play a key role in attaining cost parity. However, subsidising the cars may prove difficult, so we must find technology solutions to achieve cost parity.
- Mahindra has signed a MoU with Israel-based REE Automotive to collaborate for the development and production of commercial EVs for the global market. Both companies will expand the production of commercial EVs for additional supply to the global and Indian markets.

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## EV Technology solutions



- Mahindra is going beyond EV vehicles and building technology solutions. Proof of its expertise in the EV space is the MESMA 48 V platform for electric three-wheelers and small cars, as well as the indigenously built MESMA 350 V powertrain that is set to electrify global SUVs in Korea and Europe.
- Mahindra Electric's Next Generation Mobility (NEMO) platform for connected mobility supports an entire EV ecosystem and helps fleet operations to plan their EV rides more efficiently, and individuals to remotely monitor their cars' parameters.

The company's range of ME chargers is also proof of its developing EV charging ecosystem.

- Mahindra is working on a futuristic quadricycle to offer a clean and connected mobility solution.
- Mahindra-owned Pininfarina, the iconic Italian design firm, will partner with Britishvolt to build the United Kingdom's first large-scale battery gigaplant. The project, situated in Bro Tathan, Wales, will help create UK's largest battery manufacturing facility, thereby advancing the evolution of e-mobility.

## EMERGING REGULATORY RISKS



## Description

After BS-VI implementation in 2020, the Indian auto industry will now be looking at the next tranche of emission norms to follow in quick succession, with CAFE 2 (Corporate Average Fuel Economy) and RDE (Real Driving Emissions) as well as BS7 norms which could affect the operating environment of the vehicles and others. The possibility of a low emissions zone with stricter limits constitutes a risk. The revised emission norms for >50HP tractors could also be placed in near future. Concerns over road safety are driving legislation and regulatory reforms.

## Impact

Any new legislation requires technology development and incurs costs, in turn impacting vehicle prices. This may affect local demand for our vehicles and hurt sales, margins, and possibly, the residual value of these vehicles.

## Mitigating actions

Our Company is working on various Powertrain and Vehicle level technologies such as friction reduction and electrification for further CO<sub>2</sub> improvement needed to achieve the emission targets. On the safety part our vehicles are manufactured keeping best in class safety features which go beyond compliance.



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# TRANSITION TO SHARED MOBILITY



## Description

Consumers are tending towards shared mobility. This will impact the nature of the product, the kind of services expected from the manufacturer of the product as well as the rate of growth of the industry. Hence, it is important for businesses to innovate and tweak their models to grow going forward.

## Impact

We acknowledge that the go to shared mobility could reduce the passenger-kilometres travelled by personal vehicles even as passenger-kilometres travelled by shared vehicles increase. The net effect on annual sales is not very clear yet.

## Mitigating actions

### Mobility

Mahindra has a strategy to enhance focus, synergise, and grow exponentially by bringing together different businesses.



Mahindra has investments in Porter, Zoomcar, and Meru – disruptors and game changers in the mobility segment.



Mahindra Logistics, India's largest 3PL solutions provider, specialises in supply chain management and enterprise mobility. The business has recently completed its IPO.



Mahindra First Choice Wheels is India's leading organisation in the pre-owned auto business with the largest multi-brand retailing network.

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# MONSOON



## Description

The significance of a normal monsoon extends beyond agriculture to encompass the entire rural economy. The tractor business, in particular, along with the automotive industry to some extent, faces the possibility of a decline in demand if there is a substantial variation in monsoon patterns. Furthermore, an untimely monsoon and irregular distribution have the potential to negatively affect the business sector.

## Impact

The impact of erratic monsoons on the tractor business depends on various factors such as the severity and duration of the weather patterns, regional agricultural practices, farmer resilience, and government support. It is essential for tractor manufacturers and dealers to closely monitor these factors and adapt their strategies accordingly to navigate through fluctuations in demand.

## Mitigating actions

We provide free advisory, digital and precision-farming solutions to farmers through an initiative called Krish-e to enhance business resilience by supporting farmers to adapt to climate change. These solutions are offered through physical centres or through an easy-to-use digital app available in eight local languages. The company is investing in Krish-e with the objective of protecting farmers' incomes as their ability to buy a tractor or other machinery is dependent on crop yields.

Krish-e solutions are designed keeping in mind the need to prevent detrimental climate change impacts on agricultural productivity. For example, Krish-e helps farmers transition to sustainable agricultural practices by providing personalised support on crop planning, seed selection, nutrient management, irrigation planning, disease and pest/insect management, weed planning and other operational aspects. This can enhance productivity and thereby reduce the vulnerability of farmers to climate change. Information on extreme weather alerts, the onset of seasons, disease and insect forecasts, among others, can help farmers plan their crops in ways that help them avoid crop damage and loss.

Currently, Krish-e is actively engaging with more than 500,000 farmers. About 25,000 acres of demonstration plots have been developed with farmers and over 100 physical centres established throughout the country. The company plans to scale up this programme across India and increase outreach significantly.

## Krish-e

Engaging with  
**500,000**  
farmers

Developed  
**25,000**  
acres of  
demonstration plots

Over  
**100**  
physical  
centres

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# PERFORMANCE TABLES ENVIRONMENT (M&M)

## Denominators used to calculate the intensity values

Business	Unit of Measure	Denominator				
		FY20	FY21	FY22	FY23	% Change in FY23 over the Previous Year
Automotive Sector (AS)	Equivalent number of vehicles manufactured	663,550	543,585	732,814	1,130,973	54%
Farm Equipment Sector (FD+SD+SFD)	Equivalent number of tractors manufactured	432,606	488,549	518,236	612,194	18%
Spares Business Unit (SBU)	Ton of packaging material	8,120	6,053	7,994	9,260	16%
Mahindra Research Valley (MRV)	Full time equivalent employees	2,884	2,402	1,191	2,125	78%
Nashik Plant Dies (NPD)	Equivalent dies	693	553	521	604	16%
Corporate Centre (CC)	Area of facility in sq. m.	14,680	14,680	20,439	20,439	0%
Mahindra Two-Wheeler Division (MTWD)*	Equivalent number of vehicles manufactured	36,789	36,981	38,522	50,229	30%

\*The method for calculating the equivalent number of vehicles has changed, hence there is a change in previous years data

## CARBON EMISSION

### GHG Emissions – Division-Wise Composition

Source	FY20		FY21		FY22		FY23	
	Scope 1	Scope 2						
AS	23,042	118,491	20,367	94,511	30,346	118,804	31,890	86,403
FES	17,032	83,720	17,991	86,147	18,350	89,007	18,166	90,173
SBU	182	2,566	145	2,237	135	1,613	155	1,198
MRV	7,382	23,928	5,126	17,696	10	1,135	8,019	19,164
NPD	41	1,424	12	1,266	5,878	19,660	13	963
CC	19	2,162	94	828	15	1,194	0	1,696
MTWD	1,159	3,721	806	2,907	717	2,528	693	2,710
Total Absolute Emissions (Scope 1+2)	48,857	236,012	44,542	205,592	55,451	233,941	58,936	202,306

GRI 305-1, 305-2

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**Specific GHG Emissions (Scope 1 + 2)***tCO<sub>2</sub>e / unit of measure*

Sector	FY20	FY21	FY22	FY23	% Change in FY23 over previous year
AS	0.213	0.211	0.204	0.105	-49%
FES	0.233	0.213	0.207	0.177	-15%
SBU	0.338	0.394	0.219	0.146	-33%
MRV	10.856	9.501	21.442	12.792	-40%
NPD	2.113	2.312	2.198	1.616	-26%
CC	0.149	0.063	0.082	0.083	1%
MTWD	0.133	0.100	0.084	0.068	-20%

**GHG Emissions - Source-Wise Composition****Scope 1 - Direct Emissions***tCO<sub>2</sub>e*

Source	FY20	FY21	FY22	FY23
Diesel/HSD	13,628	11,569	11,171	10,953
LPG	7,610	5,037	8,945	13,493
Natural Gas & CNG	20,149	20,539	27,194	22,934
Petrol	1,553	1,327	1,495	1,728
Propane	5,917	6,069	6,646	7,136
ODS	DNA	DNA	DNA	2,692
<b>Grand Total</b>	<b>48,857</b>	<b>44,541</b>	<b>55,451</b>	<b>58,936</b>

DNA – Data not available

**Scope 2 - Indirect Emissions***tCO<sub>2</sub>e*

Source	FY20	FY21	FY22	FY23
Electricity purchased	236,011	205,592	233,941	202,306

GRI 305-4, 305-5

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**Scope 3 - Other Indirect Emissions - Categories wise break-up**tCO<sub>2</sub>e

Sr. No.	Category No.	Category Name	FY23	% share FY23
1	Category 1	Purchased goods and services	8,002,325	9.98%
2	Category 3	Fuel and energy related activities	67,102	0.08%
3	Category 4	Upstream transportation and distribution	82,255	1.10%
4	Category 5	Waste generated in operations	2,279	0.00%
5	Category 6	Business travel	26,895	0.03%
6	Category 7	Employee commute	4,259	0.01%
7	Category 8	Upstream leased assets	7,780	0.01%
8	Category 9	Downstream transportation and distribution	143,101	0.18%
9	Category 11	Use of sold products	71,819,569	89.53%
10	Category 12	End-of-life treatment of sold products	48,020	0.06%
11	Category 14	Franchises	11,008	0.01%
<b>TOTAL</b>			<b>80,214,591</b>	

**ENERGY****Energy Consumption - Division-Wise Composition**

GJ

Sector	FY20	FY21	FY22	FY23
AS	960,259	835,802	1,160,285	1,429,387
FES	659,821	699,924	734,590	797,549
SBU	13,723	13,321	14,817	15,266
MRV	210,621	155,177	174,201	183,134
NPD	10,661	9,853	8,984	8,505
CC	9,791	5,077	5,686	8,645
MTWD	36,061	27,246	23,471	25,730
<b>Total</b>	<b>1,900,937</b>	<b>1,746,400</b>	<b>2,122,034</b>	<b>2,468,215</b>

GRI 302-1, 302-3, 305-3

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**Specific Energy Consumption**

GJ / unit of measure

Sector	FY20	FY21	FY22	FY23	% Change in FY23 over Last Year
AS	1.447	1.538	1.583	1.264	-20%
FES	1.525	1.433	1.417	1.303	-8%
SBU	1.690	2.201	1.854	1.648	-11%
MRV	73.031	64.603	146.265	86.181	-41%
NPD	15.384	17.818	17.244	14.081	-18%
CC	0.667	0.346	0.278	0.423	52%
MTWD	0.980	0.737	0.609	0.512	-16%

**Total Energy Consumption - By Source**

GJ

Source	Energy Consumed FY23	% of Total Energy
Electricity purchased from grid	1,025,776	41.56%
LPG	213,272	10.05%
Diesel/HSD	145,195	6.84%
Natural Gas & CNG	465,370	21.93%
Petrol	25,107	1.18%
Propane	115,446	5.44%
Renewable energy source	478,047	19.37%

**Total Energy Consumption**

MWh

Source	FY19	FY20	FY21	FY22	FY23	Target FY23
Non-renewable (fuel)	291,549	217,313	199,966	251,938	267,887	
Non-renewable (electricity purchased from grid)	349,249	287,816	258,430	296,128	284,938	
Renewable energy (wind, solar, generated or purchased)	20,081	24,224	26,716	41,389	132,791	
Total Energy Consumption	660,879	529,353	485,112	589,455	685,616	624,288

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## ▼ WATER SECURITY

### Absolute Water Consumption

Source	FY20	FY21	FY22	FY23	Target FY23
A – Municipal water supplies	1.02	0.81	1.02	1.338	
B – Fresh surface water	0.11	0.13	0.06	0.095	
C – Fresh ground water	0.56	0.49	0.52	0.593	
D – Water returned to the source of extraction at similar or higher quality as raw water extracted	0.66	0.79	0.85	1.424	
Total net freshwater consumption (A+B+C-D)	1.033	0.631	0.749	0.603	1.69

### Specific Water Consumption

*m³ per unit of measure*

Sector	FY20	FY21	FY22	FY23	% Change over previous year
AS	1.523	1.492	1.348	1.204	-11%
FES	1.116	0.912	0.846	0.768	-9%
SBU	4.743	7.170	6.132	4.133	-33%
MRV	32.242	25.442	58.977	39.277	-33%
NPD	11.329	12.036	11.532	11.947	4%
CC	2.019	0.966	0.857	1.208	41%
MTWD	1.045	1.021	0.894	0.820	-8%

### Water Withdrawal by Source

Source	Total Withdrawal (m³)	As a % of Total Withdrawal
Bottled water	308	0.02%
Groundwater	593,345	29.30%
Rainwater	95,447	4.71%
Water from municipality	1,216,627	60.07%
Water from tanker	99,044	4.89%
Wastewater from other sources	20,570	1.01%
Grand Total	2,025,341	100%

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**Volume of Water Recycled & Reused**m<sup>3</sup>

Sector	Volume of water recycled and reused	% of water recycled and reused out of total water consumption
AS	570,786	42%
FES	223,144	47%
SBU	16,146	42%
MRV	31,048	37%
NPD	8,826	122%
MTWD	12,042	29%
<b>Total</b>	<b>861,993</b>	<b>43%</b>

**Water Withdrawal [Disclosure 303-3]** Water withdrawal by source(m<sup>3</sup>)

Source	All Areas	Areas With Water Stress
Surface water (total)	95,447	59,321
Freshwater (<=1,000 mg/L Total Dissolved Solids)	95,447	-
Other water (>1,000 mg/L Total Dissolved Solids)	-	-
Groundwater (total)	593,345	382,204
Freshwater (<=1,000 mg/L Total Dissolved Solids)	593,345	382,204
Other water (>1,000 mg/L Total Dissolved Solids)	-	-
Seawater (total)	0	-
Freshwater (<=1,000 mg/L Total Dissolved Solids)	NA	-
Other water (>1,000 mg/L Total Dissolved Solids)	NA	-
Produced water (total)	0	-
Freshwater (<=1,000 mg/L Total Dissolved Solids)	NA	-
Other water (>1,000 mg/L Total Dissolved Solids)	NA	-
Third-party water (total)	1,336,549	1,166,032
Freshwater (<=1,000 mg/L Total Dissolved Solids)	1,336,549	1,166,032
Other water (>1,000 mg/L Total Dissolved Solids)	-	-
<b>Total third-party water withdrawal by withdrawal source</b>	-	-
Surface water	1,336,549	1,166,033
Groundwater	-	-
Seawater	-	-
Produced water	-	-
Total water withdrawal	2,025,341	1,607,559

GRI 303-4

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**Water Discharge [Disclosure 303-4]** Water discharge by destination (m<sup>3</sup>)

Source	All Areas	Areas With Water Stress
Surface water	0	x
Groundwater	0	x
Seawater	0	x
Third-party water (total)	43,701	x
Third-party water sent for use to other organizations	0	x
<b>Total water discharge</b>	<b>43,701</b>	x
Surface water + groundwater + seawater + third-party water (total)	x	x
<b>Water discharge by freshwater and other water</b>	<b>43,701</b>	x
Freshwater ( $\leq$ 1,000 mg/L Total Dissolved Solids)	0	x
Other water ( $>$ 1,000 mg/L Total Dissolved Solids)	x	x
<b>Water discharge by level of treatment</b> Note that this is recommended, but not required	x	x
No treatment	43,701	x
Treatment level [tertiary treatment]	x	x
Treatment level [Provide the title for treatment level]	x	x
Treatment level [Provide the title for treatment level]	x	x

**Water consumption [Disclosure 303-5]** (m<sup>3</sup>)

Source		
Total water consumption	1,983,366	x
Change in water storage, if water storage has been identified as having a significant water-related impact	NA	x

**GRI 303-5**

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Facilities In Areas with Water Stress	Jaipur (FD)	Swaraj Plant 1 (Swaraj)	Swaraj Plant 2 (Swaraj)	Jaipur (SBU)	Pithampur (MTWL)	Chennai (MRV)	Total
<b>Water withdrawal (clause 2.2.1)</b>							
Surface water	0	0	0	0	0	0	-
Groundwater	0	53,786	61,126	0	0	0	114,912
Seawater	0	0	0	0	0	0	-
Produced water	0	0	0	0	0	0	-
Third-party water	16,815	4,217	0	15,654	41,208	83,463	161,357
<b>Water consumption (clause 2.5.1)</b>							
Total water consumption	16,815	58,003	61,126	15,654	41,208	83,463	276,269

Location mentioned in the above table is for location with very high water stress.

## WASTE TO WEALTH

### Hazardous Waste Generated, Disposed, Recycled

Tons

Sector	Total Hazardous Waste Generated	Hazardous Waste Disposal					
		Incineration	Landfill	Waste Co-processed	Waste Recycled	Total Haz Waste Diverted from Landfill (Tons)	Haz Waste Diversion Rate (%)
AS	6,049	1,432	1,113	441	3,062	3,503	58
FES	2,245	2.74	192	1,252	799	2,051	91
SBU	0.65	0.01	0	0	0.64	1	98
MRV	99	0.02	0	11,265	87.23	98	100
NPD	14	7	0	0	7	7	49
CC	1	0	0	0	0.54	1	95
MTWD	100	0	0	58	41	100	100
M&M (Total)	8,507	1,442	1,305	1,762	3,998	5,760	67

GRI 306-3, 306-4

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**Non-Hazardous Waste Generated, Disposed, Recycled**

Tons

Sector	Total Hazardous Waste Generated	Non-Hazardous Waste Disposal					
		Composting	Incineration	Landfill	Recycle	Total Non-Haz Waste Diverted from Landfill (Tons)	Non-Haz Waste Diversion on Rate (%)
AS	83,031	237	3,271	14,641	64,882	65,119	96
FES	62,650	183	0	37,680	24,787	24,970	100
SBU	1,744	0	0	0	1,744	1,744	100
MRV	588	61	0	0	527	588	92
NPD	450	0	0	0	450	450	100
CC	46.0	34.6	0.0	0.0	11.3	46	25
MTWD	713	0	0	0	713	713	100
M&M	1,49,221	515	3,271	52,321	93,114	93,629	63

**Waste Generated & Diverted Away from Landfill**

Tons

Sector	Total Waste Generated	Total Waste Diverted from Landfill	Landfill Diversion Rate (%)
AS	89,080	68,622	77
FES	64,895	27,021	42
SBU	1,745	1,745	100
MRV	686	686	100
NP2	463	456	99
CC	47	47	100
MTWD	813	813	100
M&M	157,728	99,389	63

**Waste Disposed to Landfill**

MT

Sector	FY20	FY21	FY22	FY23	What was your target for FY23?
Total waste recycled/reused	57,417	54,831	86,496	99,389	48,051
Total waste disposed	33,104	37,812	35,920	58,339	
Waste landfilled	32,442	37,484	35,252	53,626	
Waste incinerated with energy recovery	662	328	668	4,738	

GRI 306-5

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## ▼ MATERIAL CONSUMPTION

**AS**

Material	Unit	FY20	FY21	FY22	FY23
Semi-manufactured	Ton	751,941	602,635	766,162	1,266,021
Semi-manufactured	KI	19,075	16,076	16,241	25,763

**FES**

Material	Unit	FY20	FY21	FY22	FY23
Semi-manufactured	Ton	522,836	574,928	592,486	746,855
Associated material		134	169	145	146
Raw material		23,398	29,121	28,098	
Packaging material		2,044	0	-	109
<b>Total</b>		<b>548,412</b>	<b>604,218</b>	<b>620,729</b>	<b>747,111</b>
Semi-manufactured	kl	10,379	11,499	11,510	15,116
Associated material		4,553	5,468	5,329	189,295
<b>Total</b>		<b>14,932</b>	<b>16,967</b>	<b>16,839</b>	<b>204,411</b>
Semi-manufactured	Nos.	559,896	713,891	676,569	815,375
Associated material		327,764	400,872	384,697	553,793
<b>Total</b>		<b>887,660</b>	<b>1,114,763</b>	<b>1,061,266</b>	<b>1,369,168</b>

**SBU**

Material	Unit	FY20	FY21	FY22	FY23
Packaging material	Ton	4,337	4,628	8,084	9,261
<b>Total</b>		<b>4,337</b>	<b>4,628</b>	<b>8,084</b>	<b>9,261</b>

GRI 301-1



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**MTWD**

Material	Unit	FY20	FY21	FY22	FY23
Semi-manufactured	Ton	5,989	5,546	6,635	8,011
Associated material		26	35	26	26.39526
Packaging material		29	30	51	29.71
<b>Total</b>		<b>6,044</b>	<b>5,611</b>	<b>6,711</b>	<b>8,067</b>
Semi-manufactured	kl	233	210	168	170
Associated material		79	78	91	103
<b>Total</b>		<b>312</b>	<b>288</b>	<b>259</b>	<b>273</b>

**▼ STACK & AMBIENT EMISSIONS****Stack Air Emissions F23**

Tons

Sector	NOx Total (t)	SOx Total (t)	TPM Total (t)
AS	7.35	3.03	7.99
FES	0.74	0.28	2.02
Spares Business Unit	0.00008	0.00005	0.00004
Mahindra Research Valley	3.46	7.33	3.81
Pithampur (MTWL)	0.132	0.085	2.17

**Ambient Air Quality F23**

microgram/m³

Sectors	NOx	PM2.5	PM10	SOx
NAAQ LIMITS - 2009	80	60	100	80
AS	7.97	12.42	26.85	7.13
FES	9.64	17.40	39.95	2.36
SBU	6.11	8.82	15.62	4.95
MRV	22.0	28.1	60.6	10.6
NPD	2.49	3.92	15.79	1.07
MTWD	3.52	2.99	15.69	2.12

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# PERFORMANCE TABLES WORKFORCE SNAPSHOT (M&M)

## Employees by Gender & Region

	Total Permanent employees (including Workmen)			
	FY22		FY23	
	Males	Females	Males	Females
AD+ MRV+ NPD	12,859	361	14,415	420
FD & SD	5,509	150	6,867	187
CF	DNA	DNA	892	248
MTWD	418	2	296	2
SBU	137	9	194	13
Total	18,923	522	22,664	870
Grand Total	19,445		23,534	

Note: This includes permanent workmen.

DNA - Data Not Available

This data is as of 31<sup>st</sup> March, 2023

All the employees are from India region

CF refers to Common Functions which include employees of Auto Farm Sector, Group Corporate Office, Aero Defence & Steel Sector & Product Development

## Workers who are not employees

	Males	Females	Total
Number of Fixed Term Contract	691	113	804

## Hiring Rate and Turnover Rate - Permanent Employees

M&M	New Hires					
	Male			Female		
	Age <30 yrs	Age 30 – 50 yrs	Age >50 yrs	Age <30 yrs	Age 30 – 50 yrs	Age >50 yrs
New Hires	1,075	1,896	22	177	132	1
Head Count	1,902	8,650	1,113	299	462	53
Hiring Rate	57%	22%	2%	59%	29%	2%

This data is as of 31<sup>st</sup> March, 2023 which includes all Management Employees (Senior, Middle & Junior)

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M&M	Employee Turnover					
	Male			Female		
	Age <30 yrs	Age 30 – 50 yrs	Age >50 yrs	Age <30 yrs	Age 30 – 50 yrs	Age >50 yrs
Employee Turnover	499	1,230	111	80	77	8
Head Count	1,902	8,650	1,113	299	462	53
Turnover Rate	26%	14%	10%	27%	17%	15%

This data is as of 31<sup>st</sup> March, 2023 which includes all Management Employees (Senior, Middle & Junior)

**Parental Leave - Return to Work and Retention Rates After Parental Leave by Gender**

Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	75%	0	0
Female	60%	75%	0	0
Total	97%	75%	0	0

**Training - Permanent employees**

Sector	Senior Management			Middle Management			Junior Management			Workmen		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
AD	41.9	49.64	42.05	9.76	11.74	9.83	11.1	13.76	11.3	17.09	15.87	17.09
FD+SD	46.28	49.38	46.33	11.5	12.24	11.53	14.37	14.24	14.36	41.35	28.5	41.2
SBU	3.89	0.0	3.89	3.94	3.6	3.92	4.48	0.0	4.48	0.0	0.0	0.0
MTWD	2.00	0.0	2.00	28.81	8.50	26.56	7.18	5.22	6.93	5.23	0.0	5.23
CF	12.22	17.4	13.04	6.18	3.39	5.56	17.66	10.56	16.00	0.0	0.0	0.0

This data is as of 31<sup>st</sup> March, 2023

GRI 401-3, 404-1



### Training - Non Permanent employees

Sector	FTC Employee			Third Party Contract			Others		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
AD	12.3	11.9	15.3	4.5	4.6	2.2	54.3	55.8	33.5
FD+SD	0.3	0.2	0.8	0.7	0.7	0.9	48.8	48.8	48.6
SBU	3.5	3.4	4.0	10.1	10.1	9.7	6.1	6.0	10.5
MTWD	24.1	24.1	24.0	0.0	0.0	0.0	211.0	187.5	199.0
CF	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

This data is as of 31<sup>st</sup> March, 2023

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### Safety

Safety Incident/Number	Category	FY23
Lost Time Injury Frequency Rate (LTIFR) (per one million–person hours worked)	Management	0
	Workmen	0.13
Total recordable work-related injuries	Management	0
	Workmen	127
No. of fatalities	Management	0
	Workmen	0
High consequence work-related injury or ill-health (excluding fatalities)	Management	0
	Workmen	0



# ALIGNMENT TO UNGC PRINCIPLES AND SDGS

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The United Nations Sustainable Development Goals (UN SDGs) are the blueprint to achieve a better and more sustainable future for all. These 17 goals were agreed upon by UN member states to end poverty, fight inequality and injustice, and tackle climate change by 2030.

Sustainability initiatives at Mahindra are aligned with these UN SDGs and our materiality issues. Below, you will find our prioritised SDG list, outlining our specific endeavours that align with these goals.

## Alignment with SDGs

Chapter	Impact Area/ Initiatives	Linkage with SDGs
<b>Greening our Operations</b>	Carbon Emission Reduction	SDG – 13
	Energy Efficiency and Solar Adoption	SDG – 7, SDG – 13
	Water Conservation and Wastewater treatment	SDG – 3, SDG – 6
	Waste To Wealth	SDG – 3, SDG – 12
	Improve Material Efficiency	SDG – 12
<b>Managing Risks to Materiality and TCFD</b>	Climate risk Mitigation	SDG – 13
<b>Sustainable Supply Chain</b>	Supply Chain initiatives	SDG – 7, SDG – 9, SDG – 12, SDG – 13, SDG – 17
<b>Ensuring Employee Health, Safety &amp; Well-being</b>	Practo and DilSay health	SDG – 3
	Diversity & Inclusion	SDG – 5
	Speak-up & Human Rights	SDG – 16
	Occupational Health and Safety	SDG – 3
<b>Fostering Inclusive Growth</b>	Education Support – Project Nanhi Kali	SDG – 4, SDG – 1, SDG – 5
	Woman Empowerment & Skilling – MPC, Skilling in Regenerative in Agriculture, ITES & Apparel Sector, Project Prerna.	SDG – 4, SDG – 5, SDG – 8
	Scholarship & Grants	SDG – 4
<b>Greening our Operations and Fostering Inclusive Growth</b>	Environment – Project Hariyali	SDG – 3, SDG – 15
	Rural Development – Watershed Development Program	SDG – 3, SDG – 6
<b>Product Stewardship</b>	Product Design & Lifecycle Management	SDG – 9, SDG – 13
	Product/Service Quality & Safety	SDG – 9

## Alignment with UNGC Principles

Continuing our commitment to the United Nations Global Compact (UNGC), we maintain adherence to various principles outlined by the UNGC. We have also established Human Rights Policy in accordance with United Nations Global Compact (UNGC), United Nations Guiding Principles for Business and Human Rights and other internationally recognised frameworks. To know more refer our website and Annual Report 2023.

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# WORLD ECONOMIC FORUM MAPPING

## MAHINDRA REPORTING ON STAKEHOLDER CAPITALISM METRICS - CORE METRICS AND DISCLOSURES

### Principles of Governance

Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
Governing purpose	Setting Purpose	Our purpose is to always positively impact our partners, stakeholders, communities and the world at large. To address the evolving challenges that affect our collective future, we have refreshed our purpose to Rise 2.0. Retaining its essence, it now has a sharpened focus on creating a more equal world, being future-ready and creating value for all stakeholders. We are aspiring to become ESG leader, and a Planet Positive company, and have clearly disclosed our core purpose, core values, code of conduct and ESG commitments.	SR 14, 35–36 IAR 144
Quality of governing body	Governance Body Composition	Embodying a wealth of experience, and with accomplishments spanning diverse industries, Mahindra's Board of Directors provide astute leadership to the company. This enables us to make positive contributions towards the well-being of all our stakeholders, that includes shareholders, employees, customers, and community members. We have disclosed details related to CSR Board Committee, Composition of the Board and Sustainability structure.	SR 12, 32 IAR 144–151
Stakeholder engagement	Material issues impacting stakeholders	We address all aspects of environmental, social, and governance (ESG) issues that impact on our stakeholders and the company. These issues are benchmarked against industry counterparts to stay abreast of the latest best practices. We have disclosed all material issues based on their level of priority.	SR 40–42
Ethical behaviour	Anti-Corruption	Mahindra adopts a zero-tolerance approach towards bribery and corruption. We are steadfast in our commitment to uphold integrity and have robust anti-corruption policies and procedures, which undergo quarterly reviews across the organisation. No incident was reported during the reporting year.	IAR 108
	Protected ethics advice and reporting mechanisms	We value and respond to the concerns raised by our employees by offering effective solutions. We have implemented a whistle-blower policy that ensures adequate protection against retaliation and allows direct communication with the Chairperson of the Audit Committee. Detailed information regarding the policy and the mechanism for addressing grievances has been made available to all stakeholders.	IAR 106

cont...

	Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
<b>EXECUTIVE MESSAGES</b>				
<b>INTRODUCTION</b>	Risk and opportunity oversight	Integrating risk and opportunity into business process	Mahindra has established robust systems, processes, and effective review mechanisms to proactively identify, monitor, manage, and mitigate risks. Known for transforming risks into opportunities, at Mahindra we believe that besides being a risk Climate Change is the next century's biggest financial and business opportunity. Other than Climate Change, the key risks identified include Competitive Intensity, Tax Regulations, New Emission Norms, New Regulation for Safety, Commodity Prices, Potential El-Nino Impact, Monsoon. The risks are reviewed on a quarterly basis by the Corporate Risk Officer, who shares the updates with the Corporate Risk Committee.	IAR 19, 124–126
<b>SUSTAINABILITY INTEGRATION</b>				
<b>WHAT WE HAVE DONE IN THE LAST YEAR</b>				
<b>MANAGING RISKS TO MATERIALITY AND TCFD</b>				
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• Alignment with UNGC Principles and SDGs				
• <a href="#">WEF Mapping</a>				
<b>Principles of Planet</b>				
	Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
	Climate change	Greenhouse gas (GHG) emissions	Mahindra closely monitors its Scope 1, 2, and 3 emissions, in both source-wise and division-wise. We have established GHG emissions reduction targets aligned with climate science. The information on GHG emissions categorised by source and division is also disclosed.	SR 134–136
		TCFD Implementation	Mahindra & Mahindra Limited is a signatory of the science-based targets initiative (SBTi), which provides companies with a clear roadmap to reduce emissions in alignment with the Paris Agreement's objective of limiting global warming to 1.5°C. As part of our commitment, we aim to reduce scope 1 and scope 2 GHG emissions by 47% per equivalent product unit by 2033, using 2018 as the base year. Additionally, we have set a target to reduce scope 3 GHG emissions by 30% per sold product unit by 2033, based on the 2018 baseline. These targets have been approved by SBTi, for more information visit: <a href="https://sciencebasedtargets.org/companies-taking-action">https://sciencebasedtargets.org/companies-taking-action</a> In addition to this, Mahindra & Mahindra Ltd. has dedicated itself to achieving carbon neutrality by 2040, focusing on three main drivers – energy efficiency, renewable energy and offsetting, and creation of carbon sinks to address residual emissions.	SR 117–133
	Nature loss	Land use and ecological sensitivity	None of our operations are situated adjacent or close to protected / biodiversity rich areas. Through Project Hariyali we are planting trees to increase the planet's green cover. In F23, M&M Ltd. planted 1.59 million trees, while Mahindra as a Group planted 2.21 million trees across India. To date, 22.86 million trees have been successfully planted through Project Hariyali.	SR 30, 107





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Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
Freshwater availability	Water consumption and withdrawal in water-stressed areas	Water conservation and the restoration of water sources is a high priority focus area for Mahindra. At Mahindra, we disclose water consumption and water recycling details, categorised by source and division. We are actively working towards becoming water-efficient and water-secure so as to minimise the impact of predicted water shortages on communities and businesses. We have obtained third-party certification for five locations, affirming their water-positive status, namely Nashik Plant 1, Igatpuri, Chakan, Swaraj Plant 1, and Swaraj Plant 2.	SR 138-141

<b>Principles of People</b>			
Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
Dignity and equality	Diversity and inclusion (%)	We foster a diverse, inclusive, and empowering work culture to enable our employees to learn and take leadership roles. We have disclosed complete information regarding our workforce.	SR 145-147
	Pay equality (%)	At Mahindra, we monitor employee salary ratios, across categories and based on gender as well.	SR 97
	Wage level (%)	Mahindra has established a Governance, Nomination, and Remuneration Committee. Our entry-level employee wage surpasses the minimum wage requirements. We have in place a 'Policy for Remuneration of the Directors, Key Managerial Personnel and Other Employees' that governs the compensation and remuneration approach. The policy is accessible on our website through the link <a href="https://www.mahindra.com/investor-relations/policies-and-documents">https://www.mahindra.com/investor-relations/policies-and-documents</a>	SR 97 IAR 214-215
	Risk for incidents of child, forced or compulsory labour	At Mahindra ensuring the self-respect, dignity, and well-being of our employees is paramount. Our Code of Conduct acknowledges and upholds fundamental human rights at all our operations. No instances of child labour, forced labour, or compulsory labour were reported in the F23. Our Human Rights Policy is accessible on the website in the Sustainability Policy section through the link <a href="https://www.mahindra.com/investor-relations/sustainability">https://www.mahindra.com/investor-relations/sustainability</a>	SR 94-95 IAR 216
Health and well-being	Health and safety (%)	Mahindra conducts division-wise monitoring of first aid incidents, near misses, injuries, and unfortunate fatalities if any. We calculate and disclose the injury rate. Employee health and safety remain our top priority, and we place significant emphasis on enhancing the well-being of employees and their families through a range of initiatives.	SR 105



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Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
Health and well-being	Training provided	Our approach to talent development centers around creating an ecosystem that boosts employee growth and empowers them to acquire new skills. We have disclosed information about our training programmes, this also enables us to enhance our employee development initiatives.	SR 146-147
<b>Principles of Prosperity</b>			
Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
Employment and wealth generation	Absolute number and rate of employment	Mahindra places a significant emphasis on fostering Diversity and Inclusion (D&I) in the workplace. We are committed to ensuring fair treatment in all aspects concerning employment, promotion or other related issues and ensure there is no termination of employment based on gender or disability. We have signed up with 'Valuable 500' to promote an inclusive environment in the workplace. We have also disclosed information on gender, employee turnover, rate of new hires entering & leaving, and age composition.	SR 145-147
	Economic contribution	Value creation is deeply embedded in Mahindra's core values. Over the past seven decades, we have consistently enhanced stakeholder value and ensured uninterrupted dividend payments, a practice that's been in place even before we went public in 1956. We continue to generate and distribute value among our stakeholders, more information on our financial performance can be found in the statement of profit and loss.	SR 17 IAR 13-22
	Financial investment contribution	At Mahindra, we provide full disclosure of our capital expenditure and dividend payments to shareholders. Additionally, we have established a carbon price of USD 10 per ton of emitted carbon. Based on this, investments for carbon emissions reduction projects are done as required.	IAR 21-22, 35, 99
	Innovation of better products and services	Mahindra prioritises investment in R&D to drive innovation in our products and services. We have disclosed all necessary information regarding our R&D expenses.	IAR 207
	Community and social vitality	We uphold the highest standards of integrity, accountability, and transparency in managing our business responsibly. By diligently fulfilling our tax obligations, we actively contribute to societal progress and enable people to Rise. Information related to tax expense has been made available.	IAR 409-415

**Note:**

- Source for list of metrics and disclosures for Stakeholder Capitalism – WEF IBC Measuring Stakeholder Capitalism Report 2020
- IAR – Integrated Annual Report | SR – Sustainability Report

## ANNEXURES - MAHINDRA REPORTING ON STAKEHOLDER CAPITALISM METRICS - EXPANDED METRICS AND DISCLOSURES

### Principles of Governance

Principles of Governance			
Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
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• Alignment with UNGC Principles and SDGs			
• <a href="#">WEF Mapping</a>			
ANNEXURES	Governing purpose	Purpose-led management	We are committed to upholding the legacy of good governance as it is a vital process that fuels sustainable growth, cultivates innovation, and enables stakeholders to Rise. With the larger goal of making the world a better place for all, Rise 2.0, our refreshed purpose sharpens its focus building businesses that help create an equal world, are future-ready and create value for all stakeholders. We have disclosed details about our purpose as well.
	Quality of governing body	Progress against strategic milestones	Our esteemed board provides invaluable guidance through their collective wisdom. Leveraging their expertise, extensive industry experience, and strategic oversight, the Board steers us towards the successful execution of our strategic milestones and roadmaps..
	Ethical Behaviour	Remuneration	As part of our balanced scorecard approach, ESG is one of the key performance parameters influencing the remuneration of executives. Mahindra has a comprehensive 'Policy for remuneration of the Directors, Key Managerial Personnel and other employees' that governs the compensation and remuneration approach. The policy is accessible on our website through the link <a href="https://www.mahindra.com/investor-relations/policies-and-documents">https://www.mahindra.com/investor-relations/policies-and-documents</a>
	Risk and opportunity oversight	Alignment of strategy & policies to lobbying	Mahindra serves as an industry advocate, actively engaging with the government to influence policymaking for the betterment of farmers. Our Group's Public Affairs function maintains consistent communication with various government bodies and ministries, working towards positive transformations that benefit farmers. We also partnered with the Ministry of Agricultural & Farmers Welfare, advocating for crucial amendments in the guidelines concerning Farm Mechanisation that are set to enhance farmer welfare, owner and equipment safety, quick service in case of breakdown, and increase in agricultural yield.
ANNEXURES	Monetary losses from unethical behaviour	In F23, monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice or violations of other related industry laws or regulations are Nil.	NA
	Economic, environmental and social topics in capital allocation framework	Economic, social and environmental parameters are taken into consideration in the capital allocation process. We (M&M) have invested in green businesses like MLNL (All residential projects with IGBC certified), Mahindra Susten (Renewable Energy), MEIL (Micro Irrigation business).	IAR 61, 128

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	Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
<b>EXECUTIVE MESSAGES</b>	Risk and opportunity oversight	Economic, environmental and social topics in capital allocation framework	<p>We reinforced our vision by setting-up Mahindra Electric Automobile Limited (“MEAL”), valued at USD 9 Billion (INR 70 thousand crores) with an investment from British International Investment (BII)</p> <p>In March 2023, IFC invested INR 600 crores at a valuation of up to INR 6,020 crores in the new Last Mile Mobility (LMM) company to be launched by M&amp;M to make elective three-wheelers and SCVs more affordable.</p>	IAR 61, 128
<b>INTRODUCTION</b>				
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<b>ANNEXURES</b>				
Performance Tables (M&M)				
<b>Reporting Framework Index &amp; Disclosures</b>				
<ul style="list-style-type: none"> <li>• Alignment with UNGC Principles and SDGs</li> <li>• <a href="#">WEF Mapping</a></li> </ul>				
<b>Principles of Planet</b>				
	Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
	Climate change	Paris-aligned GHG emissions targets	<p>Mahindra &amp; Mahindra Limited's Science Based Targets (SBT) aligned to well below 2° C have already been approved. Our commitment entails reducing scope 1 and scope 2 GHG emissions by 47% per equivalent product unit by 2033, with 2018 as the baseline year.</p> <p>Additionally, we have pledged to reduce scope 3 GHG emissions by 30% per sold product unit by 2033, also with 2018 as the baseline year.</p>	SR 48
		Impact of GHG emissions	We disclose our organisation's GHG emissions that include Scope 1, 2, and 3. Additionally, we partially report the emission data from our suppliers as well.	SR 45, 85
	Nature Loss	Land use and ecological sensitivity	We don't use our land for forestry, agricultural and mining activities. The land is used for the manufacturing of vehicles, tractors, auto components, storage of vehicles / tractor spares and as administrative offices.	NA
	Air Pollution	Air Pollution	<p>Regular monitoring is done to check the ambient and stack air quality. The parameters are within the required limit as per National Ambient Air Quality (NAAQ) Standards.</p> <p>Stack Emissions (in Tons) – Nitrogen Oxide (NOx): 11.68, Sulphur Oxide (SOx): 10.72, Total Particulate Matter (TPM): 16.00</p>	SR 144
	Water Pollution	Nutrients	We don't use any fertilizer during the manufacturing of vehicles and tractors. This metric is not applicable to us.	NA
	Solid Waste	Single use plastics	We don't use single use plastic (below 50 microns). As an Extended Producers Responsibility (EPR), we have ensured recycling of 4632 Tones plastic packaging in the year 2022-23.	NA

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## Performance Tables (M&amp;M)

**Reporting Framework Index &  
Disclosures**

- Alignment with UNGC Principles and SDGs
- [WEF Mapping](#)

Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
Resource availability	Resource circularity	Mahindra embraces a circular economy approach to waste management, aiming to eliminate waste and promote the continual utilisation of resources. In a circular economy, waste materials and energy are repurposed as inputs for other processes or regenerative resources for the environment. Our commitment to responsible disposal in accordance with all applicable regulations contributes to the enhancement of ecosystems. As part of this commitment, we have achieved Zero Waste to Landfill status in 20 out of 23 locations. <sup>1</sup> In F23, 63% of M&M's waste was diverted away from the landfill.	SR 57 IAR 38

**Principles of People**

Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
Dignity and equality	Pay Gap	Mahindra discloses the gender-based pay disparity in terms of basic salary and remuneration for full-time employees, ensuring transparency and accountability.	SR 97
	Discrimination and harassment incidents and total amount of monetary losses	Mahindra discloses the number of reported incidents related to discrimination and harassment, to responsibly address and prevent reoccurrence through proactive measures	IAR 22, 74
	Freedom of association and collective bargaining at risk (%)	Mahindra strictly complies with all regulations and laws when employing unionised labor. We uphold the principles and provisions outlined in The Industrial Disputes Act, 1947 in all our labor relations. Permanent employees covered under the collective bargaining agreements are 91%.	SR 94, 104
	Human rights review, grievance impact and modern slavery	We have a Human Rights Policy in place. Regular training is given to the employees covering all aspects of Human Rights and there is a robust grievance redressal system instituted. While assessment and review related to Human Rights are conducted internally, process has been initiated to conduct assessment by external assessor (TuV India) for Chakan, Nashik and Zaheerabad locations. Human Rights clauses are also included in the Supplier Code of Conduct and it is part of the supplier assessment. No complaints were received related to Human Rights during the year 2022-23.	SR 94
	Health and well-being	At Mahindra, we closely track first aid incidents, near misses, injuries, and fatalities, if any, division-wise. We prioritise the health and safety of our employees and we calculate and disclose the injury rate. Through a range of initiatives, we work to enhance the well-being of our employees and that of their families.	SR 105

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	Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
<b>EXECUTIVE MESSAGES</b>	Health and well-being	Monetized impacts of work related incidents on organization	Cost of major injuries for the year 2022-23 is INR 0.88 million. This cost includes medical expenses incurred for hospitalization and insurance. (When a person faces with an injury and remains absent from the work more than 48 hours, it is considered a major injury)	NA
<b>INTRODUCTION</b>		Employee well-being (%)	No fatalities during the year 2022-23. We regularly conduct health and wellness programs for the employees. Some of the significant programs are periodic health check-up, session on lifestyle diseases, nutrition counselling & physiological wellbeing.	SR 147
<b>SUSTAINABILITY INTEGRATION</b>				
<b>WHAT WE HAVE DONE IN THE LAST YEAR</b>	Skills for the future	Number of unfilled skilled positions	We stay updated on latest technological requirements and train our employees align to the requirements. Number of unfilled skilled positions for the year 2022-23 is Nil. All skilled positions are filled by giving the required training to the employees.	NA
<b>MANAGING RISKS TO MATERIALITY AND TCFD</b>				
<b>ANNEXURES</b>		Monetized impacts of training – Increased earning capacity as a result of training intervention	We ensure capability building of our employees. Mahindra Leadership University acts as a centre of excellence and conducted multiple programs during the year. The amount spent on the training by MLU is INR 90.43 million. The programs have enabled to identify potential talent, create next generation functional leaders, improvement in productivity, quality, reduction of cost and increase morale of the employees.	NA

### Principles of Prosperity

	Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
	Employment and wealth generation	Infrastructure invested and services supported	Under Corporate Social Responsibility, we support various projects focused on developing new infrastructures and services for the community benefits. Some of the salient projects are (i) Watershed development – This project is improving water harvesting, groundwater table, soil & water conservation and agricultural productivity (ii) Providing Collision Avoidance System (CAS) for vehicles – It has helped reduce road accidents, enabled effective mobility analysis, and improved vehicle & road safety.	SR 106, 107
		Significant indirect economic impacts	We have invested INR 922.80 million under Corporate Social Responsibility for various community development projects. Some of the projects are (i) Women Empowerment & Skilling – 5,529 Women farmers empowered through training in regenerative agriculture practices helping them to reduce agriculture input cost and increase income from sale of crops (ii) Environment – Under Project Hariyali, 2.21 million trees planted in the year 2022-23. Cumulative trees planted are 22.86 million. The project has supported livelihood of more than 26,000 tribal farmers.	SR 106-108

	Theme	Metrics	Mahindra Response	Mahindra 2023 Reports – IAR & SR Page numbers for reference
<b>EXECUTIVE MESSAGES</b>				
<b>INTRODUCTION</b>	Innovation of better products and services	Social value generated (%)	We manufacture electric and CNG operated vehicles that support environment sustainability. The total revenue earned in the year 2022–23 from electric / CNG 3-wheelers / 4-wheelers is INR 11.37 billion.	NA
<b>SUSTAINABILITY INTEGRATION</b>		Vitality Index	The total revenue earned from the sale of electric / CNG 3-wheelers / 4-wheelers in last 3 years is INR 17.45 billion.	NA
<b>WHAT WE HAVE DONE IN THE LAST YEAR</b>	Community and social vitality	Total Social Investments	During F23, Mahindra invested INR 922.8 million in Corporate Social Responsibility projects.	SR 108 IAR 45
<b>MANAGING RISKS TO MATERIALITY AND TCFD</b>		Additional tax remitted	In the year 2022–23, Goods & Service Tax (GST) collected and paid to the Govt. against our taxable supply of goods and services (domestic) from Indian states is INR 275.52 billion. This also includes the tax paid on stock transfers by our plants. Tax collected for supply of goods & services (exports) to different countries is INR 200.6 million. Tax paid against export supplies is claimed as refund / rebate from Govt.' Total Income tax deducted and collected at source is INR 10.66 billion which is paid to the government.	NA
<b>ANNEXURES</b>		Total tax paid Country for significant locations	It is covered in detail in the Mahindra Annual Report 2023. Please refer the section AOC-1 for more information.	IAR 409–415

**Note:**

- Source for list of metrics and disclosures for Stakeholder Capitalism – WEF IBC Measuring Stakeholder Capitalism Report 2020
- Mahindra is in process of disclosing balanced expanded metrics in near future
- IAR – Integrated Annual Report | SR – Sustainability Report
- NA – Not Applicable



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# INDEPENDENT ASSURANCE STATEMENT



**KPMG Assurance and Consulting Services LLP**  
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## Independent Limited Assurance Report to Mahindra & Mahindra Limited on the Sustainability Report FY 2022-23

We ('KPMG Assurance and Consulting Services LLP', or 'KPMG') have been engaged by Mahindra & Mahindra Limited ('the Company' or 'M&M') for the purpose of providing an independent limited assurance on the select non-financial sustainability disclosures in the Sustainability Report FY 2022-23 ('the Sustainability Report') as described in the 'scope, boundary, characteristics and limitations' below.

Our responsibility was to provide a limited assurance conclusion on the select non-financial sustainability disclosures based on our work performed and evidence obtained, nothing has come to our attention that causes us to believe that the select non-financial sustainability disclosures in the Company's Sustainability Report are not properly prepared, in material aspects, based on the GRI Standards 2021.

### *Company's Responsibilities*

The management at the company is responsible for preparing the Sustainability Report that is free from material misstatement in accordance with the reporting criteria (GRI Standards 2021) and for the information contained therein. The management at the company is also responsible for preparing the designed report accompanying statement at page 158.

This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and presentation of Sustainability Report that is free from material misstatement, whether due to fraud or error. It also includes conducting the materiality assessment process mentioned in the GRI Standards 2021 to identify material topics relevant for the company based on the responses of the internal and external stakeholders. The company ensures that it complies with GRI Standards 2021. It designs, implements and effectively operate controls to achieve the stated control objectives; selects and applies policies; makes judgments and estimates that are reasonable in the circumstances; and maintains adequate records in relation to the Sustainability Report.

The Company is also responsible for preventing and detecting fraud and for identifying and ensuring that the company complies with laws and regulations applicable to its activities. The company is responsible for ensuring company's staff involved with the preparation of the Sustainability Report are properly trained, systems are properly updated and that any changes in reporting encompass all significant operational sites.

### *Our Responsibilities*

Our responsibility is to examine the Sustainability Report prepared by the company and to report thereon on select non-financial sustainability disclosures in the form of an independent limited assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board. That standard requires that we plan and perform our procedures to obtain a meaningful level of assurance about whether the Sustainability Report complies with GRI Standards 2021 in all material respects, as the basis for our limited assurance conclusion.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We have complied with the independence and other ethical requirements of the

KPMG Assurance and Consulting Services LLP, an Indian limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee

KPMG (Registered) (a partnership firm with Registration No. BA-62445) converted into KPMG Assurance and Consulting Services LLP (a Limited Liability Partnership with LLP Registration No. AAT-0367) with effect from July 23, 2020

Registered Office:  
 2nd Floor, Block T2 (B Wing)  
 Lodha Excelus, Apollo Mills  
 Compound, N M Joshi Marg,  
 Mahalaxmi, Mumbai 400011 India



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International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The procedures selected depend on our understanding of the Sustainability Report and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise.

In obtaining an understanding of the Sustainability Report and other engagement circumstances, we have considered the process used to prepare the Sustainability Report in order to design assurance procedures that are appropriate in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the company's process or internal control over the preparation and presentation of the Sustainability Report.

Our engagement also included: assessing the appropriateness of the Sustainability Report, the suitability of the criteria used by the company in preparing the Sustainability Report in the circumstances of the engagement, evaluating the appropriateness of the methods, policies and procedures, and models used in the preparation of the Sustainability Report and the reasonableness of estimates made by company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

As part of this engagement, we have not performed any procedures by way of audit, review or verification of the financial disclosures nor of the underlying records or other sources from which the financial statements and information was extracted.

We also read other information included in the Sustainability Report that contains the select non-financial sustainability disclosures and our report thereon in order to identify material inconsistencies, if any, with the select non-financial sustainability disclosures.

#### ***Assurance Procedures***

Our assurance process involves performing procedures to obtain evidence about the reliability of specified disclosures. The nature, timing and extent of procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the selected sustainability disclosures whether due to fraud or error. In making those risk assessments, we have considered internal controls relevant to the preparation of the Report to design assurance procedures that are appropriate in the circumstances.

These procedures have been divided in three phases:

#### Phase 1

- Interactions with Process Heads to understand their sustainability vision
- Interaction with the company's sustainability team to understand the translation of the Board of Directors vision into action
- An assessment of the company's existing systems used for data collection and reporting by the company relevant for fair presentation of the company's sustainability disclosures.
- Review of such systems, including related non-financial internal controls
- Review of the company's approach for stakeholder engagement and materiality assessment process including existing materiality scoring criteria.

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## Phase 2

- Testing, on a sample basis, of evidence supporting the data through site visits and corporate reviews.
- Evaluating the appropriateness of the quantification methods used to arrive at the select non-financial sustainability disclosures presented in the Sustainability Report
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by the company for data analysis
- Assessment of the consistency between the data for the select non-financial sustainability disclosures and the related written comments in the narrative of the report.
- Interviews with staff responsible for data collection, collation and reporting.

## Phase 3

- Preparation of observation letter based on review and classification of findings for potential risk to sustainability framework
- Discussion of the observations and findings with the sustainability team
- Issue of Assurance Report and sharing with the management of the company

Review of sustainability performance data was carried out through site visits to the Company's operations at Head Office - Worli, AD Kandivali, FD Nagpur, Swaraj Plant 1, Swaraj Plant 2 & SBU Jaipur in India. Appropriate documentary evidence was obtained from the relevant authority at respective sites and at corporate office to support our conclusions on the information and data reviewed

***Scope, Boundary, Characteristics and Limitations***

- The scope of assurance covers the select non-financial sustainability disclosures based on reference criteria, as mentioned in the following table:

Reference criteria – GRI Standards 2021						
<b>Universal Standards</b>						
General Disclosures						
<ul style="list-style-type: none"> <li>• Activities and workers: GRI 2-7*</li> </ul>	<b>Topic Specific Standards</b> <table border="1"> <tr> <td>Environmental</td><td>Social*</td></tr> <tr> <td> <ul style="list-style-type: none"> <li>• GRI 302: Energy (2016): 302-1, 302-3</li> <li>• GRI 303: Water &amp; Effluent (2018): 303-3</li> <li>• GRI 305: Emissions (2016): 305-1, 305-2, 305-3**, 305-4</li> <li>• GRI 306: Waste (2020): 306-3, 306-4, 306-5</li> </ul> </td><td> <ul style="list-style-type: none"> <li>• GRI 401: Employment (2016): 401-1, 401-2</li> <li>• GRI 404: Training and Education (2016): 404-1</li> </ul> </td></tr> </table>	Environmental	Social*	<ul style="list-style-type: none"> <li>• GRI 302: Energy (2016): 302-1, 302-3</li> <li>• GRI 303: Water &amp; Effluent (2018): 303-3</li> <li>• GRI 305: Emissions (2016): 305-1, 305-2, 305-3**, 305-4</li> <li>• GRI 306: Waste (2020): 306-3, 306-4, 306-5</li> </ul>	<ul style="list-style-type: none"> <li>• GRI 401: Employment (2016): 401-1, 401-2</li> <li>• GRI 404: Training and Education (2016): 404-1</li> </ul>	
Environmental	Social*					
<ul style="list-style-type: none"> <li>• GRI 302: Energy (2016): 302-1, 302-3</li> <li>• GRI 303: Water &amp; Effluent (2018): 303-3</li> <li>• GRI 305: Emissions (2016): 305-1, 305-2, 305-3**, 305-4</li> <li>• GRI 306: Waste (2020): 306-3, 306-4, 306-5</li> </ul>	<ul style="list-style-type: none"> <li>• GRI 401: Employment (2016): 401-1, 401-2</li> <li>• GRI 404: Training and Education (2016): 404-1</li> </ul>					

\* Only for Permanent (payroll) Employees

\*\* The scope of assurance for Scope-3 GHG emissions covers - Purchased goods and services, Fuel and energy related activities, Upstream transportation and distribution, Waste generated in operations, Business travel, Employee Commute, Upstream leased assets, Downstream transportation and distribution, Use of sold products, End of life treatment of sold products, and Franchises

- The boundary of the assurance covers the following operations of the Company:
  - Automotive Sector
  - Farm Division
  - Swaraj Division
  - Nashik Plant 2
  - Spare Business Unit
  - Mahindra Research Valley
  - Two Wheelers Division
  - Corporate Centre – Worli



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INDEPENDENT  
ASSURANCE STATEMENT***Limitations***

The assurance scope excludes following:

- Data related to Company's financial performance.
- We will not, pursuant to this letter, perform any management function for you nor make any decision relating to the services provided by us in the terms of this letter. You are responsible for making management decisions, including accepting responsibility for the results of our services.
- Additionally, management of the Company is responsible for designating a management-level individual or individuals responsible for overseeing the services provided, evaluating the adequacy of the services provided, evaluating any findings or recommendations and monitoring ongoing activities.
- Data and information outside the defined Reporting Period
- Data outside the operations mentioned in the Assurance Boundary above unless and otherwise specifically mentioned in this report.
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in reporting criteria above.
- Aspects of the Report other than those mentioned under the scope and boundary above.
- Review of legal compliances.

Our scope and associated responsibility exclude for the avoidance of doubt, any form of review of the commercial merits, technical feasibility, accuracy, compliance with applicable legislation for the project, and accordingly we express no opinion thereon. We have also not verified any likelihood, timing or effect of possible future oriented information and commercial risks associated with the Report, nor comment upon the possibility of any financial projections being achieved. We have relied on the data furnished by the Company and have not independently verified the information or efficacy and reliability of the Company's information technology systems, technology tools / platforms or data management systems.

***Conclusion***

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on our limited review and procedures performed, nothing has come to our attention that causes us to believe that the select non-financial sustainability disclosures in the Company's Sustainability Report are not properly prepared, in material aspects, with reference to the GRI Standards 2021.

We have read the other environment and social information included in the Sustainability Report that contains the select non-financial sustainability disclosures and our independent limited Assurance Report thereon. We did not identify any material inconsistencies in this information with the select non-financial sustainability disclosures.



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**INDEPENDENT  
ASSURANCE STATEMENT**



The Sustainability Report has been evaluated against GRI Standards 2021. These criteria have been developed only for ESG related disclosures. As a result, the Sustainability Report may not be suitable for another purpose.

***Independence***

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social, and economic information as per requirements of ISAE 3000 (Revised).

Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC-1, and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

***Restriction of Use of Our Report***

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the company for any purpose or in any context. Any party other than the company who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. We accept or assume no responsibility and deny any liability to any party other than the company for our work, for this independent limited Assurance Report, or for the conclusions we have reached.

Our report is released to the company on the basis that it shall not be copied, referred to or disclosed, in whole (save for the company's own internal purposes) or in part, without our prior written consent.

A handwritten signature in blue ink, appearing to read "Dhongde".

**Dr. Gargi Dhongde**  
Director  
KPMG Assurance and Consulting Services LLP  
25 July 2023





## SUSTAINABILITY PERFORMANCE

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# REPORT BOUNDARY

The reporting period for Subsidiaries & Associates of M&M Ltd. is 1<sup>st</sup> April, 2022 to 31<sup>st</sup> March, 2023.

We published our first sustainability report in the financial year 2007–2008, and since then, we have remained committed to reporting our triple bottom line performance every year.

Like our previous reports, this report also adheres to the GRI Standards, which is the most widely adopted framework for non-financial reporting worldwide. This framework enables us to effectively communicate our sustainability performance while promoting transparency and accountability in the reporting process.

Consistent with previous years, the report aligns with the nine principles outlined in the Ministry of Corporate Affairs' National Guidelines on Responsible Business Conduct (NGBRC).

The reporting includes the following business verticals:

**Automotive &  
Farm Equipment**

Mahindra Electric Mobility Ltd. (MEML)\*\*

Mahindra Heavy Engines Ltd. (MHEL)

**Real Estate**

Mahindra Lifespace Developers Ltd. (MLDL)

Mahindra World City Developers Ltd.  
(MWCDL)\*

Mahindra World City Jaipur Ltd. (MWCJL)\*

Mahindra Industrial Park Chennai Ltd.  
(MIPCL)\*

Mahindra Industrial Park Private Ltd. (MIPPL)\*

**Hospitality**

Mahindra Holidays & Resorts India Ltd.  
(MHRIL)

**Logistics**

Mahindra Logistics Limited (MLL)

**Financial Services**

Mahindra & Mahindra Financial Services  
Ltd. (MMFSL)

Mahindra Rural Housing Finance Ltd.  
(MRHFL)

Mahindra Insurance Brokers Ltd. (MIBL)

**Technology Services**

Tech Mahindra Ltd. (Tech M)

**Emerging Businesses**

Mahindra Accelo Limited (Accelo)

Mahindra EPC Irrigation Ltd. (MEIL)

**Renewable Energy**

Mahindra Susten Pvt. Ltd. (SUSTEN)

\*\* Now Mahindra Last Mile Mobility  
\* Part of MWC

## ► REPORT SCOPE LIMITATIONS

This Report is India-centric and excludes international operations. The report has been externally assured by KPMG, India.

This report has been prepared with reference to GRI standards 2021.



SUBSIDIARIES &  
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# COMPANY PROFILE

## AUTOMOTIVE & FARM

Mahindra is committed to accelerating India's e-mobility transition. Mahindra Electric Mobility Ltd. (MEML), now Mahindra Last Mile Mobility Ltd. (LMM), a division of Mahindra & Mahindra stands at the forefront of innovation.

MEML, India's top electric three-wheeler company, specialises in compact EV manufacturing, e-systems, and electric powertrains. Its merger within Mahindra & Mahindra, allows for the consolidation of expertise and resources to create a seamless value chain for end-to-end EV development, manufacturing, and sales.

Mahindra Racing is a founding team – and the only Indian team – to compete in the ABB FIA Formula E World Championship, the world's first all-electric street racing series. Scoring its breakthrough victory at the Berlin E-Prix in 2017, it is a multi-race winning outfit. Additionally, it was the first Formula E team to be awarded the FIA Environmental Accreditation Three-Star rating and is the only team to be certified Net-Zero Carbon footprint, demonstrating best practice and excellence in sustainability practices.

### Highlights



#### The 50,000th electric Mahindra e-Alfa rolls out of Haridwar Plant

Mahindra Last Mile Mobility (LMM), a division of Mahindra & Mahindra, achieves a significant milestone with the rollout of its 50,000<sup>th</sup> e-Alfa from the Haridwar Plant. LMM offers the popular e-Alfa Mini e-rickshaw and e-Alfa Cargo, with the milestone vehicle being a e-Alfa Mini. Launched in 2017, the e-Alfa Mini is one of Mahindra's top-selling electric 3-wheelers.

**Mahindra Electric Mobility Ltd. (MEML)\***  
\*Now Mahindra Last Mile Mobility (LMM)  
<https://mahindralastmilemobility.com/>

**Mahindra Racing**  
<https://www.mahindraracing.com>



#### Mahindra brings Formula E to India with its Gen3 Race Car – Unveils XUV 400 – Formula Edition

Mahindra Racing, India's only racing team to compete in the ABB FIA Formula E World Championship, marked its first home-race at the Greenko Hyderabad E-Prix. As one of the founding teams of the world's first all-electric street racing series, Mahindra brings home its Gen3 Formula E race car in the ongoing 9<sup>th</sup> season. In celebration of this milestone, Mahindra also unveiled the XUV 400 Formula Edition with a special livery inspired by the racing spirit. The Mahindra Formula E and the Mahindra Advanced Design Europe (M.A.D.E.) teams collaborated on the livery design of the Gen3 race car, capturing the essence and excitement of this thrilling sport.



#### Ballistic Battista continues record-breaking spree in India

The world's fastest accelerating production car broke a series of speed records at India's Natrax test facility. The pure-electric Battista by Automobili Pininfarina secured its place as the fastest in the world to complete the ¼ mile and ½ mile sprints, in doing so, taking the title of the fastest road-legal car ever on Indian soil. The Battista top speed test was undertaken with Michelin Pilot Sport Cup 2 tyres fitted. In the test, Hormazd Sorabjee secured a top speed of 358.03 km/h on track and Renuka Kirpalani clocked 357.10 km/h – setting the record for the fastest Indian female driver in the world.

**SUBSIDIARIES &  
ASSOCIATES****REPORT BOUNDARY****COMPANY PROFILE****ECONOMIC PERFORMANCE****PRODUCT STEWARDSHIP****GREENING OUR OPERATIONS****ENABLING STAKEHOLDERS  
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Since 1994, with its first venture into real estate and infrastructure development, the Real Estate Sector has been creating sustainable communities and work environments redefining urban landscapes. Today, Mahindra Lifespace Developers Ltd. (MLDL) is among the leading real estate development companies in India.

All ML DL residential projects are pre-certified by the **Indian Green Building Council (IGBC)**.



Through its renowned brands 'Mahindra Lifespaces' and 'Happinest', ML DL is transforming India's urban fabric. Additionally, under the 'Mahindra World City' and 'Origins by Mahindra World City' brand, it is spearheading the development of integrated cities and industrial clusters respectively.

Origins by Mahindra are industrial clusters that act as future-ready ecosystems for business growth. Spread over ~600 acres and home to 8+ global industries, Origins by Mahindra, Chennai (NH-16) is Tamil Nadu's first IGBC Platinum Pre-certified Industrial Cluster and is a joint venture between Mahindra World City, Chennai and Sumitomo Corporation, Japan. It is one of the three Japanese Industrial townships in Tamil Nadu. Similarly, spanning over 340 acres and with an IGBC Gold Pre-certification, Origins by Mahindra, Ahmedabad, is a world-class industrial park being developed in a Strategic Partnership with IFC and World Bank. It is designed to provide high-quality infrastructure and a sustainable ecosystem to global manufacturing firms.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

**Mahindra Lifespaces** is one of the first real estate companies in India to have committed to the global Science Based Targets initiative (SBTi).

**Highlights**

### **Mahindra Lifespaces recognised with a double 'A' Leadership Score in CDP's Climate Change and Water Security Rankings**

Strengthening its commitment to sustainable, climate-responsive design and green construction, Mahindra Lifespace Developers Limited, the real estate arm of Mahindra Group, secured a double 'A' leadership ranking in corporate transparency and performance on climate change and water security by CDP, a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions. For the past nine years Mahindra Lifespaces® has been disclosing its sustainability performance through CDP. Mahindra Lifespaces® is the only Indian company to secure a place on CDP's annual 'A' list and has been awarded the 'Leadership' status.

**Mahindra Lifespace Developers Ltd.** secures



in Public Disclosure (Asia) – Global Real Estate Sustainability Benchmark (GRESB)

**mahindra  
World City**

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

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

**mahindra  
LIFESPACES**

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

**Mahindra Industrial Park Chennai Ltd. (MIPCL)**  
[www.mahindralifespaces.com/origins-by-mahindra/chennai](http://www.mahindralifespaces.com/origins-by-mahindra/chennai)

**Mahindra Industrial Park Private Ltd. (MIPPL)**  
[www.mahindralifespaces.com/origins-by-mahindra/ahmedabad](http://www.mahindralifespaces.com/origins-by-mahindra/ahmedabad)

**HOSPITALITY**

Pioneering the vacation ownership concept in India, Mahindra Holidays & Resorts India Ltd. (MHRIL) is the flagship company of the Hospitality Sector. With a focus on providing affordable and memorable vacations for Indian families, MHRIL offers premium family holiday experiences through vacation ownership memberships. Known for reliability, trust and customer satisfaction, MHRIL, boasts 84 spectacular holiday destinations across India, South-east Asia, Middle East and affiliated partner resorts through Resorts Condominium International (RCI) across the world. Expanding its horizons, MHRIL now extends its offerings to include leisure boats, camping vacations, corporate retreats, and homestays.

**First established in 1996, the company's flagship brand 'Club Mahindra Holidays', today has a fast-growing customer base of over 281,000 members and 125+ resorts at some of the most exotic locations in India and abroad.**

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TO RISE****ANNEXURES****Highlights****MHRIL, a Great Place to Work by ensuring a 'for all' culture**

Club Mahindra surged to 20<sup>th</sup> place in the 'Best Company to Work For' rankings by 'Great Places to Work'. Inclusive work culture is a key focus at Club Mahindra, extending beyond gender parity. It includes building equity for all people, regardless of their backgrounds by offering relevant resources and interventions. Through sensitisation programmes, support systems, and financial wellness initiatives, it empowers employees, combat biases, and strengthen individuals throughout their lives and careers.

**Mahindra Holidays & Resorts India Ltd. (MHRIL)**  
[www.clubmahindra.com](http://www.clubmahindra.com)

**► FINANCIAL SERVICES**

Mahindra & Mahindra Financial Services Limited (Mahindra Finance), a subsidiary of the M&M Ltd., is a leading non-banking finance company in India. It offers a diverse range of financial services, including vehicle finance for passenger vehicles, utility vehicles, tractors, commercial vehicles, construction equipment and pre-owned vehicles; and SME finance for project, equipment, working capital, and bill discounting needs.

Mahindra Finance has been a catalyst for positive change, catering to the financial requirements of millions in rural and semi-urban areas. With a nationwide presence, spanning all states and 85% of districts in India, Mahindra Finance operates through a network of 1,386 offices and over 24,000 employees, serving customers in over 380,000 villages. It has over INR 82,770 crore worth of assets under management (AUM).

Additionally, its subsidiaries – Mahindra Insurance Brokers Limited (MIBL) operates as a licensed Composite Broker, and Mahindra Rural Housing Finance Limited (MRHFL) provides housing loans. Mahindra Manulife Investment Management Private Limited serves as the Investment Manager of Mahindra Mutual Fund.

**Mahindra & Mahindra Financial Services Ltd. (MMFSL)**  
[www.mahindrafinance.com](http://www.mahindrafinance.com)

**Mahindra Insurance Brokers Ltd. (MIBL)\***  
[www.mahindrainsurance.com](http://www.mahindrainsurance.com)

**Mahindra Rural Housing Finance Ltd. (MRHFL)\***  
[www.mahindrahomefinance.com](http://www.mahindrahomefinance.com)

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

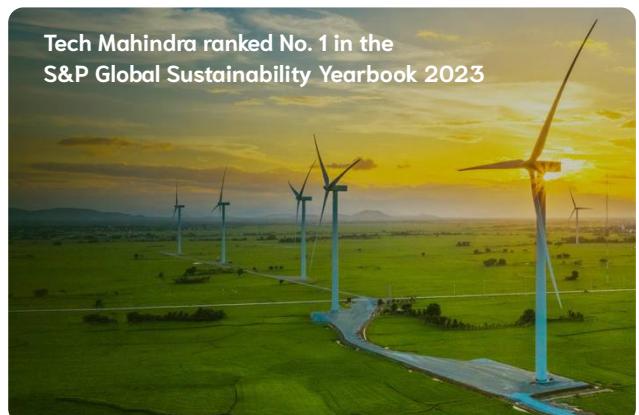
**► TECHNOLOGY SERVICES**

Mahindra has established a significant presence in the ever-evolving and fiercely competitive Information Technology (IT) industry. By prioritising international knowledge and seamless cross-platform functionality, it offers cutting-edge IT solutions that enable companies to enhance their strengths and improve their core operations. With nearly three decades of expertise, Mahindra effectively integrates technology and business for numerous Fortune 100 and 500 enterprises.

**Highlights****Tech Mahindra included in Bloomberg Gender-Equality Index for the 4<sup>th</sup> consecutive year**

Tech Mahindra has been included in Bloomberg Gender-Equality Index (GEI) for the 4<sup>th</sup> consecutive year. It is amongst the 8 Indian organisations to be included in 2023 Bloomberg's Gender-Equality Index (GEI). The 2023 GEI reaches globally to represent 45 countries and regions. The reference index measures gender equality across five pillars: leadership & talent pipeline, equal pay & gender pay parity, inclusive culture, anti-sexual harassment policies, and external brand.

**Tech Mahindra ranked No. 1 in the S&P Global Sustainability Yearbook 2023**



Tech Mahindra, a leading provider of digital transformation, consulting and business re-engineering services and solutions, ranked No.1 in the S&P Global Sustainability Yearbook 2023. It has been ranked amongst the top 1% of organisations in the global IT Services segment. The S&P Global Sustainability Yearbook aims to distinguish individual companies, within their industries, that have demonstrated strengths in corporate sustainability. Over 7,800 companies were assessed for the 2023 Yearbook, representing USD 84 Trillion in market capitalisation with 708 companies selected for this year's Yearbook.

**Tech Mahindra Ltd.**  
[www.techmahindra.com](http://www.techmahindra.com)

**Bristlecone**  
[www.bristlecone.com](http://www.bristlecone.com)

**Comviva**  
[www.comviva.com](http://www.comviva.com)

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Originating as a steel trading company in 1945 and continuously forging new paths in the field, the Mahindra Group has a rich legacy with steel.

- Mahindra Accelo, operating in the organised sector, is India's largest non-captive steel processor, serving diverse customers in the automotive, non-automotive, and power industries.
- Foraying into the Agri Industry with French Technology support initially, Mahindra EPC Irrigation Ltd. first commenced operations in 1986. A pioneer of micro-irrigation in India, it provides complete solution for agriculture with a focus on Micro-Irrigation, Pumps & Inter-related requirements of Fertigation & Agronomic Support today.

**Mahindra Accelo Ltd. (MAL)**

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

**Mahindra EPC Irrigation Ltd.**

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

**LOGISTICS**

Being among the largest 3PL solution providers in India, Mahindra Logistics Ltd. (MLL) maintains a formidable presence nationwide through its three core business divisions: Supply Chain Management, Enterprise Mobility Services, and People Movement. It offers supply chain solutions to diverse industry verticals such as Automotive, Engineering, Consumer Goods, Pharmaceuticals, E-commerce, Telecommunications and Commodities.

**Mahindra Logistics Ltd. (MLL)**

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

**RENEWABLE ENERGY**

Resolute in its commitment to sustainability, The Mahindra Group actively supports India's pursuit of Net-Zero targets. Mahindra firmly believes in the transformative power of clean energy to mitigate carbon emissions. Our group companies are trailblazers in the Cleantech domain, spearheading innovative solutions that drive sustainable practices.

**Mahindra Susten:** Leading the way in solar energy, Mahindra Susten is an independent power producer; through its Utility Scale Solar business it undertakes turnkey EPC projects around the globe across the life of the plant and has a total portfolio of 4.212 GWp, including 3.862 GWp of completed projects and 0.350 GWp under execution.

**Mahindra Solarize:** Specialising in Solar PV EPC, Mahindra Solarize undertakes ground-mounted and rooftop projects for commercial, industrial, and residential applications.

**Mahindra Teqo:** A new age tech-enabled renewable energy asset management, Mahindra Teqo offers turnkey asset management solutions which help the renewable energy asset owners maximise returns and optimise performance of their installations

**Highlights****Mahindra Group and Ontario Teachers' form a strategic partnership to boost renewable energy**

Mahindra Group and Ontario Teachers' Pension Plan Board (Ontario Teachers') joined forces in a strategic partnership to harness India's renewable energy potential and support its decarbonisation goals. Ontario Teachers' will acquire a 30% stake in Mahindra Susten. This partnership empowers Mahindra Susten to establish a robust renewable energy business specialising in solar energy, hybrid energy and integrated energy storage & round-the-clock (RTC) green energy plants.

**Mahindra Susten Pvt. Ltd.**

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

**Mahindra Solarize Pvt. Ltd.**

<https://www.mahindrasolarize.com/>

**Mahindra Teqo Pvt. Ltd.**

<https://www.mahindrateqo.com/>

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## AWARDS

Some of the key recognitions received by Subsidiaries & associates of M&M during the year include:

## Mahindra Electric Mobility Ltd. (MEML)

- MEML wins laurels at the **Economic Times Global Automotive Summit 2022**. Held in Mumbai, The Economic Times Global Automotive Summit 2022 brings together automotive industry leaders to discuss the future of mobility in India. The awards bestowed on MEML included:
  - Suman Mishra, CEO of Mahindra Electric Mobility Limited conferred with the ET **Global Automotive Women Leader of the Year 2022**
  - Mahindra Treo won the '**Made-in-India Innovation of the Year'** award
- At the 10<sup>th</sup> Manufacturing Today Conference Awards held in Mumbai, Mahindra Electric Mobility Limited (MEML) won the '**Excellence in Sustainability 2022**' award in a segment that saw more than 50 entries
- MEML won the '**Green Achiever 2022**' award at the 3<sup>rd</sup> edition of the Green Vehicle Expo held in Bengaluru
- Mahindra Last Mile Mobility\* won the '**Sustainability Award**' at the **2022 Samurai Awards** held in Bengaluru in the MSME category
- Mahindra Last Mile Mobility\* received the '**Most Iconic Organisation Award at World Manufacturing Awards**' that celebrates organisations whose contribution shaped the future
- Mahindra Zor Grand DV+ won the **Apollo CV 2023 'EV of the Year - 3-wheeler'** award for its superior build quality, warranty as well as other features

\*Mahindra Electric Mobility Ltd. (MEML) is now Mahindra Last Mile Mobility (LMM)

## Mahindra Lifespace Developers Ltd. (MLDL)



- MLDL's Mahindra Eden received the **CII IGBC Award for 'IGBC Net-Zero Energy Building – Design 2022'**
- MLDL honoured with the **Leadership in Waste Management Award** in the Environment Category from **ESG Risk Assessments & Insights (ESGrisk.ai)**

## Mahindra Holidays &amp; Resorts India Ltd. (MHRIL)



**TripAdvisor Travellers Choice Award 2023** bestowed on 19 Club Mahindra resorts

## Mahindra Logistics Ltd. (MLL)

- MLL was recognised as **Logistics Company Of The Year 2022** at 8<sup>th</sup> ILSC Awards 2022, organised by the Institute of Supply Chain Management (ISCM) for All-round Excellence, Business Growth, Contribution to Sustainability, Driver Welfare and Women Empowerment
- MLL was awarded the **Overall Excellence Award for Logistics & Supply Chain at the CII Scale Awards 2022** under the category of 3PL Warehousing & Freight Forwarding
- MLL received '**Best Logistics Company of the Year**' and '**The Most Responsible Logistics Organisation**' Award at the ISCM Forum India Logistics & Warehousing Excellence Awards 2022



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# ECONOMIC PERFORMANCE

Practices that prioritise sustainability and minimise harm to the environment, individuals, businesses, and society, not only contribute to a healthier planet, but also generate long-term profits. This interconnectedness between environmental and economic factors emphasises the significance of adopting a perspective where a positive impact on the planet aligns with positive financial outcomes. At Mahindra, we leverage the synergies between planet and profit. We do good to do better.

## HIGHLIGHTS



- #1 in TSV IT Services & Internet Software and Services segment of Dow Jones Sustainability Index
- 'A' rating in MSCI ESG ratings 2022
- Recognised by Dun & Bradstreet India as the Top Performer in the ESG Performance in the Software and BPM sector at India's Top 500 companies' event
- Introduced NXT.NOW™ framework, focused on leveraging next-generation technologies to deliver disruptive solutions and enable digital transformation



- Long-term debt rating upgraded to AAA by CRISIL
- 9 million+ cumulative customer contracts
- B' Carbon Disclosure Project (CDP) rating level improved
- 2.57 lakh lives impacted through CSR initiatives
- 79% employees volunteered for CSR activities



- Launched Mahindra Eden, India's first Net-Zero energy project in Bengaluru
- 5,000 acres of development footprint of IC&IC Business
- 224 IC&IC Clients across 3 locations from 15+ countries
- 100% green portfolio
- 15,500+ happy residential customers
- 48 residential projects
- 7 cities – presence in residential business



- 19+ Mn Sq. Ft. Warehousing footprint
- 15,000+ Trucks deployed monthly
- 1,500+ EV Cargo & PV fleet
- 50+ active global trade lane
- 200 trade lanes global cross border reach
- 650+ Client & Operating sites
- 70 Mn Packages handled
- 100+ Global Freight Forwarding Network Partners
- 6 Mn+ Mobility passengers annually
- Best-In-Class Tech-Stack & Process Capabilities

**SUBSIDIARIES &  
ASSOCIATES****REPORT BOUNDARY****COMPANY PROFILE****ECONOMIC PERFORMANCE****PRODUCT STEWARDSHIP****GREENING OUR OPERATIONS****ENABLING STAKEHOLDERS  
TO RISE****ANNEXURES**

- Inventory portfolio expanded to 102 properties in F23
- Overall room count increased to 4,940 keys by end of F23 with addition of 372 rooms in F23
- Cumulative member base is ~2.66 lakh with 85% fully paid members
- 135 destinations including 82 properties in India, 20 properties in South-East Asia and Middle East and 33 destinations in Europe across Finland, Sweden and Spain

## THE YEAR UNDER REVIEW

The Financial Year 2023 was a year of uncertainty, recovery and economic resilience for India. Even as India looked beyond the pandemic, elevated uncertainty due to geopolitical tensions and a war in Ukraine set the tone even before the fiscal year started. The war resulted in higher global supply-chain-related disruptions and fuelled global inflationary forces.

Against this backdrop, however, India showcased remarkable resilience setting itself apart from numerous advanced economies. The country maintained strong performance in 2022 across all sectors, primarily due to robust domestic demand and a supportive policy environment. Mahindra businesses were geared to ride these favourable macro tailwinds and posted strong performances.

At **Mahindra Finance**, the thrust of the leadership on investing in newer capabilities and advanced technological solutions accelerated during the year. These are bearing fruits as the company reported another outstanding year.

**Mahindra Lifespaces** continued to grow its presence with nine launches (including phase launches) in its key markets, Mumbai, Pune, and Bengaluru and accelerated the momentum in key operational parameters with best ever sales performance which was an impressive 76% growth over the previous year.

**Mahindra Holidays** registered a 25% increase in consolidated operating revenue.

**Mahindra Logistics** continued to expand their warehousing network and solutions, which comprises over 20% of their annual 3PL revenues, and also launched several new logistics for spares, fulfilment and expanded offerings for end markets such as the telecom.

Mahindra Group companies continued to perform well in F23. The consolidated revenue from operations is INR 1,212,690 million in F23 as compared to INR 901,710 million in F22, registering an increase of 34.5%. The consolidated profit before exceptional items, share of profit of associates and joint ventures and tax for F23 is INR 113,050 million as against INR 70,920 million in F22, registering an increase of 59.4%. The consolidated profit after tax after non-controlling interests and exceptional items for the year is INR 102,820 million as against INR 65,770 million in the previous year, registering an increase of 56.3%.

### FINANCIAL PERFORMANCE OF GROWTH GEMS

#### M&M Growth Drivers

#### Tech Mahindra Limited

Flagship Company in the IT Sector

- Consolidated operating revenue of INR 532,900 million in F23 compared to INR 446,460 million in F22, registering an increase of 19.4%

- Consolidated PAT after non-controlling interests is INR 48,310 million in F23 compared to INR 55,660 million in F22, registering a decrease of 13.2%

#### Mahindra & Mahindra Financial Services Limited (Mahindra Finance)

Group's finance company

- Consolidated operating revenue of INR 127,000 million in F23 compared to INR 113,180 million in F22, registering an increase of 12.2%
- The consolidated PAT after non-controlling interests is INR 20,720 million in F23 as compared to INR 11,370 million in F22, registering an increase of 82.2%

#### Mahindra Lifespace Developers Limited

Subsidiary in the business of real estate and infrastructure

- Consolidated operating revenue of INR 6,070 million in F23 as compared to INR 3,940 million in F22, registering an increase of 54.1%
- Consolidated PAT after non-controlling interests is INR 1,010 million in F23 as compared to INR 1,540 million in F22, registering a decrease of 34.4%

**SUBSIDIARIES & ASSOCIATES****REPORT BOUNDARY****COMPANY PROFILE****ECONOMIC PERFORMANCE****PRODUCT STEWARDSHIP****GREENING OUR OPERATIONS****ENABLING STAKEHOLDERS TO RISE****ANNEXURES****Mahindra Logistics Limited**

A listed subsidiary in the logistics business

- Consolidated operating revenue of INR 51,280 million in F23 as compared to INR 41,410 million in F22, registering an increase of 23.8%
- Consolidated PAT after non-controlling interests is INR 260 million in F23 as compared to INR 180 million in F22, registering an increase of 44.4%

**Mahindra Holidays & Resorts India Limited**

Subsidiary in the business of timeshare

- Consolidated operating revenue of INR 25,170 million in F23 as compared to INR 20,130 million in F22, registering an increase of 25%
- Consolidated PAT after non-controlling interests is INR 1,150 million in F23 as compared to INR 680 million in F22, registering an increase of 69.1%

**► FINANCIAL PERFORMANCE**

Here is the performance snapshot of other Subsidiaries:

(In INR Million)

Company	Gross Turnover [Revenue from operations+Other Income]	Profit / Loss after Tax
Mahindra Accelo	32,438	1,131
Mahindra Heavy Engines	14,656	688
Mahindra Rural Housing Finance Ltd.	13,498	218
Bristlecone Inc.	7,612	208
Mahindra Insurance Brokers Ltd.	4,265	344
Mahindra Susten Pvt Ltd.	3,965	344
Mahindra Defence Systems Ltd.	3,800	584
Mahindra Racing UK Ltd	2,736	303
Mahindra Agri Solutions Ltd.	2,590	-711
Mahindra World City Jaipur Ltd.	2,501	1,250
Mahindra EPC Irrigation Ltd.	2,131	-122
Mahindra World City Developers Ltd.	1,774	254
Mahindra Cero	317	-53

**► LOCAL SUPPLY**

At Mahindra Group companies, we have embraced the principle of prioritising local procurement. Our commitment to buying locally stems from the recognition of various benefits it brings. By sourcing materials and products from local suppliers, we can effectively reduce supply chain costs and accelerate turnaround times. This, in turn, enables us to maintain better control over our supplies. It is important to note that while we emphasise local purchasing, we remain steadfast in upholding high standards of quality and performance. This approach not only contributes to improved environmental performance by minimising distances and reducing carbon footprint but also acts as a catalyst for socio-economic growth within the region. By supporting local businesses, we foster social license to operate, ensuring that our operations align with the needs and aspirations of the communities in which we operate.

(In INR Million)

Company	Monetary Value of Total Suppliers	Monetary Value of Significant Suppliers (Top 10)	Of Significant (Top 10), Monetary Value of Local Suppliers	% of Local Suppliers (within Top 10)
Tech Mahindra Ltd.	42,613	19,213	16,202	84%
Mahindra Logistics Ltd.	1,761	582	537	92%
Mahindra Holidays & Resorts India Ltd	1,180	168	150	90%
Mahindra Susten Pvt. Ltd.	179	147	87	59%

**SUBSIDIARIES &  
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# PRODUCT STEWARDSHIP

As environmental concerns increasingly become urgent, the pursuit of a planet-positive future has become a collective imperative. At Mahindra, product stewardship is at the heart of this endeavour. We believe that every product has a lifecycle—a journey that extends from its inception to its eventual end. With this understanding, we embrace the responsibility to ensure that each step of this journey contributes to the well-being of our planet and future generations. Through comprehensive product stewardship initiatives, we seek to minimise environmental impact, combat climate change, and foster a harmonious relationship between our products and the ecosystems they inhabit.



## ▼ MANAGEMENT APPROACH



Mahindra Businesses provide sustainable solutions to customers and deliver a good buying and user experience. As a federation of companies cutting across diverse sectors and geographies, we uphold federal structure by empowering individual companies and employees with entrepreneurial independence and synergy to create such products in various sectors. Our product stewardship goes beyond just production and sales. It covers the entire life cycle – from the raw materials input and product use to subsequent end-of-life management.

**The key guiding principle of our product stewardship approach is to minimise the impact on people's and the planet's health while maximising the safety, economic, and social impact.**

**SUBSIDIARIES &  
ASSOCIATES**

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TO RISE

ANNEXURES

**NEW DEVELOPMENTS**

Mahindra Businesses design innovative, future-ready, and responsible products while ensuring they are accessible and affordable, helping not only our customers but also other stakeholders to Rise. In F23, Mahindra businesses launched some key new products and service propositions:

**FORMULA E GEN3 CAR REVEALED****Mahindra Racing****PROVIDING SMART SOLUTIONS****Tech Mahindra**

Mahindra Racing, India's only racing team to compete in the ABB FIA Formula E World Championship, revealed the Gen3 Formula E race car at the 9<sup>th</sup> season of the Formula E Championship in Hyderabad. The Mahindra Formula-E and the Mahindra Advanced Design Europe (M.A.D.E.) teams collaborated on the livery of the design of the Gen3 Car, which brings alive the thrill of this exciting sport. The Racing car signifies Mahindra's commitment to continue developing cutting-edge EV technologies and improving the next generation of consumer vehicles in the country.

Tech Mahindra has deployed an intelligent network automation platform – netOps.ai. that automates the e2e network lifecycle, as a first step to accelerate Telefonica Germany's journey to autonomous networks. Tech Mahindra is modernising Telefonica's operations support systems stack. By bringing the power of the netOps.ai platform and Tech Mahindra's deep expertise in leading transformation initiatives, Telefonica will improve network uptime and performance, accelerate incident response, prevent outages, and simplify the NOC operations thereby ensuring significant improvement in operational KPIs such as T2D (Time to Dispatch), MTTR (Mean Time to Repair) and network availability.

Tech Mahindra announced the launch of the End-to-End ESG (Environmental, Social, Governance) portfolio to help businesses achieve their sustainability goals. Through this offering, Tech Mahindra enables businesses to configure, launch, analyse, manage sustainability targets, and helps them achieve ESG goals. Tech Mahindra also supports customers to reduce their current carbon emissions footprint by renovating across operations, supply chains, and processes.

Tech Mahindra launched YANTRAI – a transformational cognitive Artificial Intelligence (AI) solution to enhance and simplify field services. The solution will strengthen the company's BPaaS (Business Process as a Service) portfolio and provide actionable insights to enterprises for better planning and execution of field services. Yantra.ai enhances business agility, simplifies operations, and future-proofs enterprises.

**SUBSIDIARIES &  
ASSOCIATES****REPORT BOUNDARY****COMPANY PROFILE****ECONOMIC PERFORMANCE****PRODUCT STEWARDSHIP****GREENING OUR OPERATIONS****ENABLING STAKEHOLDERS  
TO RISE****ANNEXURES****CLUB MAHINDRA OFFERS MORE FOR TRAVELLERS****Mahindra Holidays & Resorts India Limited (MHRIL)****MOTOR INSURANCE SOLUTIONS****MAKING PRESENCE FELT IN GROCERY VERTICAL**

MHRIL offers quality family holidays primarily through vacation ownership memberships and brings to the industry values such as reliability, trust and customer satisfaction. The company's flagship brand, 'Club Mahindra' has over 281,000 members, who can choose to stay in 125+ resorts in India and abroad. Club Mahindra expanded portfolio in F23.

Club Mahindra announced the launch of a new resort – Club Mahindra Janjehli in the picturesque city of Mandi, Himachal Pradesh. Set amidst the breathtaking natural beauty of snowy peaks and plunging valleys, the resort offers an unparalleled experience of luxury and comfort. The resort is surrounded by local attractions like the Shikari Devi Temple, Kamru-Nag, Parashar Lake, Jalori Pass, and Tattapani.

**Club Mahindra Now In Five New Destinations**

Club Mahindra has contracted inventory from five new destinations, namely, RVR Sarovar Portico, Dindi on the Godavari Riverbank in Andhra Pradesh; Clarks Safari, in Pushkar, Rajasthan; Driftwood Leh, the first one in Ladakh; Polo Towers, Shillong, Meghalaya; and Devka Beach, Daman near Gujarat.

**Mahindra Insurance Brokers Limited (MIBL)**

MIBL announced a partnership with Mad About Wheels (MaW) – India's first brand-agnostic electric mobility and automotive solutions company. Through this strategic partnership, MaW dealers who have been onboarded will now be able to provide comprehensive motor insurance products to customers buying electric two and three-wheeler vehicles. The partnership will give MaW dealers access to various insurance products offered by MIBL's insurance partners. The customers can effectively compare and select an insurance cover that meets their individual and specific requirements.

**Mahindra Logistics Limited (MLL)**

Mahindra Logistics Ltd. (MLL), one of India's largest 3PL solutions providers has established a strong presence in the country with a B2C grocery vertical by launching a new fulfillment centre in Hyderabad. This is the 3<sup>rd</sup> in the city of Hyderabad and 11<sup>th</sup> in the country. The new fulfillment centre will specifically enable quick commerce in the grocery segment with technology at its backbone in driving efficiency. MLL's network is spread across 5 cities (Bangalore, Vizag, Vijayawada, Hyderabad, and Kolkata) and currently serves more than 6 lakh units and 15,000+ stores per day.

**SUBSIDIARIES &  
ASSOCIATES****REPORT BOUNDARY****COMPANY PROFILE****ECONOMIC PERFORMANCE****PRODUCT STEWARDSHIP****GREENING OUR OPERATIONS****ENABLING STAKEHOLDERS  
TO RISE****ANNEXURES****DEVELOPING A GREENER WAREHOUSE****Mahindra Logistics Limited (MLL)**

MLL, an integrated logistics solutions provider, and Ascendas – Firstspace, an industrial real estate developer, announced the setting up of a one million sq. ft. multi-client warehouse park in Talegaon, near Pune, in Maharashtra. The warehouse will be developed as per the MLL's sustainability standards incorporating recycled construction material, liquid discharge management, renewable energy, waste management, and state-of-the-art automation.

**AFFORDABLE HOME LOANS ACROSS KERALA****Mahindra Rural Housing Finance Limited (MRHFL)**

MRHFL, one of the largest home finance companies, serving rural and affordable areas across India and a subsidiary of Mahindra Finance, announced the launch portfolio of housing loans in the affordable housing segments across seven locations in Kerala. Customers can avail both rural and affordable home loans at these locations ranging from INR 50,000 up to INR 50 lakhs. MRHFL has been successfully serving the rural home market for more than 12 years, having serviced over 60,000 home loan customers across Kerala. The company is in expansion mode in the state with its affordable housing offerings.

**TRANSFORMING LAST-MILE CARGO DELIVERY WITH ZOR****Mahindra Electric Mobility Limited (MEML)**

Mahindra Electric Mobility Limited (MEML), part of the Mahindra Group, has launched an all-new cargo electric three-wheeler – Zor Grand. The technologically advanced Zor Grand comes with the NEMO-connected vehicle platform for fleet management and better operational efficiency, as well as an all-digital instrument cluster that shows State of Charge (SoC), range, speedometer, battery health indicator and tell-tale lights.

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TO RISE****ANNEXURES****ENVIRONMENTAL  
IMPACTS**

Every product that is produced comes with an ecological impact. This impact doesn't end at the point of purchase; it continues throughout the product's lifecycle. Our businesses take into consideration the full journey of the product and make conscious decisions to minimise the impact and work towards giving back more than what we take from the earth, to have a positive impact on the planet.

**MAHINDRA EDEN -  
CRAFTING A HEALTHY  
LEAVING****Mahindra Lifespaces**

Mahindra Lifespaces is shaping the urban landscape and providing a means to a better and purpose-driven lifestyle by incorporating sustainable practices, becoming an exemplary real estate company. Mahindra Lifespaces' Eden project contributes to six of the 17 UN Sustainable Development Goals (UN SDG) including Clean Water and Sanitation (SDG 6), Affordable and Clean Energy (SDG 7), Sustainable Cities and Communities (SDG 11), Responsible Consumption and Production (SDG 12), Climate Action (SDG 13), and Life on Land (SDG 15).

**POLLUTION-FREE LAST  
MILE DELIVERY WITH  
TERRAGO****Mahindra Electric Mobility  
Limited (MEML)**

MEML, the electric 3-wheeler company in India, has partnered with Terrago Logistics, a Delhi-based start-up for zero-pollution fleet expansion. Terrago currently has a fleet of 65 Mahindra Treo Zor cargo vehicles deployed with Big Basket, an online grocery major, in three cities; and with Porter, the leading logistics major. In the coming months, Mahindra Electric will supply additional EVs to Terrago. To date, Mahindra has sold over 18,000 Treo 3-wheelers and has over 73% market share in the electric 3-wheeler segment.

**SOCIAL IMPACTS**

Mahindra businesses acknowledge the invaluable contribution of society in providing knowledge, skills, and social license to operate our business. Our unwavering commitment lies in ensuring that our products and services not only align with the diverse needs of our customers but also empower the community to amplify a positive impact on society.

**MAKING ODISHA GREENER  
AND SUSTAINABLE****Mahindra Electric Mobility  
Limited (MEML)**

MEML has delivered 10 Treo electric autos to a Self-Help Group (SHG) under Mission Shakti in Nuapada, Odisha. These SHG groups are an initiative of the Government of Odisha and Mission Shakti for women's empowerment in the transport sector. Beneficiaries are members of SHG Group and the vehicles are funded by the Government of Odisha through DPC with an easy instalment for a 5 years tenure. Mostly, there is no interest on the loan or minimal. MEML dealers ensure that the women are trained to drive the vehicles and also educated on the maintenance as well as do's and don'ts. So far, MEML has been at the forefront of making Odisha greener through its concentrated sustainable efforts.

**CREATING AWARENESS  
ON FINANCIAL LITERACY****Mahindra Finance**

Mahindra Finance launched the 'Money Gyaan se Jeevan Asaan' campaign for awareness of financial literacy in partnership with Credgenics, a leading provider of SaaS (Software as a Service) based collections and debt resolution technology platform. With this association, Mahindra Finance plans to digitally empower retail loan collections. The Credgenics platform will enable streamlining and digitising borrower communications including litigation modules across the loan portfolio. By consolidating capabilities distributed across multiple vendors, the Credgenics platform will reduce the processing time and provide comprehensive tracking and monitoring capabilities at the pincode & village level to the loan teams.

**DRIVING WOMEN TO  
EMPOWERMENT  
THROUGH EDEL****Mahindra Logistics Limited (MLL)**

MLL's last-mile delivery service, eDel became the first company in the country to onboard 236 female drivers to drive the Zor Grand DV+. The vibration & noise-free experience, reliability, & the Total Cost of Ownership are all pivotal points for women to choose EVs. Pairing this with our RISE program, we empower these associates with skills that enable their long-term career development and employment.

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## MARKETING & COMMUNICATIONS

There can't be a business without customers. They are the ones who buy products. If they don't feel confident about the product, they will choose the next best alternative. Marketing and communications build confidence with the customers making it a core aspect of product stewardship. Mahindra businesses transparently promote products to build trust among customers. We make them understand what the brand stands for, product quality, durability, ease of use, after-sales care, and how these products are good for the planet to help them make the right choice. To share these details with our customers, we participate in conclaves, exhibitions, trade fairs, etc.

### SHOWCASING THE RANGE OF EVs

#### Mahindra Electric Mobility Limited (MEML)



#### Pune Alternate Fuel Conclave 2022

Mahindra showcased a wide range of electric vehicles at the Pune Alternate Fuel Conclave including Treo auto, Treo Zor Delivery Van, Treo Tipper variant, eAlfa Mini Tipper variant, and Atom quadricycle – the new age electric urban mobility solution for smart India's last-mile connectivity needs. Atom is designed to appeal to a new India and to change the face of last-mile connectivity. It offers a combination of clean, comfortable, and smart attributes. The conclave was jointly organised by the Maharashtra Industrial Development Corporation, Maharashtra Pollution Control Board and the Mahratta Chamber of Commerce Industries and Agriculture.

### Motoring World Takes Treo Electric for a Spin

Motoring World, an Indian Car and Bike magazine, took Treo Electric for a spin. The reviewer felt Treo offered a fantastic ride experience, the steering was direct, and the three-wheeler didn't get unsettled even on potholed roads or going over speed breakers and bumps. Treo is equipped with 12-inch wheels shod with high-profile tyres to provide maximum comfort for the passengers. The magazine termed Mahindra Treo as a modern electric derivative of the rickshaw and electric auto of the future.

### JOINING HANDS WITH BIGHAAT TO EMPOWER FARMERS

#### Mahindra Insurance Brokers Limited (MIBL)



**MIBL** announced a partnership with BigHaat, India's leading Agri-Digital Platform to offer financial solutions to the informal Agri segment of India's workforce. MIBL will offer health and motor insurance policies under this partnership to BigHaat customers via the BigHaat website and mobile application. This will help promote the Government of India's goal of higher insurance penetration in rural India. Mahindra Insurance Brokers and BigHaat will be delivering health insurance to over 10 million farmers who are on its platform.

## CUSTOMER SATISFACTION

When customers perceive that the value promised by a product or service is effectively delivered, they are more likely to be satisfied with their purchase. Mahindra businesses strive to understand customers' needs and expectations, and then design and develop innovative products or services that not only deliver needs and exceed expectations but also help transform industries and sectors.

### TRANSFORMING INDUSTRIES DIGITALLY

#### Tech Mahindra

##### Transforming the Global Construction and Infrastructure Industry

Tech Mahindra announced a strategic partnership with SoftTech to digitally transform the global construction and infrastructure industry. SoftTech is a provider of advanced digital solutions, and the partnership will combine the technological capabilities of Tech Mahindra and the domain expertise of SoftTech to provide customised solutions and end-to-end digital transformation of business in the industry.

#### Enhancing Customer Offerings Digitally

Tech Mahindra announced a partnership with StarHub to modernising IT operations for consumer facing systems and processes, to simplify user journeys, achieve increased IT operational efficiency, and improve customer experiences. StarHub is a leading homegrown company from Singapore that delivers world-class communications, entertainment, and digital services. Tech Mahindra is assisting StarHub to roll out product offers and business changes quicker, launch a reliable and agile platform to future-proof investments and fast-track innovation based on cloud-native principles.

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The last-mile connectivity landscape of Matheran, a hill station in Maharashtra is going to change for the better. Five Mahindra Treo electric autos have been deployed for last-mile passenger transportation. As part of the pilot project, these Treos will ply between Dasturi Naka and Matheran railway stations. More Treos are expected to join the fleet in the due course of time. This is for the first time in Matheran's history that apart from an electric train, hand-pulled carts and horseback, commuters/tourists get the option of using an e-auto. The Treo, by being an electric vehicle will preserve the ecological balance of Matheran, while providing the users with a viable transportation solution.

**CHARGING UP ELECTRIC MOBILITY WITH AMARA RAJA****Mahindra Electric Mobility Limited (MEML)**

MEML tied up with Amara Raja Batteries Ltd. for EV chargers. The partnership stems from a shared objective to provide a smart, reliable and seamless charging experience to customers. These chargers are custom-made – built, designed and manufactured, by Amara Raja, as per exacting standards set by Mahindra Electric for the Treo range namely Treo Auto, Treo Zor Cargo and Treo Yaari Rickshaw. These chargers will be available across the sales and service network of Mahindra Electric.

**LIVING BY MAHINDRA  
LOGISTICS CODE OF  
CONDUCT****Mahindra Logistics Limited (MLL)**

The Automation & Engineering M&M inbound team and BA Vinsum Aexpress, transport solutions providing company, efficiently handled a critical situation which would have otherwise halted production at the Rudrapur plant resulting in the loss of 200 tractors. A truck transporting Nashik material was missing. Proactive measures taken by both the teams including GPS tracking and collaboration with the RTO, ensured minimal disruption to production. The team's effective communication, problem-solving, and collaboration played a vital role in averting potential losses. Commandable efforts by the entire team and living by the Code Of Conduct of Mahindra Logistics contributed to the initiative's success.

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# **GREENING OUR OPERATIONS**

## **OVERVIEW**

**Mahindra's businesses are pivotal in achieving the Group's goal of carbon neutrality by 2040 and the ambition to become planet positive. Despite being in diverse industries, our businesses have embraced responsibility and are working together to find opportunities amid climate change challenges.**

They implement sustainable practices, adopt innovative technologies, explore alternative energy solutions, invest in research & development to promote environmentally friendly solutions, collaborate and share best practices, identify synergies and leverage each other's strengths to accelerate the transition to a low-carbon economy. By doing this, our businesses are actively contributing to decarbonisation, water rejuvenation, sustainable products, and electric mobility.

## **MANAGEMENT APPROACH**

**For Mahindra, business and planet are in coalition, not in conflict. These two positives – business and planet – add up and give Rise to bigger positives for a sustainable future.**

Mahindra Group follows a robust approach that anchors a sustainability strategy and targets. Our businesses act as crucial building blocks, each making a unique contribution to the sustainability strategy, collectively enhancing the performance of the organisation. A tiered governance structure provides a solid foundation for businesses to aggressively move ahead in their carbon reduction goals. Through initiatives such as Science Based Target initiatives (SBTi), our businesses not only contribute to our carbon neutrality goals but also aggressively identify business opportunities.

Our businesses look at sustainability as a two-pronged business opportunity – expanding in newer markets and reducing the cost of operations through sustainable initiatives, and secondly, making the globe more equitable or leaving the earth cleaner for the next generations of humanity.

Our businesses are making the most of these opportunities and the positives that come with them:

- **Mahindra Logistics Limited:** SBTi validated MLL's target to reduce carbon emissions. The company remains on course to meet the long-term sustainability goal. This achievement of Carbon Reduction Targets has been set in line with the level of reduction needed to limit global warming to 1.5°C, as per the Paris Agreement.
- **Tech Mahindra:** Launched YANTR.AI to enhance and simplify field services. YANTR.AI is a transformational cognitive Artificial Intelligence (AI) solution that aims to enhance and simplify field services. It will further strengthen Tech Mahindra's BPaaS (Business Process as a Service) portfolio and provide actionable insights to enterprises for better planning and execution of field services.
- **MHRIL** – Eight of Mahindra Holidays' resorts are certified green by IGBC Platinum, with the target of certifying all resorts by 2025. MHRIL is also on track to reduce 88% of its greenhouse gas emissions by 2031. The company is also working on regenerative tourism where tourists and visitors leave the destination in a better condition than it was when they arrived. MHRIL is India's first hospitality company that has signed both RE100 (Renewable Energy) and EP100 (Energy Productivity).
- **Mahindra Lifespaces** has secured a double 'A' leadership ranking in corporate transparency and performance on climate change and water security by CDP. The company has paved a unique path as a real estate developer with a 100% green-certified portfolio since 2014.
- **Mahindra Accelo** has undertaken several initiatives to reuse wastewater through recycling by use of bio STP. The company is also conserving water through initiatives such as rainwater harvesting, drip irrigation, and arresting leakages.

**SUBSIDIARIES &  
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Mahindra businesses are moving beyond their own operations. They are taking proactive steps to promote a planet-positive approach throughout their supply chain. By implementing sustainable policies and processes, these businesses are actively engaging with suppliers and vendors to enhance their sustainability practices. Aligned with the Mahindra Group's commitment to environmental management, we strongly emphasise the following aspects:

**Key Highlights****S&P Global**

Tech Mahindra ranked number 1 in the S&P Global Sustainability Yearbook 2023



**Mahindra Last Mile Mobility –**  
Electric three-wheeler company has completed nearly 100 Crore 'clean kilometres'



Mahindra Susten is scaling up renewable energy production with more than 1.6GWp of capacity.



**Mahindra Last Mile Mobility wins Sustainability Award at the 2022 Samurai Awards**

**INVESTMENT IN ENVIRONMENTAL MANAGEMENT**

(In INR million)

Environmental Investment	Amount
STP/ETP Maintenance	32,843
Air Emission Monitoring	2.00
Water Quality & Noise Monitoring	0.707
External Certification of Management Systems	2.18
Renewable Energy Certificates	0.005
Pollution Control	43,788
Waste Disposal/Treatment	1.46
<b>Total Environmental Expenditure</b>	<b>76,637</b>

**Mahindra leverages and invests in technology to nurture the environment. In the reporting period, collectively INR 76,637 million was spent towards environment protection.**

**Calculating Specific Consumption**

Specific consumption calculations act as the compass, leading to more efficient and responsible use of resources. Mahindra businesses measure their specific consumption to enhance environmental and business performance to achieve more with fewer resources. They assess environmental performance both absolutely and specifically, with specific consumption calculated by dividing absolute consumption by a relevant denominator based on the nature of the business. For example, manufacturing units use the number of units produced as the denominator, while service-based businesses use metrics such as the number of employees or units of services offered.

\*For details of the denominators, please refer to the tables in the Annexure section of Subsidiaries.

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Air quality impacts health of humans, plants and animals. It poses serious health risks in humans, impact crop yields by hampering growth and productivity of plants, and adversely affects ecological balance harming animals. Hence, clean and healthy air is crucial for overall health and sustainability of the planet. Mahindra businesses continue to monitor the quality of air and take actions to reduce the air pollution. Our Group companies monitor pollutants like Particulate Matter (PM10, PM2.5), Sulphur Oxides and Nitrogen Oxides in line with the National Ambient Air Quality Standards (NAAQS 2009).



**Mahindra businesses are committed to proactively comply with all statutory norms and regulations in the respective states or countries where they operate.**

**DECARBONISING BUSINESSES**

Decarbonising business is the pathway to achieve Mahindra Group's carbon-neutrality goal. It helps reduce eliminating carbon dioxide (CO<sub>2</sub>) emissions, which is the primary greenhouse gas responsible for climate change. Mahindra businesses are on an accelerated path to a sustainable, low-carbon business to reduce environmental footprint across operations through use of carbon-free energy sources, improvements in energy efficiency, and implementing sustainable practices across all sectors to decarbonise operations.

Our businesses also invest in development and deployment of renewable energy technologies and infrastructure, and follow circular economy approach like product design for circularity, extended producer responsibility, and closed-loop systems.

**Key Highlights**

- Tech Mahindra launches end-to-end ESG offerings to accelerate sustainable transformation of enterprises globally.



- Carbon Neutral by 2040 15 Group companies have approved carbon neutrality plans, and implementation plans are being prepared for all companies. This paves the way for achieving carbon neutrality, encompassing budgeting and innovation aspects.



- Science Based Targets (SBT) Mahindra Group companies, driven by international climate change conventions and their own values, are committed to a greener future. The adoption of emission and carbon footprint reduction targets under the SBT framework is a testament to their on-going fight against climate change.



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## Climate Responsive Design Approach to Net Zero buildings | Mahindra Lifespaces

**Challenge**

Buildings and construction sectors combined are responsible for 36% of global energy consumption and nearly 40% of total direct and indirect CO<sub>2</sub> emissions. Mahindra Lifespaces, a pioneer in developing green homes in India is committed to build all new developments as Net-Zero by 2030. While we have a 100% green portfolio since 2014, effective factoring of passive design interventions was a challenge since sustainability inputs came in post design finalisation.

**Action**

To address this challenge, Mahindra Lifespaces adopted climate responsive design (CRD) as the foundational step towards net-zero buildings. CRD focused on sustainability factors at the concept stage like building orientation, shading, building envelope, and wall-window ratio to minimise energy requirements, make systems and operations efficient, and use of renewable energy.

We sought technical support on CRD from GKSPL under the aegis of Building Energy Efficiency Project (BEEP) which is a joint initiative of Ministry of Power and Swiss Development Cooperation.

**Outcomes**

The outcomes of project were as follows:

**Happiest Kalyan 1**

- 16% reduction in cooling energy
- ~11% reduction in overall energy use in apartments

**Happiest Kalyan 2**

- 40% energy savings
- Negligible cost increase
- Maintenance cost saving of INR 3.5 lakh/ yr @ INR 10 / kWh
- Up to 70% reduction in discomfort from heat gain from roof
- INR ~49 Lakh/year Electricity Cost Saving

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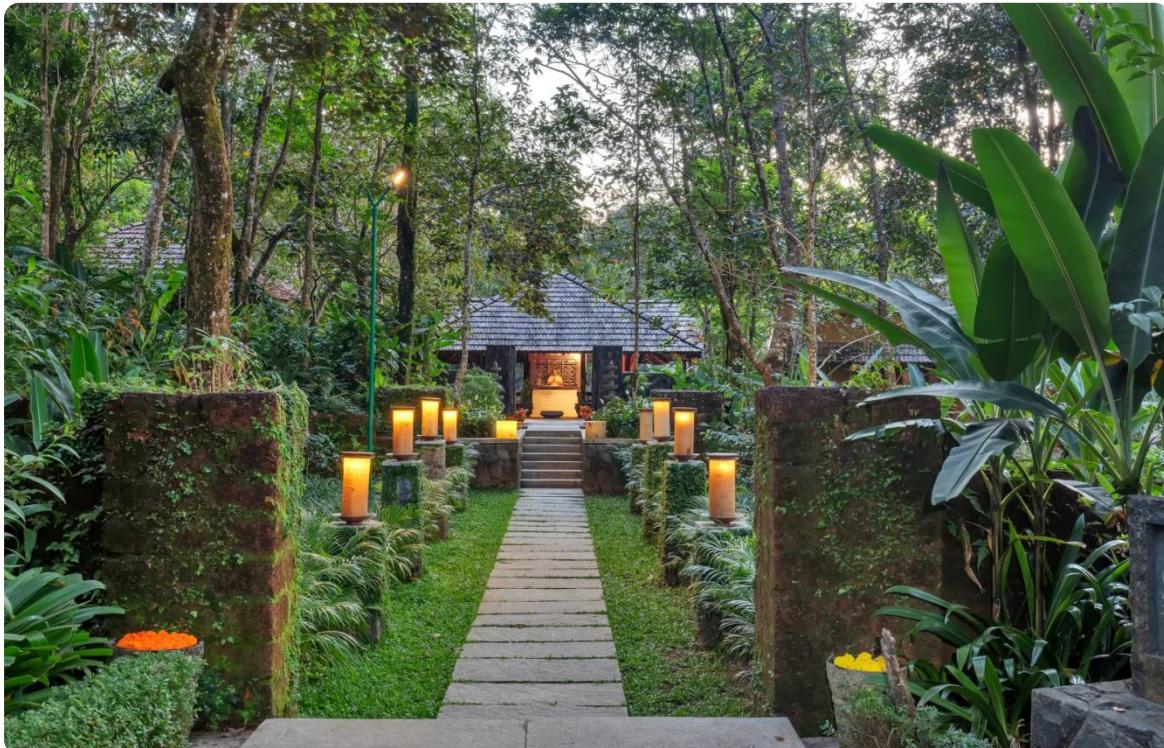
## GREENING OUR OPERATIONS

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## CASE STUDY

## Harnessing Solar Power at Club Mahindra Madikeri | MHRIL

**Challenge**

Club Mahindra resort located in Madikeri faced challenges associated with high consumption of purchased electricity from the grid. This not only led to increased GHG emissions but also resulted in higher operational costs.

**Action**

To address these issues, Mahindra Holidays & Resorts India Limited (MHRIL) implemented a 298-KWh solar rooftop photovoltaic plant at the resort. Additionally, a solar carport was also developed in the resort's car parking area to further utilise solar energy and minimise the carbon footprint.

**Outcomes**

**Solar installation helped reduce reliance on grid electricity and promote sustainable practices, lowered GHG emissions and reduced the operating cost of the resort.**



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## CASE STUDY

# Developing Green Infrastructure | MLL

**Challenge**

Being a 3<sup>rd</sup> party logistics (3PL) solutions provider, MLL requires infrastructure for warehousing and workspaces for business. In order to mitigate the impact that these facilities may have on the environment; the company wanted to develop greener facilities.

**Action**

MLL built green infrastructure including an IGBC Gold rated Green Building at Jogeshwari HO office in Mumbai. The Built-to-Suite (BTS) facility at Chakan, Pune is a Net-Zero building with a 150-kWp solar PV setup and is undergoing IGBC certification. It also features EV charging facilities to promote electric vehicle usage among employees. Significant investments were made to incorporate energy efficiency measures across major facilities, emphasising commitment to sustainability.

**Outcomes**

**Initiative led to positive outcomes in qualitative, quantitative and deployment aspects.**

**Quantitative Benefits**

- Net-Zero facility
- Polycarbonate roofing for natural light saved 34% electricity
- Solar PV generated 21,748 kWh energy
- Saved 75,000 kWh of energy, equivalent to 69 tons of CO<sub>2</sub>
- Alternative lights reduced night-time warehouse electricity consumption by 30%

**Qualitative Benefits**

- Improved brand image
- Leverage over peers for getting business

**Scalability / horizontal deployment**

- All new warehouses to be green certified
- Luhari warehouse in New Delhi is IGBC Platinum rated
- BTS facility in Nashik emphasises renewable energy, resource conservation, and green cover
- Energy and resource efficiency measures implemented across all facilities

\*For GHG emissions data, please refer to the tables in the Annexure section of Subsidiaries.



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TO RISE****ANNEXURES****ENERGY**

The use of fossil fuel based energy results in greenhouse gas (GHG) emissions, which contribute to global warming and climate change. In the current climate context, it is imperative to focus on reducing energy consumption, conserving energy, and increasing the integration of renewable energy sources in the overall energy mix to be planet positive.

This approach is not only beneficial for the environment but also advantageous for businesses' financial well-being. By reducing energy usage, businesses can achieve cost savings, enhance their competitive edge, improve their reputation, actively contribute to global Sustainable Development Goals (SDGs), and a more sustainable future.

Mahindra businesses have a two-pronged approach to energy – increasing energy productivity and using renewable energy. For increasing energy productivity, businesses take initiatives such as business process re-engineering to reduce energy requirements; heat recovery projects to reuse waste heat; and energy-efficient lighting to reduce power use. The businesses contribute to cleaner energy by adopting solar and inspiring other companies to increase the use of renewables through various solutions. All the Group companies are taking steps to make their processes energy-efficient with many initiatives designed to be in line with the Group's commitments.

**CASE STUDY****Conserving Energy | Mahindra Finance****Challenge**

Mahindra Finance is one of India's leading non-banking finance companies with 1,386 offices pan India. These offices consume electricity leading to GHG emissions. The company wanted to curb emissions due to power use but had limited options when it came to setting up solar rooftops at the branch level.

**Action**

Mahindra Finance procured energy-efficient equipment like BLDC fans, LED lights, Solar panels for UPS batteries and 5-star inverter split AC. The company installed an 82-kVA solar panel system at 27 branches, replaced conventional fans with energy efficient 35-watt BLDC fans at 15 branches ( 75 no.), and 40-watt conventional tube lights with 20-watt LED lights across 884 branches. They also replaced old 3-star fixed-speed ACs with 5-star inverter split AC at 24 branches.

**Outcomes**

The initiative had a significant outcome on energy saving.

Projects	No. of branches	No. of Assets	UOM	Total	Saving (KWh)
AC replacement (3star to 5 star)	24	137	TR	194.5	15,133
Solar panel installation (for UPS batteries)	27	27	KVA	82	85,280
LED replacement	884	10,597.5	No.	10,597.5	150,048
BLDC fan installation	15	75	No.	75	2,730
					<b>253,191</b>

\*For Energy performance data, please refer to the tables in the Annexure section of Subsidiaries.

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ASSOCIATES****REPORT BOUNDARY****COMPANY PROFILE****ECONOMIC PERFORMANCE****PRODUCT STEWARDSHIP****GREENING OUR OPERATIONS****ENABLING STAKEHOLDERS  
TO RISE****ANNEXURES****WATER**

Positive thoughts lead to positive actions. Mahindra Group strives to achieve water positivity by harnessing more water than it consumes. With a collective commitment towards water conservation and rejuvenation, all our businesses align with this goal. Implementing a comprehensive water approach, our businesses undertook various initiatives to conserve and replenish water sources. In F23, some of the key initiatives across businesses to address water sustainability include:

**Other Initiatives****TechM**

- Installed Flow Aerator for reduction of water consumption
- Water flow restrictor in wash basin taps
- The above two initiatives led to savings of ~22,600 KL.

**MHRIL**

Club Mahindra Madikeri constructed a rainwater capturing tank and recharge pit instead of using high quantities of borewell water. The initiative helped to reduce the consumption of borewell water, and use rainwater for other uses like gardening, flushing, etc.

*\*For water performance data,  
please refer to the tables in the Annexure  
section of Subsidiaries.*

**CASE STUDY****PROJECT PANI: A PEBBLE  
THAT CAUSED RIPPLES  
OF POSITIVE CHANGE -  
SWARAJ TRACTORS****Challenge**

There are numerous traditional community ponds in Rajasthan. These water bodies served as the hub of Rajputana's culture, politics and civil society. Neglected traditional water bodies in Rajasthan held cultural significance but fell into decay due to a lack of preservation means.

**Action**

Swaraj Tractors launched "Project Pani" in 2020, partnering with Sarv Mangal Gramin Vikas Sansthan NGO, to renovate and conserve mud ponds. Actions included widening canals, desilting and deepening ponds, building structures, and creating smaller ponds. The pond renovation project alone has doubled the 'water holding capacity', leading to the creation of 36 lakh cubic metres (CUM) 'water potential.' In the last two years, the project renovated nearly a dozen traditional ponds (in Masuda and Bhinai), recharged over 75 old wells and increased the water table in 245-odd open wells in water catchment zones.

**Outcomes**

- Renovation of ten ponds met irrigation needs for 10 villages
- Farming acreage increased to over 3,350 hectares
- Year-long availability of drinking water ensured for over 15,000 people and 16,000 livestock
- Formation of 60 'women's water groups' to address water-use and governance issues
- Expansion of 'Project Pani' to water-stressed regions of Punjab by Swaraj Tractors

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TO RISE****ANNEXURES****MATERIALS****Mahindra businesses are aligned with the Group's philosophy of 'doing more from with less'.**

Our businesses select the optimum material, and then minimise the usage of materials for operations and subsequent modification to transform them into a finished good. The waste is also recycled to minimise the amount of material used.

**WASTE**

Mahindra Group creates value out of waste. Our businesses identify, evaluate, and manage waste responsibly by reusing, recycling waste, and supporting other businesses and industries to do the same for a positive impact on the environment and the financial bottom line.

**Initiatives****GIVING NEW LIFE TO SCRAPS  
Mahindra Susten**

During the construction of solar projects, a significant amount of waste is generated, posing a challenge for proper disposal due to the absence of local expertise and limited vendor access. Mahindra Susten, a leading renewable energy company, initiated a project aimed at utilising waste from solar construction innovatively and sustainably, with a focus on giving back to the communities. The project yielded remarkable outcomes, addressing both environmental and social aspects:

**Waste Management and Reuse**

- 12 tons of scrap materials were successfully reused, diverting them from landfills
- The project actively contributed to waste reduction and conservation

**Community Engagement**

- Through the project, 11 playscapes were created, providing recreational spaces for children
- Approximately 4 tons of additional waste were collected, further contributing to waste management efforts

**Social Impact**

- Over 2.7K school bags were distributed to students, benefiting them and supporting their education
- The project positively impacted the local community, creating a sustainable and inclusive environment
- More than 10K children and community members were beneficiaries of the initiative

**Emission Reduction**

- By effectively reusing scrap materials, the project helped avoid emissions that would have resulted from their disposal, promoting a cleaner environment.

**BRINGING CIRCULARITY IN CONSTRUCTION****Mahindra Lifespaces**

To overcome logistical challenges during the construction of phase 1 of the Homeground project office, Mahindra Happinest integrated circularity in construction. The old office at Tathawade was demolished, and instead of disposing of the materials, they were creatively repurposed. Reusable materials such as steel and furniture were salvaged and utilised in the construction of a new project office at Homeground. This innovative approach not only addressed the logistics constraints but also minimised waste and showcased a commitment to sustainability.

**WASTE TO ENERGY: GENERATING BIOGAS THROUGH FOOD WASTE MHRIL**

Club Mahindra Madikeri turned waste into a valuable resource by installing a bio-digester on-site. Instead of sending food waste to a vendor, they now generate 10 kg of biogas every day from the bio-digester. This innovation not only reduced waste but also saved 790 rupees per day in LPG costs.



\*For waste performance data, please refer to the tables in the Annexure section of Subsidiaries.

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## GREEN SUPPLY CHAIN

In today's interconnected business landscape, the impact of disruption in one area can reverberate throughout the entire ecosystem. Recognising this, our businesses are dedicated to building resilient and responsible supply chains that can withstand multiple risks. Aligned with our goal of achieving carbon neutrality by 2040, our initiatives focus on strengthening and greening our supply chains while prioritising the needs of our customers.

Mahindra businesses actively engage with, assess, and manage suppliers and dealers to ensure sustainability practices are embedded throughout the supply chain. Encouraging green initiatives and promoting agility and efficiency, our group companies proactively collaborate with suppliers to drive positive change. In FY23, we took some key initiatives to foster a greener and more sustainable supply chain.

### CASE STUDY

## eDel- An electric ecosystem for last-mile delivery | MLL



### Challenge

Mahindra Logistics Limited is one of India's leading third-party (3PL) solutions providers. Being in the logistics industry, the company had a significant impact on the environment, particularly in terms of GHG emissions. The company contributed to Scope 3 emissions through the use of ICE vehicles for last-mile delivery.

### Action

To reduce emissions, the company recognised the importance of direct carbon avoidance and implemented measures to prevent or reduce the release of CO<sub>2</sub> and other greenhouse gases into the atmosphere. As part of this initiative, MLL introduced 3-wheel electric vehicles (EVs) as a competitive alternative to traditional 4-wheel ICE vehicles, aiming to directly avoid GHG emissions associated with conventional vehicles. To support the adoption of electric vehicles, the company has established a charging infrastructure, ensuring convenient and efficient charging for smooth delivery operations. This infrastructure promotes sustainable delivery practices across various industries.



### Outcomes

#### Quantitative Benefits

- Top of mind re-call due to strong brand presence
- First mover advantage creating leverage to gain market share
- Creation of a new form factor of 3-Wheelers bringing nimbleness and agility to operations

#### Qualitative Benefits

13+ million clean km | 1200+ EVs  
70+ charging hubs | 15+ cities  
2,700+ tons of GHG emissions saved

#### Scalability / horizontal deployment

- The whole of the last mile delivery fleet can be comprised of EVs (100% scalability)
- EVs can also be deployed in other business sectors like mobility, which is in progress
- EVs for the long haul will be possible shortly as the form factors involved need time to evolve along with infrastructure

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## **BIODIVERSITY**

Biodiversity loss is a direct business risk. On the other hand, integrating biodiversity offers a wide range of business opportunities, including the development of new business models, innovative products and services, and stronger relationships with stakeholders.

**Mahindra businesses are actively expanding their efforts in biodiversity conservation to mitigate risks and seize these opportunities, making a positive and sustainable impact on the planet.**

One such initiative is the Hariyali project. Mahindra Group is committed to adding 1 million trees annually through this project. So far, more than 20 million trees have been planted under the project. In F23, the group planted 2.21 million trees to improve India's green cover and protect the country's biodiversity, address climate change issues, support livelihood opportunities and encourage better socio-economic benefits. Apart from contributing to the Hariyali project, each of Mahindra's subsidiaries continues to take up various initiatives in F23.

### **CASE STUDY**

## **Greening the Development Projects at the Design Stage | Mahindra Lifespaces**



### **Challenge**

The fast-paced urbanisation coupled with poor land planning and lack of environmental impact assessments, leads to the loss of natural ecosystems and extinction of species. The built environment sector is responsible for nearly 30% of biodiversity loss globally. The challenge before Mahindra Lifespaces was to develop projects which have a positive impact on the ecosystems and the well-being of people.

### **Action**

As a responsible real estate developer with a 100% green-certified portfolio since 2014, Mahindra Lifespaces integrated biodiversity protection and enhancement at the design stage into Mahindra Eden project in Bengaluru. Mahindra Eden is India's first Net-Zero Energy home development project. For preserving the ecological integrity of the area, flora and fauna in the area were observed.

There were 108 species of plants belonging to 47 families, 25+ species of birds and butterflies, 5+ species of herpetofauna, 2 species of mammals, and an ecologically important water body.

The company followed sustainable construction management practices to minimise biodiversity disturbance on site. No construction was allowed in designated zones, while green areas were fenced off. Strategies were in place to reduce air, noise, and light pollution to preserve site biodiversity. These efforts highlight a holistic approach to biodiversity conservation and carbon offset at the design stage, ensuring a sustainable and thriving ecosystem. These initiatives led to:

### **Outcomes**

- 173 flora and fauna species at the site were protected & enhanced through butterfly garden, organic garden, bird baths, bird boxes, native species, and bridges/burrows for animals
- 342 native trees ensure balance of the habitat
- 108 existing native trees transplanted
- As per SEIAA 1:10 ratio is maintained for tree cutting
- 900 new trees planted for 90 trees cut
- 1,971 tCO<sub>2</sub>e sequestered



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# ENSURING EMPLOYEE HEALTH, SAFETY & WELL-BEING

## OVERVIEW



The Mahindra federation of companies has always been committed to progressive policies. Taking the lead in advancing the health, safety, and overall well-being of our people, at Mahindra, we aim to 'Rise for a more equal world' by raising equality for all our employees. For only when we empower others to rise alongside us do we achieve lasting progress. Our people are our greatest asset, overcoming challenges through their resilience and propelling transformations that contribute to both our business success and societal progress.

Integral to the success of an organisation is the health, well-being, safety and development of all employees. Placing employee well-being at the forefront, all Mahindra subsidiaries uphold the guiding principles and values of the Mahindra Group. By prioritising their people, Mahindra subsidiaries foster a positive and healthy workplace through progressive HR policies and talent management processes and initiatives. Going beyond attracting and recruiting top talent, these initiatives also focus on nurturing, motivating, recognising, and continuously upskilling employees, ensuring their growth and success within the organisation.

### Great Place to Work®

4 Mahindra subsidiaries were recognised amongst 'India's Best Workplaces For 2023' by Great Place to Work®. We take great pride in these recognitions, as they affirm our commitment to create an organisation that prioritises the employee well-being as a part of fostering a high-performance culture.



**Mahindra Accelo** ranked in the Top 25 – **India's Best Workplaces in Manufacturing 2023** by the Great Place to Work® Institute. It was also recognised for being among **India's Best Workplaces for 'Building a Culture of Innovation for All' 2023**.



**Mahindra Logistics** awarded the **Great Place to Work Certification 2023** for exceptional work in developing employee engagement and people practices.



**Mahindra Finance** has been awarded **India's Best Workplaces™ in BFSI 2023** by the Great Place to Work® Institute, recognised 5 times in a row.

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**Tech Mahindra recognised as the 'Most Preferred Workplace 2022' by Marksmen Daily in association with India Today.**

**Tech Mahindra Included in Bloomberg Gender-Equality Index (GEI) for 4<sup>th</sup> Consecutive Year.** The Bloomberg GEI brings transparency to gender-related practices and policies at publicly listed companies and increases the depth and breadth of Environmental, Social, and Governance (ESG) data available to investors. Tech Mahindra is amongst the 8 Indian organisations to be included in 2023 Bloomberg's Gender Equality Index (GEI).



**Mahindra Accelo wins accolades at Asian Leadership Awards.** Mahindra Accelo awarded the 'Best Advance in Employee Engagement, Best Innovation in Brand Management & CSR for Women Empowerment' at Asian Leadership Awards.

## ► MANAGEMENT APPROACH

Ensuring a nurturing workspace begins by listening to employees and understanding their needs. To achieve this, The Mahindra Group and its subsidiaries work towards holistic employee development that exceeds employee expectations. Aligned with the Mahindra Group's vision and mission, all Mahindra subsidiaries ensure due diligence in labour practices, human rights, and diversity & inclusion.

We strictly adhere to all the labour legislations and do not tolerate discrimination in any form; all of which is highlighted in our policies and communicated to all employees on a regular basis. At the Mahindra Group of Companies, we champion the highest standards of ethical conduct and behaviour and ensure that everyone associated with us is treated with utmost respect and dignity. We have zero tolerance for any action that violates human rights.

Diversity and inclusion are deeply embedded in our policies and processes at the Mahindra Group. In line with this, all Mahindra subsidiaries initiate multiple projects that allow every employee to reach their highest potential and foster a profound sense of belonging and ownership towards their work.

## ► POLICIES

All our subsidiaries abide by a well-structured framework, devised by the central HR Council at the Mahindra Group to ensure seamless policy implementation. The Council is led by business sector HR heads who oversee all aspects related to labour practices.

The HR policy ensures dignity and equal opportunities for all employees by aiding in:

- Mapping skills and opportunities of our employees to facilitate resource planning that results in enhanced job satisfaction
- Setting high standards of employee behaviour and ensuring dignity of each employee, regardless of their seniority or position in the hierarchy
- Garnering valuable employee feedback through employee relations initiatives and periodic employee surveys

We also maintain an employee relations policy that emphasises building employee-centric practices while encouraging transparent communication. The objectives of the policy include:

- Achieving organisational goals with active involvement of employees
- Focussing on attracting, retaining and nurturing people with relevant skill sets and competencies
- Creating a mutually beneficial and productive industrial climate
- Managing employees fairly and transparently

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## DIVERSITY & INCLUSION

At Mahindra, diversity is an integral part of doing business. As an equal-opportunity employer, we have devised people practices that promote inclusion across the organisation. Our policies are specifically designed to align with the expectations of our stakeholders, which include expanding flexible working options and attracting talent from different cross-sections of our society. This helps us build a diverse workforce and create an open, stimulating, and supportive workplace.

**KEY INITIATIVES****Tech Mahindra****Intentionally Diverse and Globally Inclusive**

At Tech Mahindra, we focus on being an 'Intentionally Diverse and Globally Inclusive' organisation. We promote inclusiveness and focus our D&I efforts in the areas of gender, generation, differently-abled, LGBTQ+, culture, and nationalities. We acknowledge and appreciate differences based on age, ethnicity, race, lifestyle, and other social aspects. Through a series of programmes, policies, and initiatives, we work to embed and ensure diversity and inclusion.

Our diverse range of Employee Benefits are tailored to prioritise flexibility and the well-being of our employees at different stages of their lives. These benefits encompass various provisions, including the Work From Home policy, Bereavement Leave, Advance Leave, Parental Care Leave, Flexi Work Arrangement, Life Insurance, Travel Insurance, Health Care & Insurance, Accident Insurance Coverage, Lease Breakage & Repatriation Allowance, Retirement Plan, Salary Advance, Relocation support, Communication Expense Reimbursements, and Extended Family Support.

**Mahindra Accelo**

Fostering an environment of inclusion and empowerment, Mahindra Accelo focusses on developing the unique strengths that each individual brings to the table. Our safe and inclusive workplace culture attracts and retains a diverse talent pool and enables us to strengthen the impact of our D&I practices. To build a culture of inclusion, equity, and empowerment, we have put in place a D&I council that works

on multiple projects to achieve the same. Additionally, the Accelo Women's Council focusses on enhancing gender equality while the Young Accelo Council gathers insights from employees belonging to different generations.

Through our initiative 'Break the Bias', we focus on understanding prejudices and addressing unconscious biases such as learned assumptions, beliefs and attitude. A women employees' support network, Super Women @ Accelo Group (SWAG), focusses on empowering women to network, prioritise their well-being and enhance their knowledge. Various learning sessions under SWAG have been organised, often these sessions are open to not only women employees but also women from employees' families.

**Mahindra Logistics**

Mahindra Logistics Ltd. (MLL) focusses on building an inclusive workplace culture to foster trust among its employees. The Company emphasises diversity in its hiring process including in its operation sites. Through tangible policies, Mahindra Logistics has achieved a diversity ratio of over 15% across all sites, with its operations at Nashik and Kandivali having the highest diversity at 60% and 52% respectively. This acceptance of gender diversity has led to a de-genderisation of roles that resulted in the creation of a 12-person all-women team at Chakan warehouse in Pune. This team's success has inspired MLL to hire more women across its warehouses in India.

**Mahindra Finance****Care for Women**

To support our women employees, we work to propel their career progression. We have established several policies for women with an aim to facilitate safety, comfort, convenience, and financial support at critical milestones. These policies include maternity travel reimbursement, maternity hybrid working, air travel for all women, upgraded hotel entitlements to ensure safe and convenient accommodation, additional support for maternity expense, creche/nanny expense allowance, cab travel for women in odd hours outside base location, cab reimbursement for female colleagues late working hours, performance appraisal norms for employees on maternity leave and the women affinity group 'Mahindra - World of Women' (MWOW). Through MWOW, our woman employees drive positive change for themselves by sharing and connecting with each other and through learning sessions on various topics related to leadership and investment.

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### **Mahindra Finance recognised as the 'Happiest Workplace for Women' at India Today – RPG Happiness At Workplace Summit & Awards.**

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**ANNEXURES****Focussed Diversity Hiring**

With an aim to increase women representation, Mahindra Finance through targeted recruitment achieved a 16% increase in women representation during F23. To achieve this, we have implemented various initiatives, including identifying 'Women Friendly' roles and safe branches for hiring women. Additionally, we have conducted special hiring drives for women, such as Mission 300 and identified other women-friendly roles in back office, cashier positions, and Dealer Sales Associate (DSA) roles. To bolster these efforts, we have partnered with diversity hiring specialists to expedite the hiring process for women candidates.

**Sensitization Training Module  
for People Managers**

Recognising the crucial role of people managers in driving cultural change and fostering an inclusive employee experience, we have introduced a D&I Sensitization module for all our people managers (L80 to L5M).



**Through the digital module,  
employees spent**

**353,000+  
training hours**  
on understanding diversity  
and inclusion.

**PRIORITISING HEALTH & SAFETY**

Employee health, safety, and well-being is a non-negotiable commitment for every organisation. Good health and a safe workplace are essential for employee productivity and morale. Through detailed Occupational Health and Safety (OHS) policies all Mahindra subsidiaries have incorporated safety measures into key business activities.

Our stringent safety procedures are regularly updated to align with technological advancements, thereby fostering an environment that promotes the holistic development of our employees. We emphasise various safety aspects, including safe working practices, behaviour-based safety essentials, basic safety training and health and fitness activities.

**Safety Dashboard**

Subsidiary	Fatalities	Lost day rate (%)	Lost time rate (%)
MMFSL	0	1.74	0.001
MRHFL	0	0.14	0.35
MIBL	0	32.92	0.026
TechM	0	Nil	Nil
MLD	2	0	0
MLL	0	0	0

**KEY INITIATIVES****Mahindra Accelo****Care on Call**

Mahindra Accelo reinforces employee well-being through the implementation of 'Care on Call' – a professional counselling service offered externally. The Accelo family, including employees and their loved ones, can avail themselves of this confidential support system to address their concerns.

**Mahindra Finance****Defensive Driving Orientation Programme**

4,000 field team members were trained through the programme. This resulted in increased awareness of speed and traffic control measures, leading to a gradual decrease in road incidents. The programme received positive feedback from the operation team and beneficiaries and will be replicated in other FSS entities.

**Installation of Heating Panel**

Ensured safer workspace by installing heating panels in regions of extreme cold weather (below 0°C) like Leh and Kargil. This has increased office temperatures beyond 10 degrees Celsius, leading to improved productivity. 100 heating panels were installed in 8 offices to achieve the desired temperature increase. The programme will now be replicated in other branches facing similar conditions.

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**ANNEXURES****Tech Mahindra****People Care Manager Programme**

We provide managers with training opportunities in collaboration with Emotional & Mental Wellness experts. This initiative aims to foster the growth of effective team leaders, cultivate a positive work environment, and create teams with high emotional resilience. The training sessions cover diverse themes such as adopting empathetic leadership, addressing biases in remote work setups, curbing stress levels within teams, and managing productivity.

**Mind Plan**

Implemented the mental health initiative wherein mental well-being tips are shared via various internal platforms on a daily basis to make mental health a daily habit.

**Emotional Wellness Self-Assessment Tool**

A special tool that helps gauge stress levels in an employee, understand critical areas of improvement and connect with a counsellor.

**Financial Independence Awareness Programme**

To help our associates manage their personal finances better, we provide access to monthly aids & financial calculators and organise webinars with experts in personal finance, including special programmes targeted at women.

**Mahindra Logistics****Safety Drive at Mahindra Logistics**

During F23, we organised annual events for safety, such as the National Road Safety Week, National Safety Week, and Driver's Day to enhance safety awareness among employees. We also ensure taking the 'Safety Pledge' before commencing work at location. Bimonthly Monthly Safety Themes are rolled out across all locations to strengthen the safety culture among the team.

**Safety Trainings**

To integrate safe practices into work routines of our employees, we organise several safety training sessions such as Defensive Drivers Training, Road Safety Awareness, Fire Safety Drills, Emergency Mock Drills, Material Handling Training, Rack Safety Protocols, External First Aider training, Fire Fighting Techniques, and MHE-Operator Training.

**L.I.F.E. – Life Impacting Injuries and Fatalities Elimination Initiative**

Our key safety initiative driven by 12 safety standards, it enlists the involvement of our Safety Committee Lead, Business Vertical Heads, Safety Officers, and Site Managers at 70 MLL sites across India.

**Safety – The Digital Initiative**

Various digital initiatives to enhance safety were organised using AR/VR technology in F23. For instance, the M-Safe and BI Dashboard for safety lead and lag indicators reporting. During the year, we also launched our AR/VR Material Handling Equipment (MHE's) Safety Training Module for awareness and basic knowledge on Forklift Safety and Material Handling Safety, among others.

**Mahindra Lifespaces****Putting Safety First**

- Monthly OH&S performance update are circulated to all projects and locations
- Functional induction to all new employees covering safety to ensure that new employees are made aware on MLNL OH&S management policies, systems and processes
- Implementation of 'Monsoon preparedness and action plan' across all projects
- Providing all our construction workers & their families a safety net against shocks, health and tool kit benefits by collaboration with Jan Sahas, an NGO under its flagship programme Migrants Resilience Collaborative (MRC)

**Safety Awards & Recognition**

To motivate and encourage the best performers in building a 'Safety Culture', awards and recognition such as 'Best Safety Conscious Project' and 'Best Safety Ambassador' have been curated.

**Safety Observation Tour (SOT)**

Executed by project heads and teams where observations are shared in the written form on the SOT board and the responsible members update the compliance status against the observations captured.

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## TALENT MANAGEMENT



Across every Mahindra business, talent management goes beyond attracting the best talent in the industry. Our approach focusses on investing in the development, promotion, nurturing, and retention of talent. We ensure our employees have access to multiple learning opportunities to enhance their skills, reinforce their learning, foster their creativity, and ignite their passion.

Our people are our assets, and we invest in them through well-integrated growth strategies. All Mahindra subsidiaries contribute to the Mahindra Group's goal of being one of the top companies to work with, by introducing initiatives, projects and progressive policies that facilitate an employee's holistic development.

*Note: For an in-depth view of our strategic implementation structure and how it leverages individual and team strength at Group level, please refer to the Ensuring Employee Health, Safety & Well-being Chapter of this report pg. 91*

**KEY INITIATIVES****Tech Mahindra****NAD-Learn**

The platform provides interactive, on-demand, contextual and hyper-personalised upskilling of associates in self-service mode. It helps develop Full-Stack/Multiskilled professionals. The platform recommends relevant career paths and 1,800+ SKUs (Skill Knowledge Units) to associates.

**Customised Learning Programmes**

We provide training avenues keeping in mind business requirements based on project/ customer needs to facilitate delivery in an efficient, economic and timely manner.

**Proactively Creating a Future-ready Workforce**

- Upskilling associates across 15+ competencies expected to drive skills demand in the future
- Learning Academies, Centres of Excellences and Finishing Schools with courses designed for super specialisation programmes
- Through Partner Ecosystem, we leverage learning vendors and alliances to ensure a worldclass learning experience

**Mahindra Accelo****Hire, Inspire, Engage**

To ensure we acquire the talent needed for our planned expansions, our Talent Acquisition Strategy looks at multiple avenues of accessing talent such as Lateral Hiring, University Recruitment, Internship Programme, Diversity Hiring, GMC Programme, recruitment through Job Boards and Employee Referral. The strategy also focusses on Candidate Experience where we aim to create good to great experiences, irrespective of the end results. Our employee-first approach is devised to develop future-ready leaders.

**Agile Onboarding**

For new recruits we have put in place an Agile Onboarding process that includes virtual meets with fun interaction through games and a new recruit welcome kit that includes all details on Brand Construct, Brand Charter and Brand Truths.

**Mahindra Logistics****iCoach**

Mahindra Logistics has established the platform iCoach to propel personal performance and driving positive organisational change through talent development via internal coaching. This process involves identifying internal coaches and conducting capability-building sessions to enhance their coaching skills.

**Competency Mapping**

To facilitate seamless knowledge and skill upgradation and effectively translate potential into functional abilities, Mahindra Logistics has established a Functional Competency framework. This framework enables us to map roles to specific competencies within a competency matrix.

**Assessment Centres**

In our pursuit of identifying and nurturing leaders, at Mahindra Logistics, we evaluate employees based on a leadership competency framework. Subsequently, we conduct gap assessments to determine areas for capability-building. Finally, we focus on capability development, by leveraging strengths or addressing specific needs identified through career conversations and feedback processes.

**Succession Readiness**

The primary objective of this initiative is to map talent for critical positions and establish a clear succession roadmap through talent reviews conducted by the Talent Council. Additionally, we strongly encourage the internal filling of job openings through the Internal Job Posting platform.



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## EMPLOYEE CAPABILITY BUILDING

Besides impacting current business performance, employee capability also dictates the agility of the business in meeting future demands. This is why, we prioritise a systematic approach to capability building that integrates knowledge and skills to cultivate future leaders. The approach centres around competency mapping and enhancing employees' mindsets, skills and behaviours. To foster employee skill enhancement 'Abundant Learning Opportunities' is a part of our Employee Value Proposition and all Mahindra subsidiaries undertake regular learning and development initiatives.

**KEY INITIATIVES****Mahindra Accelo****POSH Awareness Session**

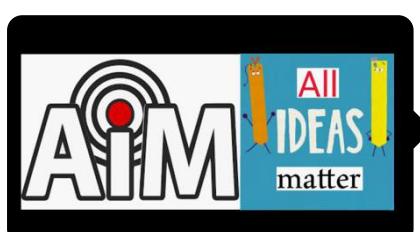
A mandatory session on Workplace Sexual Harassment Prevention led by an expert in the field is organised regularly. The session focusses on prevention, prohibition and redressal of complaints.

**Human Rights Awareness Training**

Human Rights education fosters values, beliefs, and attitudes that inspire individuals to uphold their own rights and the rights of others both at work and in their daily lives. To enhance awareness of prevailing issues and prevent violations, we conducted a Compliance Training on Human Rights.

**Quality Utsav**

To maintain the highest standards of quality we celebrate the Mahindra Accelo Quality Utsav. Through the initiative, we enhance our knowledge on Quality and Excellence and find ways to make it a part of work culture.

**All Ideas Matter (AIM)**

A digital platform where employees share both small and big ideas for improvements in any function at Mahindra Accelo.

**Mahindra Lifespaces****Sustainability Capacity Building**

We invest in capacity building for our employees on various sustainability topics, including reporting and disclosures, waste management, carbon neutrality, energy efficiency, water conservation, waste efficiency, and green buildings. Sustainability Trainings are provided as part of induction for all new joiners. Separate topical trainings conducted for relevant stakeholders cover 100% of employees.

**Mahindra Finance****Daksh**

A capability building programme that focusses on developing skills of business and collection executives, in the areas of assertive conversations, sales processes, relationship building, and more. Divisional Managers (DMs) undergo a 'Train the Trainer' programme, where they gain knowledge and competence to train their teams of Business and Collection Executives (BEs and CEs).

**In F23, the programme  
saw a total of 3,276  
participants.**

**Samarth**

Focussing on instilling and maintaining a 'first-time-right' work standards, this capability development programme for our branch accountants saw a total of 363 participants. The aim is to provide customers a delightful experience at every touch point.

**MEP – Managerial Excellence  
Programme**

The Managerial Excellence Programme was a two-day workshop for tenured managers, focussing on improving team management and motivation skills. 121 employees participated in the programme, and awarded it a rating of 3.9/4 for content relevance, instructor quality, and overall experience.

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**ANNEXURES****EMPLOYEE ENGAGEMENT****NEEV – First-time people manager programme**

A two-day programme conducted for newly promoted managers, focussing on transitioning them to team management roles. With a high participation rate of 78%, the programme received positive feedback on content (3.88/4), instructor (3.94/4), and overall experience (3.94/4).

**Mahindra Logistics****Sandhaan**

A leadership development programme based on the premise of 'Happy employees create happy customers', it caters to account delivery managers who oversee teams at various locations. It aims to enhance leadership skills and customer service excellence through the creation of impactful 'Moments of Truth.'

**Mahindra Cares (MCARES)**

MCARES, the engagement survey conducted by Mahindra Logistics, is specifically designed for its on-roll employees. It focusses on capability building, hygiene action planning, effective communication, leadership development, talent management and Organisation Development (OD) projects for functions or business units with low scores. We also have a separate survey for our contractual employees to include their insights as well. The MCares results are shared with managers and their teams to initiate action planning and employees are kept updated with actions taken as per commitments made.

**Capability Building Platforms at MLL**

**Learning Management System – Launched in F23 to accelerate learning, it offers courses on leadership, behavioural and technical topics**



- Disha – A programme for first time supervisors on the shop floor, to strengthen their ability to manage teams wherein 1,500+ employees were covered
- AXLERATE – A platform to help drive functional capability building, across various domain in supply chain and operations management. In F23, we introduced AXELRATE 2.0 to develop capabilities of employees in partnership with NITIE an external agency
- Prapantaran – The Six Sigma Black Belt certification programme for 15 leaders, wherein specific projects have been identified with an aim to enhance the problem-solving capability of senior leaders

When employees are actively engaged and invested in their work, it directly enhances performance, resulting in improved quality and productivity. All Mahindra subsidiaries prioritise employee engagement as a valuable investment reaping substantial rewards by retaining top talent. By creating and expanding platforms for interaction at all organisational levels, all subsidiaries nurture an environment where employees feel connected and involved.

**Mahindra Finance****Festive Celebration**

Celebrations at the workplace help create a sense of unity among employees by celebrating accomplishments, special moments, festivals etc. Celebrating diverse festivals at the workplace encourages inclusivity and allows employees to bond with one another. Employees delightfully engage in informal games experiencing joy at the workplace.

**Rajbhog**

Rajbhog is a quarterly event that helps employees come together and enjoy home-cooked meals. The event brings people together to relish regional delicacies and participate in fun activities.

**Chunauti – Employee Premier League**

Our annual sports event conducted at respective locations provides a platform for sports enthusiasts to celebrate sportsmanship. The event encourages healthy competition among departments and helps improve team dynamics.

**Reward and Recognition Programme**

Under the Reward and Recognition programme, employees are recognised and rewarded under various categories such as Business performance, Portraying Rise behaviours, Long service association and Special club membership recognition.

**During F23, around 10,000+ employees received recognition.**

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### Mahindra Accelo

#### Facilitating Employee Interaction with the Top Management

Mahindra Accelo has a range of platforms that encourages employees to voice their thoughts on issues related to the organisation with the top management. This includes a confidential forum and an email facility 'CEO Mailbox' that gives employees a channel to share feedback, suggestions, complaints or improvements with the CEO. Similarly, separate forums exist for employees to interact and share their concerns, suggestions and appreciation with the Senior Leadership Team and the HR Team. We regularly evaluate the feedback we receive and implement initiatives based on these suggestions. To ensure a safe and dignified workplace, we also organise mandatory sessions on Prevention of Sexual Harassment at the Workplace.



Through these and other platforms, employees collaborate for work and are involved on matters that directly impact them. Retired employees are also engaged as mentors for new or junior staff.

A learning environment for employees is built around the 3E approach of Education, Experience and Exposure using Shadow Board, Kaizen culture, career conversations and grooming employees in multiple skill-sets. There are separate councils on promotion, compensation and performance with cross-functional participation. The Rewards & Recognition programmes acknowledge great performers, employees living up to the organisational values, and great ideas.



### Tech Mahindra

#### JOSH – Celebrating Fun

JOSH is our group of volunteers who are our 'life enthusiasts'. They organise fun, delight and connect activities across our various locations. Each location has a JOSH team dedicated to Culture, Sports, Adventure, Movies and Quizzing, including remote events such as Virtual Summer Camps, Kahoot, Yoga, etc.

On an average,

**500+ volunteers contribute over 40,000+ hours to JOSH**

### Mahindra Lifespaces

#### Focussing on Health through Engagement

Throughout F23, we undertook several initiatives to foster a positive work environment for our employees that put a spotlight on their health such as our partnering with MediBuddy for healthcare services and organising a walkathon challenge.

#### Mahindra Cares (MCARES)

MCARES is our technology enabled, anonymous annual engagement survey administered in the month of February/March. The survey is institutionalised within the Mahindra Group for over a decade to listen to our employees and working on improving programmes, policies, and processes.

**Additionally, we also conduct an Employee Promoter Score in which employees assess their employers. In F23, our MCARES score was a 4.28 out of 5.**

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## MAKING SUSTAINABILITY PERSONAL (MSP)

Through our 'Make Sustainability Personal' initiative, we promote active employee engagement in our sustainability journey, encouraging their involvement not only within the workplace but also at home. The aim is to embed sustainability in the DNA of our employees such that it results in conservation of energy and water and reduction of waste as part of their daily actions. Key areas of focus include minimising paper and plastic consumption, improving energy efficiency, and practicing effective waste segregation.

**Mahindra Accelo****Learning Sessions and Activities**

Employee participation was encouraged in a range of sessions and activities that focussed on several aspect of sustainability like tree plantation drives for Project Hariyali, 'Clean India Clean Narmada Initiative', a session on 'The Decarbonisation Revolution' and 'Save the Soil' and celebration of 'Sustainability Month'.

**Tech Mahindra****Saajhi Samajh**

A cross-learning platform for its partners and stakeholders that hosts several seminars and webinars with a focus on Education, Employability, and Disability. In F23, we hosted three sessions of 'Saajhi Samajh' on the topics 'Importance of regional languages in the field of Social Work', 'Child Safety in Cyber Space' and 'Women in STEM: Bridging the Gap'

**Corporate Volunteering**

At Tech Mahindra, our people continue to embrace the idea of Individual Social Responsibility (ISR).

**6,538 unique volunteers from Tech Mahindra contributed 57,515 hours towards a social cause during F23.**

**Mahindra Lifespaces****Green Shopping Festival**

Organised on World Environment Day at Mahindra World City (MWC) – Jaipur and MWC – Chennai, the festival provided a platform for start-ups with eco-friendly products from remote rural areas to not only sell their products but also meet entrepreneurs from diverse segments.

**International Day of Biological Diversity 2022**

Celebrated the day with a detailed conversation on the need for biodiversity conservation and its importance in urban development with Mr. Ashok Jain, Managing Director of Terracon Ecotech Pvt Ltd. and highlighted the success of nature-positive developments at 'India's First Net-Zero Residential Project – Mahindra Eden'.

**World Water Week**

Celebrated between 23<sup>rd</sup> August – 1<sup>st</sup> September, this year's theme, 'Seeing the Unseen: The Value of Water' emphasis the urgent need to better understand and value water. A session on understanding the value of groundwater was organised for associates across Mahindra Lifespaces.

**Sustainability Hacks**

Through #Maketheswitch campaign, employees share easy-to-adopt sustainability hacks they use to inculcate the principles of sustainability in their personal life.

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# FOSTERING INCLUSIVE GROWTH

## ▼ MANAGEMENT APPROACH

Fostering inclusive growth is a key aspect of Mahindra Rise 2.0's commitment to building a more equal world and being Planet Positive. We believe that a business thrives when the community it operates in thrives. By empowering communities, we create a strong foundation for overall well-being and shared prosperity.

At Mahindra, we don't limit ourselves to traditional philanthropy. Our companies and subsidiaries are driven by the quest for making a greater, more positive impact. Through various initiatives, we actively work towards creating self-sustaining and thriving communities.

Each of our subsidiaries has unique programmes dedicated to community welfare. The collective efforts of all Mahindra Group companies have already made a significant difference in the lives of countless individuals worldwide.

### Highlights

#### TechM

**393,688 lives**  
touched through  
Tech Mahindra Foundation's  
activities in F23

#### Mahindra Susten

**67,000+ beneficiaries**  
of Mahindra Susten's CSR  
initiatives

**52 KWp rooftop system**  
installed for SEAL NGO's old  
age home and orphanage

#### MLDL

**34 rural youth and  
165 women**  
were provided skill  
development training under  
the Hunar programme

**28,000+ lives**  
across 6 villages positively  
impacted through the Green  
Guardians initiative

#### MMFSL

**4,500+ drivers**  
trained under the  
Swabhimaan programme

**3 flood-affected school**  
in Bhojpur district, Bihar  
renovated and restructured

#### MHRIL

**10,000+ individuals**  
benefited through MHRIL's  
Access to Potable Water  
project in Himachal Pradesh

#### MLL

**1,201 individuals**  
were imparted skill  
development training from  
marginalised communities  
across the country

**879 girls**  
were supported through the  
'Nanhi Kali' initiative of the  
K.C. Mahindra Education Trust



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Our initiatives can broadly be narrowed down into the following areas:



The Mahindra Group Companies drive social interventions by utilising Mahindra's employee volunteering platform called ESOPs (Employee Social Options). Moreover, the group has introduced 'MySeva', a platform that acknowledges employees' personal acts of kindness. Through sharing their stories, it amplifies their efforts and inspires others to contribute positively.

## ▼ EDUCATION & SKILLING

Youth hold the key to a nation's future, and educated youth play a vital role in driving economic growth and social progress. To support this, Mahindra Group Companies implement interventions that prioritise skill development and holistic growth. Our goal is to empower children and youth from socially disadvantaged backgrounds, equipping them with education and skills that enhance their employability and break the cycle of generational poverty.

### Tech Mahindra Foundation [TMF]

Tech Mahindra Foundation (TMF), the CSR arm of Tech Mahindra Ltd., continued to follow its passion of empowering young India. It focuses on different sections of the society like children, youth, women, persons with disabilities (PwD), and educators from the vulnerable urban and rural communities in India. The Foundation spearheads 150+ projects in the areas of Education, Employability and Disability, with the help of 90+ partners across 11 locations in India – Chennai, Bhubaneswar, Chandigarh, Delhi-NCR, Hyderabad, Kolkata, Mumbai, Nagpur, Pune, Visakhapatnam, and Bengaluru.

As of 31<sup>st</sup> March, 2023, TMF has touched 393,688 lives. This includes:



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**Fostering Inclusive Growth****ANNEXURES****FOCUS AREA: EMPLOYABILITY**

For India to really leverage its demographic advantage, the youth need to have the right skillset and mindset to be meaningfully employed. SMART (Skills-for-Market Training), TMF's flagship employability programme, aims to address the skills gap in our country's manufacturing and service industries.

**SMART CENTRES & ACADEMIES**

SMART Centres & SMART Academies provide effective training to youth from urban communities enabling them to get dignified employment in the organised sector.

**Cumulatively, since 2012, over 149,000 youth have been trained through a total of 50 courses in 15 domains across 11 major cities.**

To augment the impact of SMART Centres, a total of 9 SMART Academies have been set up in 9 cities to impart advanced-level skills in high-growth industries like healthcare (5 academies), digital technologies (3 academies) and logistics (one academy) offering more than 30 courses. These Academies offer over 30 industry-specific courses and boast of state-of-the-art infrastructure with labs, software and equipment to provide hands-on learning. Placement assistance too is provided to successful candidates.

**17,695** students trained at SMART Centres in F23

**3,598** students trained at SMART Academies in F23

**FOCUS AREA: DISABILITY**

Empowerment through education is incomplete if it is not inclusive. Two of our programs SMART+ & ARISE+, in the areas of education and skill development, lead our interventions for the differently abled with special curriculums, along with high-tech classrooms equipped with assistive technology.

**SMART+ ACADEMIES**

To ensure that youth with disabilities are also a part of the mainstream skilled workforce cadre, TMF under the SMART+ programme trains them in market-related skills that can help them get dignified jobs in sectors such as hospitality, BPO, retail and IT-enabled industry.

**13**

SMART+  
Centres set up  
across India

**1,303**

People with  
Disabilities  
trained in F23

**13,514**

youth trained  
since inception  
in F14

**ARISE+**

All Round Improvement in School Education for Children with Disabilities, or ARISE+, supports children with disabilities to gradually become a part of the mainstream education system. Launched in 2012, an integral part of the ARISE+ programme is the counselling provided to parents, teachers and other caregivers.

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**30**  
ARISE+ projects  
operational  
across India

**4,829**  
children  
enrolled  
in F23

**48,430**  
students  
benefited since  
inception in F16

**FOCUS AREA: EDUCATION**

TMF's education programmes aim to revolutionise learning by transforming school and creating happier and safer classrooms.

**ARISE**

All Round Improvement in School Education (ARISE) seeks to enable children from marginalised communities with quality primary education. It is a long-term school improvement programme, wherein TMF works in collaboration with Municipal Corporations and State government bodies to develop primary schools into model schools of excellence.

**15**  
ARISE  
Schools  
across India

**5,224**  
students  
benefited  
in F23

**81,594**  
beneficiaries  
since F16

**SHIKSHAANTAR**

Through Shikshaantar, TMF is working on building capacities of government schoolteachers through workshops, learning festivals and experiential activities. The Foundation works with the Municipal Corporations of East Delhi and North Delhi under its directly implemented and run programme, namely, In-Service Teacher Education Institutes (ITEIs). Additionally, the Science Academy for Teachers is run in partnership with Sahayata Trust in Hyderabad.

**3,054** teachers were trained in F23

**49,409** teachers supported since inception

**MOBILE SCIENCE LAB | TMF**

To enhance the reach of our education initiatives, TMF drives a unique initiative, wherein a Mahindra bus has been remodelled to be a science lab on wheels. The Mobile Science Lab, launched in 2019, takes a tour from school to school in East Delhi to provide Science, Technology, Engineering and Mathematics (STEM) learnings to government school children of classes 3 to 5.

**13,094** students benefited till date

Education and skill building are causes that are dear to a number of our Group companies. Here is a snapshot of the initiatives taken during the year.

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### Making skill development more inclusive **Mahindra Logistics**

MLL focuses on promoting education, including special education, vocational skills, especially among girls, youth, LGBTQ+ and the people with disabilities. In F23, skill development training was imparted to 55 LGBTQAI, 50 PWDs and 114 Women from marginalised communities. MLL also supported 879 girls through the 'Nanhi Kali' initiative. The Company supported 1,201 individuals across the country through its various skill development projects in F23.

**Skill development training to**  
**55** LGBTQAI | **50** PWDs | **114** Women

**Supported** **879** Nanhi Kalis

### Brining the girls back to school **Mahindra Lifespaces**

Supported by Mahindra World City, Jaipur, Seva Mandir initiated the "Enabling Education for Girls in Schools of Rajasthan" project in July 2022. Implemented in 8 villages and 12 government schools, it aimed to enhance girls' education. MLSDL's team reached 743 girls, covering 47% of total enrolments, and encouraged 8 irregular girls to attend school regularly. Additionally, MLSDL supported 450 school children by providing 150 benches in a government school and facilitated education kits to 168 Nanhi Kalis in F23.

**Education project implemented in**  
**8** villages | **12** government schools

**150** benches in a government school

### School Infrastructure Development - Gyandep **Mahindra Susten**

With the aim of reducing drop rates and improving engagement of school children, Mahindra Susten took up the initiative of developing the infrastructure in three schools reaching out to more than 460+ students in Rajasthan.

Susten also launched Gyankendra, under the Gyandep project in F23 to help kids access quality education. Under Gyankendra, four old desktop computers were refurbished and set up at schools in Rajasthan and Telangana.

**Developing the infrastructure in**  
**3** schools | **460+** students benefitted

**4** old desktop computers refurbished and set up at school

## ENVIRONMENT

Recognising the importance of mitigating and managing climate change, the Mahindra Group companies prioritise environmental protection and biodiversity conservation. To address the pressing need for ecosystem preservation, they have undertaken various initiatives and projects, including:

### Project Hariyali

The Mahindra Group contributes to increasing the tree cover through Project Hariyali. The main of the project is to restore the diminishing green cover and build awareness on environment protection across communities.



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Some of the tree plantation and awareness efforts undertaken by various companies include:

**MAHINDRA HOLIDAYS & RESORTS**

Planted 20,817 saplings in F23, taking the total count to 515,228 trees since the beginning of the project in 2010-11.

**MAHINDRA SUSTEN**

Planted 38,094 trees, of which 2,648 trees were planted by Susten and 35,446 saplings were raised and planted by NGO partner Naandi Foundation. Since 2016, Susten's Project Hariyali has impacted 94,079 lives.

**MAHINDRA LOGISTICS**

Planted 13,440 saplings in F23, taking the total tally of trees planted to 147,686 since F13.

**MAHINDRA LIFESPACES**

MLDL planted 36,693 trees under Project Hariyali. Mahindra Water Utilities Limited also undertook the 'Vanaththukul Tirupur' project, targeted at plantation of trees and rare saplings in and around Tirupur in Tamil Nadu. In all, about 15,000+ rare saplings have been planted and maintained.

**Sustainable Fuelwood Management  
Mahindra Holidays & Resorts**

Last year, Mahindra Holidays & Resorts, in collaboration with Sambhav Foundation, implemented the Sustainable Fuelwood Management initiative in Mussoorie (Uttarakhand) and Varca (Goa). This year, they took it to Ooty, Tamil Nadu and benefited 350 households. The key objective of the project was to promote sustainable and cleaner form of cooking among the community. To sensitise the people about the importance of sustainable fuel management, MHRIL also held an awareness camp and distributed cookstoves.



Similarly, Sarla stoves were distributed to 212 households in Madikeri. The Sarala stove is built onsite using a mould and uses locally available materials such as mud, bricks and a chimney pipe. These smokeless stoves can accommodate upto 3 pans with 1 fuel feeding port and can save cooking time by about 20 minutes. These stoves are fuel efficient compared to the conventional stoves with upto 30% fuel efficiency.

**350** households benefited through Sustainable Fuelwood Management initiative

**212** households benefited with Sarla smokeless Stoves

**Giving Street Vendors the Gift of the Sun  
Mahindra Holidays & Resorts**

Street vendors in tourist locations such as Alibaug face several hardships such as poor access to lighting, toilet facilities, hygienic conditions and comfortable working spaces to conduct business. Most of them are heavily dependent on streetlights to sell their goods or use gas lanterns or Chinese lights that are more expensive to operate and polluting as well. MHRIL identified licensed street vendors in Alibaug Taluka and provided them with solar lanterns to enable them to generate higher income to support their families. **In all, 745 street vendors received the solar lanterns.**

**Solid Waste Management, Made Stronger  
Mahindra Lifespaces**

Mahindra World City, Chennai launched the Solid Waste Management initiative in F22 at Chengalpet village, Tamil Nadu. The focus was on educating the community about sustainable waste management practices, with the goal of achieving Zero Waste to Landfill. Building on the previous year's efforts, **waste segregation was implemented in 790 households**, and some households began composting organic waste in F23. Additionally, more waste segregation bins were distributed in Kunavakkam village.



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## RURAL DEVELOPMENT

Rural development is a major focus for us, considering the significant population residing in Indian villages. By addressing local needs and finding solutions, we aim to uplift the standards of living and enhance the quality of life in rural communities.

### Solarisation and Swachhta Mahindra Susten

Susten set up a 52 kWp rooftop solar system for the old age home and orphanage run by Social and Evangelical Association for Love (SEAL). This will generate savings of approx. INR 1.5 cr for the NGO over the next 25 years.

In solidarity with the Government of India's Swachch Bharat Abhiyan, Susten also constructed 6 toilets in villages & schools and conducted clean-up drives at various locations across Rajasthan, Gujarat, Maharashtra, Telangana and Madhya Pradesh. These initiatives impacted 3,132 individuals, taking the overall beneficiary count to 14,343 since 2016.



### Safe Drinking Water Mahindra Holidays & Resorts

MHRIL helped with the construction of a 1.5 lakh litre water tank in Prini, Manali. There is also a pipeline that connects the tank with a glacier identified at Hampta. The tank would provide a steady source of potable water to approx. 10,000 residents in the vicinity.

In addition, MHRIL also provided access and availability of potable water for the community in Tungi, Maharashtra by installing a water treatment plant. This was handed over to Grampanchayat, Tungi Village, for the benefit of 345 households.

## Enhancing the Quality of Life for the Underprivileged | Mahindra Lifespaces

MLDL made significant contributions towards improving the lives of the underprivileged in F23. This included **donating a Mahindra SUPRO Ambulance to a government hospital in Rajasthan, supporting the mid-day meal program through Akshay Patra for over 91,000 government school children, providing safe drinking water to 13,500 rural individuals through a tube well and piping work, and renovating a children's park in Veerapuram village, Chennai, benefiting more than 3,500 children.**



## WOMEN EMPOWERMENT

At Mahindra Group, we recognise the pivotal role of women empowerment, particularly in rural India. It is essential to unlock the immense potential of women, as it drives sustainable development, fosters economic growth, and brings about positive social change.



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## **Stoking entrepreneurial spirit in women Mahindra Holidays & Resorts**

Project Saksham, implemented in partnership with United Way of Mumbai, aims to address the need for skilling and promoting entrepreneurship among young women from low-income communities. It is a comprehensive programme that helps young female students enroll for vocational courses as per their interest and aptitude and provides material and equipment to female entrepreneurs to start their own business. As part of this project, MHRIL empowered 61 women in Varca, Goa with opportunities to maximise their potential. **30 of these women received scholarships for vocational training courses of their choice and another 31 women received tool kits to start their own business venture.**

## **Fighting Breast Cancer with Awareness Mahindra Logistics**

Breast cancer, when identified and treated in time, can be managed, and even mitigated. To spread awareness amongst women regarding Breast cancer, how they can identify and get themselves treated, MLL conducted Breast Cancer Awareness Camp at Nagalwadi village near Nagpur. **Nine employees contributed 48 volunteering hours to the activity while over 100 women benefited from the camp.**

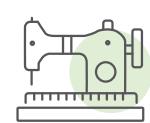
## **Tapping the Abilities of Underprivileged Women Mahindra Lifespaces**

Mahindra World City, Jaipur, in collaboration with Technology Business Incubator-KIET and News Agency, is making a significant impact through its Hunnar programme. By empowering rural and underprivileged women with market-oriented skills and vocational training, financial support is being facilitated. This programme focuses on skill development, job creation, and building entrepreneurial competencies. Through vocational skill development programmes and the formation of Self-help Groups (SHGs), a knowledge-based enterprise model is being developed for underprivileged children and women.



**In F23, Hunnar provided training and skill development programs to approximately 34 rural youth and 165 women.**

The training programs cover

**ADVANCED  
FASHION  
DESIGNING****TALLY  
ACCOUNTING****BEAUTICIAN  
TRAINING****DESKTOP  
PUBLISHING****HANDICRAFT  
MAKING****BASIC  
SEWING**

**2,457** rural  
youth and **1,911** women  
successfully trained through Hunnar till date

**20** SHGs formed for trade activities like Handicraft, Beautician, Mehndi Design and Stitching and Tailoring till date

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## HEALTH AND WELL-BEING

The vitality of an economy relies on the health and well-being of its community. Sadly, a significant portion of our population lacks access to essential healthcare services, nutritious food for building immunity, and safe and hygienic living conditions. To address this disparity and narrow the gap, our companies have launched the following initiatives:

### **Birth of a new era Mahindra Susten**

Susten developed a PHC for the people of Sevda village, near its ISTS-2 site in Bikaner, Rajasthan. The Facility is fully air conditioned with dedicated labour room, surgery room, general ward, doctors' cabin, reception, pantry, boundary wall and washroom. Now the pregnant women of the village need not travel 20–30 km for medical assistance. In F23 alone, the PHC was the birthplace for 13 children.



### **An abode for old age Mahindra Lifespaces**

MWC Jaipur provided the support for the construction of an old age home to accommodate 100 destitute and differently abled senior women from Apna Ghar Ashram, Jamdoli. This endeavour not only ensures their accommodation but also enables them to enjoy the final years of their lives in a safe and comfortable environment, alleviating concerns about sustenance, nutrition, and healthcare.



### **Drive Safer to Live Longer Mahindra Logistics**

Around 86% of accidents in India occur due to driver's negligence, out of which 50% accidents involve a young driver. MLL's 'Zero Accident Zone' (ZAZ) initiative aims to educate drivers to prevent accidents and reduce injuries on the Nasik-Bhiwandi Expressway. The initiative, introduced in 2018, targets two- and four-wheeler drivers that flout safety norms as well as pedestrians to ensure that they cross the roads safely without leading to any unfortunate accidents.

More than 20,000 commercial drivers have been trained under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and numerous activities ranging from rallies and training workshops to street plays and marathon partnerships have been undertaken to create awareness on road safety. Due to increased awareness and sensitisation, fatalities along the expressway have been reduced by 32% in F23 compared to baseline year F18.

### **Making roads safer for everyone Mahindra Holidays & Resorts**

Under its flagship CSR project Swabhimaan, MMFL trained 4,511 existing LCV and LMV drivers on Road Safety techniques such as defensive driving, driving in difficult conditions, responsible road behaviour, Motor Vehicle Act and rules, pre-inspection and maintenance of vehicle, insurance etc.

The Company also provided specialised and practical training to existing and prospective two-wheeler auto mechanics, motivating the technicians for entrepreneurship.

### **Providing Timely STI Support Mahindra Logistics**

MLL, in collaboration with MAGMO Welfare Sanstha, has been operating a health check-up clinic, conducting health camps and providing testing services in Nashik since 2016 to serve the underprivileged community. The project focuses on prevention and care of HIV provided through the linkages established with the existing health care system. Its efforts have yielded significant impacts:

- In F23, MLL provided healthcare services to 34,543 individuals
- This includes treatment for 258 individuals with Sexually Transmitted Diseases and 7 HIV Positive individuals

Since inception, the project has supported a total of **171,899** individuals from the community.

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## CASE STUDY

## Just Transition Via Skill Development | Mahindra Susten



### Challenge

Renewable energy, especially solar power, is a key part of India's fight against climate change. It is also a sunrise sector which shows tremendous opportunities for growth. But for this, it is important to build solar photovoltaic technical skills that is currently in short supply in the industry. Having local expertise also brings down the dependence on foreign technologies and knowledge and is in line with the Government of India's Make in India initiative.

### Intervention

Mahindra Susten has established a technical training centre at Karjat, Gujarat to address this skill gap. Affiliated to the Ministry of New and Renewable Energy (MNRE) and the Government of India's Skill India Mission, the Centre prioritises selection of candidates from rural areas and economically weaker sections.

The Karjat Training Centre focuses on a comprehensive understanding of solar technology installation processes in the shortest possible time. The training modules follow a structured training curriculum, advanced practical sessions, guest lectures, and case studies.

### Impact

The Karjat centre has trained more than 4,500 technicians in full trade skills, including 140 women, and more than 10,000 people in semi-skilled trades, since its inception. It also helped eight entrepreneurs get started in the solar industry and is actively working to increase female participation in the trainings.



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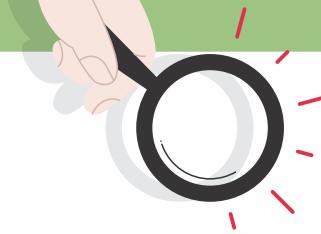
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CASE STUDY

## Rebuilding Normalcy after Bihar Floods | MMFSL



### Challenge

Heavy rainfall and flooding in November 2022 caused havoc for many areas of Bihar. This included multiple issues for schools, like water leakage, damaged infrastructure, blockages in facilities, lack of safe drinking water, insufficient furniture and stationery, and inadequate record-keeping setups. It was important for normal life to be put back on track urgently.

### Intervention

MMFSL collaborated with the Y4D Foundation to renovate and restructure three flood-affected schools in Rajapur, Sonbarsa, and Barsingha villages in the Bhojpur district of Bihar. The intervention included improving infrastructure, flooring, electrical works, providing drinking facilities, and furnishing the schools with chairs, tables, and almirahs.

### Impact

As a result of the intervention, students, teachers, and staff members regained the ability to conduct academic sessions and activities comfortably and safely. The improved infrastructure and facilities created a conducive learning environment, enhancing the overall educational experience for the school community.



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# ENVIRONMENT ANNEXURE

## Denominator

Business	Unit of Measure	F20	F21	F22	F23
Mahindra Accelo Limited (Accelo)	Tonnes of Production	228,490	182,437	296,617	373,330
Mahindra Electric Mobility Ltd. (MEML)	Equivalent number of vehicles manufactured	4,916	3,741	10,025	22,015
Mahindra EPC Irrigation Ltd (MEIL)	Tonnes of Production	9,497	7,669	4,088	6,347
Mahindra Susten (Susten)	Power generated in MWh	1,415,367	2,556,389	1,438,070	2,253,964
Mahindra World City (MWC)	Total Area Developed and Maintained in Acres	3,091	3,167	3,167	3,167
Mahindra Lifespaces Developers Limited (MLDL)	Built Up area in Square ft	1,319,454	4,197,874	3,756,575	1,672,817
Mahindra Logistics Limited (MLL)	Full time equivalent employees	2,844	2,644	3,272	3,945
Mahindra Holidays & Resorts India Limited (MHRIL)	Room nights booked	562,114	479,826	652,758	1,060,680
Mahindra & Mahindra Financial Services Ltd (MMFSL)	Full time equivalent employees	32,708	29,950	30,465	26,329
Tech Mahindra Limited (TechM)	Full time equivalent employees	79,702	99,607	125,490	126,825
Mahindra Heavy Engines Limited (MHEL)	No of Engines produced	19,452	13,809	17,548	23,819

\*MSSPL and MASL are out of the reporting boundary from F23

## EMISSION

### Total Absolute GHG Emissions

Sector	F20	F21	F22	F23
Scope 1 (Direct Emissions)	12,801	16,125	17,681	20,453
Scope 2 (Indirect Emissions)	263,137	116,769	108,126	125,894
Total Absolute GHG Emissions	275,938	132,894	125,807	146,347



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Business	F20		F21		F22		F23	
	Scope 1	Scope 2						
Accelo	1,196	2,959	788	2,176	1,037	3,138	892	3,360
MEML	21	527	19	516	30	987	39	1,284
MEIL	32	5,156	15	4,405	6	2,754	5	2,698
Susten	253	7,211	2,115	9,573	328	4,772	156	5,716
MWC*	339	2,305	246	2,256	240	2,075	116	1,552
MLDL	58	370	96	476	63	645	32	685
MLL	21	871	20	1,219	16	1,133	54	2,064
MHRIL	5,008	16,926	3,018	13,119	4,028	17,875	6,820	26,182
FSS	3,370	18,847	1,523	13,859	2,518	14,957	3,225	19,550
Tech M	1,804	105,737	7,930	66,419	8,996	57,852	8,612	60,050
MHEL	699	4,168	355	2,751	418	1,938	502	2,752
Total	12,801	165,077	16,125	116,769	17,681	108,126	20,453	125,984

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

**Total Specific Emissions (SCOPE 1 + 2)**tCO<sub>2</sub> e/unit of measure

Source	F20	F21	F22	F23	% Change in F23 over previous year
Accelo	0.018	0.016	0.014	0.011	-19
MEML	0.111	0.143	0.10	0.06	-41
MEIL	0.546	0.576	0.68	0.43	-37
Susten	0.0053	0.0046	0.0035	0.003	27
MWC*	0.855	0.790	0.73	0.52	-28
MLDL	0.0003	0.0001	0.0002	0.0004	128
MLL	0.314	0.468	0.35	0.53	53
MHRIL	0.039	0.0336	0.0336	0.03	-7
FSS	0.679	0.514	0.57	0.87	51
Tech M	1.349	0.746	0.53	0.54	2
MHEL	0.250	0.225	0.13	0.13	2

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

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## ▼ ENERGY

**Total Energy Consumption (Absolute)**

F20	F21	F22	F23	GJ
1,011,874	731,728	715,369	936,662	

**Total Energy Consumption (Business-wise)**

Sector	F20	F21	F22	F23	GJ
Accelo	34,195	24,309	20,522	32,019	
MEML	2,761	2,604	5,004	7,105	
MEIL	23,072	19,313	12,631	15,226	
Susten	35,072	70,068	26,165	31,048	
MWC*	12,666	11,194	10,690	10,382	
MLDL	2,463	3,374	3,779	3,994	
MLL	4,112	5,553	5,385	11,260	
MHRIL	147,281	102,030	142,361	236,457	
FSS	128,226	83,997	106,439	149,134	
Tech M	592,145	390,522	361,013	411,240	
MHEL	29,881	18,764	21,380	28,797	

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

**Specific Energy Consumption**

GJ / unit of measure

Sector	F20	F21	F22	F23	% Change in F23 over Last Year
Accelo	0.15	0.133	0.07	0.085	24
MEML	0.562	0.696	0.50	0.3227	-35
MEIL	2.429	2.518	3.09	2.3990	-22
Susten	0.025	0.027	0.08	0.0138	83
MWC*	4.098	3.534	3.38	3.2779	-3
MLDL	0.002	0.001	0.001	0.0024	137
MLL	1.446	2.1	1.65	2.8543	72
MHRIL	0.262	0.213	0.22	0.2229	2
FSS	3.92	2.805	3.49	5.6642	62
Tech M	7.429	3.921	2.88	3.2426	13
MHEL	1.536	1.359	1.22	1.2090	-1

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

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F20	F21	F22	F23	kl
39,30,238	29,21,324	42,51,878	4,955,653	

**Water Withdrawal (Business-wise)**

Business	F20	F21	F22	F23	kl
Accelo	42,585	36,434	44,978	47,874	
MEML	5,122	5,210	6,740	9,831	
MEIL	26,095	22,219	24,622	20,824	
Susten	114,659	180,410	70,967	118,978	
MWC*	1,611,011	1,403,603	2,232,309	2,478,685	
MLDL	127,830	130,570	205,014	161,620	
MLL	412	21,008	8,406	7,754	
MHRIL	638,604	503,109	903,912	1,143,036	
FSS	353,246	112,643	258,430	334,753	
Tech M	989,007	490,251	478,035	614,957	
MHEL	21,667	15,867	15,227	17,341	
	3,930,238	2,921,324	4,251,878	4,955,653	

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

**Volume of Water Recycled and Reused**

Business	Volume of water recycled and reused	% of water recycled and reused of total water consumption	kl
Accelo	3,065	6.47	
MEML	7,992	81	
MEIL	6,150	32	
MWC	262,519	11	
MHRIL	588,730	51	
Tech M	200,024	33	
MHEL	13,876	80	
	1,082,356	22	

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

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kl/unit of measure

Business	F20	F21	F22	F23	% Change in F23 over previous year
Accelo	0.186	0.2	0.15	0.12	-15
MEML	1.042	1.393	0.67	0.45	-34
MEIL	2.784	2.897	6.02	3.28	-46
Susten	0.081	0.071	0.05	0.052	7
MWC*	521.194	443.154	704.80	782.61	11
MLDL	0.079	0.031	0.05	0.10	77
MLL	0.145	7.946	2.57	1.96	-23
MHRIL	1.136	1.049	1.38	1.08	-22
FSS	10.8	3.761	8.48	12.71	50
Tech M	12.409	4.922	3.81	4.85	27
MHEL	1.114	1.149	0.87	0.73	-16

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

**MATERIAL**

MEIL	F23
Semi manufacturing (mass) [t]	5,908
MEML	F23
Semi manufacturing (mass) [t]	12,296
Accelo	F23
Semi manufacturing (mass) [t]	287,671
Semi Manufacturing (volume) [kl]	0.07
Semi Manufacturing (numbers) [unit]	3,600
Associated Materials (mass) [t]	0.628
Associated Materials (volume) [kl]	16.0
Packaging material (volume) [kl]	0.12
Packaging materials (quantity) [unit]	1,774,377

MLDL	F23
Raw materials (volume) [kl]	3,153,137
Semi manufacturing (mass) [t]	31,300
Semi Manufacturing (volume) [m <sup>3</sup> ]	71,066
Semi Manufacturing (numbers) [Number]	1,131,425
Semi manufacturing (Area) [m <sup>2</sup> ]	297,812
Packaging Materials (mass) [t]	0.518

MWC*	F23
Semi manufacturing (mass) [t]	13,996
Associated Materials (mass) [t]	0.34

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)

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Material	MMFSL	TechM	MLDL	MWC*
Plastic waste (A)	0.01	-	166	246.3464
E-waste (B)	59.5	20	-	-
Bio-medical waste (C)	-	4,013	-	-
Construction and demolition waste (D)	-	-	324,318	-
Battery waste (E)	-	189	-	-
Radioactive waste (F)	-	-	-	-
Other Hazardous waste. Please specify, if any. (G)	-	3	142	5.58377
Other Non-hazardous waste generated (H). Please specify, if any.	17.5	158,089	352	2,576.224
Total (A+B+C+D+E+F+G+H)	77	162,314	324,977	2,828

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

**CATEGORY OF WASTE**

Recycled	76.51	46,067	176	2,479.197
Reused	-	-	236,243	-
Other recovery operations	-	-	-	-
Total	76.51	46,067	236,419	2,479

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

**CATEGORY OF WASTE**

Incineration	-	-	-	-
Landfilling	0.5	112,022	88,558	348.9572
Other disposal operations	-	-	-	-
Total	0.5	112,022	88,558	349

\*Mahindra World City Developers Ltd. (MWCDL), Mahindra World City Jaipur Ltd. (MWCJL), Mahindra Industrial Park Chennai Ltd. (MIPCL), Mahindra Industrial Park Private Ltd. (MIPPL)



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# ANNEXURES

## WORKFORCE SNAPSHOT

### Employees by Gender & Region

Business	Number of employees (head count/FTE)		Number of permanent employees (head count/FTE)		Number of temporary employees (head count/FTE)	
	Male	Female	Male	Female	Male	Female
MMFSL	25,354	975	25,354	975	0	0
Accelo	855	24	276	18	579	6
Real Estate Sector	536	142	451	129	85	13
MLL	3,602	343	3,320	328	282	15
TechM	54,879	50,113	77,800	38,504	14,301	11,609
<b>Total</b>	<b>122,448</b>	<b>51,597</b>	<b>107,201</b>	<b>39,954</b>	<b>15,247</b>	<b>11,643</b>

The following subsidiaries are not reported:  
MEML, MHRIL, MRHFL, MIBL, MHEL, MEIL, Susten

### Workers who are not employees

Business	Fixed Term Contract		Third party Contract		Others	
	Male	Female	Male	Female	Male	Female
MMFSL	0	0	0	0	0	0
Accelo	0	0	544	6	35	0
Real Estate Sector	0	0	85	13	0	0
MLL	270	6	0	0	12	9
TechM	1,277	105,711	2,782	1,001	0	0
<b>Total</b>	<b>1,547</b>	<b>105,717</b>	<b>3,411</b>	<b>1,020</b>	<b>47</b>	<b>9</b>



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		Male			Female			Not declared		
		Age <30	Age 30-50	Age >50	Age <30	Age 30-50	Age >50	Age <30	Age 30-50	Age >50
MMFSL	New Hires	6,064	4,560	4	210	133	0	0	0	0
	Hiring Rate	75%	27%	1%	62%	21%	0%	0%	0%	0%
	Turnover	1,832	2,613	28	77	88	2	0	0	0
	Turnover Rate	23%	15%	8%	23%	14%	20%	0%	0%	0%
Accelo	New Hires	19	34	0	0	2	0	0	0	0
	Hiring Rate	27%	18%	0%	0%	17%	0%	0%	0%	0%
	Turnover	10	22	1	2	4	0	0	0	0
	Turnover Rate	14%	12%	6%	67%	33%	0%	0%	0%	0%
Real Estate	New Hires	59	119	1	42	36	0	0	0	0
	Hiring Rate	65%	34%	0%	75%	51%	0%	0%	0%	0%
	Turnover	6	85	1	9	16	0	0	0	0
	Turnover Rate	7%	25%	7%	16%	23%	0%	0%	0%	0%
MLL	New Hires	467	423	5	85	38	0	0	0	0
	Hiring Rate	53%	18%	7%	52%	24%	0%	0%	0%	0%
	Turnover	354	662	20	73	44	0	0	0	0
	Turnover Rate	40%	28%	27%	44%	28%	0%	0%	0%	0%
Tech M	New Hires	25,111	15,096	613	16,151	5,648	178	12	1	0
	Hiring Rate	76%	36%	20%	65%	43%	28%	92%	20%	0%
	Turnover	24,487	15,417	873	17,128	5,627	282	19	3	2
	Turnover Rate	74%	37%	28%	69%	43%	44%	146%	60%	0%

The following subsidiaries are not reported:

MEML, MHRIL, MRHFL, MIBL, MHEL, MEIL, Susten



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Sector	Senior Management		Middle Management		Junior Management		Workmen	
	Male	Female	Male	Female	Male	Female	Male	Female
MMFSL	14.91	14.4	19.52	19.45	12.85	15.30	0	0
Accelo	34.05	18.67	35.20	17.25	31.13	38.71	3.61	NA
Real Estate Sector	17.74	12.00	14.45	17.59	20.66	13.18	NA	NA
MLL	22.32	13.30	32.43	24.89	23.51	22.94	NA	NA
TechM	10.84	13.43	24.38	22.95	59.53	64.31	NA	NA

The following subsidiaries are not reported:  
MEML, MHRIL, MRHFL, MIBL, MHEL, MEIL, Susten

**Average Training Hours - Non Permanent employees**

Sector	FTC		TPC		Others	
	Male	Female	Male	Female	Male	Female
MMFSL	0	0	0	0	0	0
Accelo	NA	NA	4.36	0.67	43.61	NA
Real Estate Sector	NA	NA	6.87	4	NA	NA
MLL	0.52	0	NA	NA	843.08	44

Note: NA -Not Applicable

**Parental Leave**

Gender	Return to work rate (%)		Retention rate (%)	
	Male	Female	Male	Female
MMFSL	99.59	50.00	78.29	70.96
Real Estate Sector	100	66.67	60	100
MLL	90	91	69	50
TechM	99.92	96.99	55.85	40.39

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# **INDEPENDENT ASSURANCE STATEMENT**



**KPMG Assurance and Consulting Services LLP**  
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## **Independent Limited Assurance Report to Mahindra & Mahindra Limited on the Sustainability Report 2022-23**

We ('KPMG Assurance and Consulting Services LLP', or 'KPMG') have been engaged by Mahindra & Mahindra Limited ('the Company' or 'M&M') for the purpose of providing an independent limited assurance on the select non-financial sustainability disclosures for subsidiaries and associates of M&M in the Sustainability Report 2022-23 ('the Sustainability Report') as described in the 'scope, boundary, characteristics and limitations' below.

Our responsibility was to provide a limited assurance conclusion on the select non-financial sustainability disclosures based on our work performed and evidence obtained, nothing has come to our attention that causes us to believe that the select non-financial sustainability disclosures in the Company's Sustainability Report are not properly prepared, in material aspects, based on the GRI Standards 2021.

### ***Company's Responsibilities***

The management at the company is responsible for preparing the Sustainability Report that is free from material misstatement in reference with the reporting criteria (GRI Standards 2021) and for the information contained therein. The management at the company is also responsible for preparing the designed report accompanying statement.

This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and presentation of Sustainability Report that is free from material misstatement, whether due to fraud or error. It also includes conducting the materiality assessment process mentioned in the GRI Standards 2021 to identify material topics relevant for the company based on the responses of the internal and external stakeholders. The company ensures that it complies with GRI Standards 2021. It designs, implements and effectively operate controls to achieve the stated control objectives; selects and applies policies; makes judgments and estimates that are reasonable in the circumstances; and maintains adequate records in relation to the Sustainability Report.

The Company is also responsible for preventing and detecting fraud and for identifying and ensuring that the company complies with laws and regulations applicable to its activities. The company is responsible for ensuring company's staff involved with the preparation of the Sustainability Report are properly trained, systems are properly updated and that any changes in reporting encompass all significant operational sites.

### ***Our Responsibilities***

Our responsibility is to examine the Sustainability Report prepared by the company and to report thereon on select non-financial sustainability disclosures in the form of an independent limited assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board. That standard requires that we plan and perform our procedures to obtain a meaningful level of assurance about whether the Sustainability Report complies with GRI Standards 2021 in all material respects, as the basis for our limited assurance conclusion.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We have complied with the independence and other ethical requirements of the

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International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The procedures selected depend on our understanding of the Sustainability Report and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise.

In obtaining an understanding of the Sustainability Report and other engagement circumstances, we have considered the process used to prepare the Sustainability Report in order to design assurance procedures that are appropriate in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the company's process or internal control over the preparation and presentation of the Sustainability Report.

Our engagement also included: assessing the appropriateness of the Sustainability Report, the suitability of the criteria used by the company in preparing the Sustainability Report in the circumstances of the engagement, evaluating the appropriateness of the methods, policies and procedures, and models used in the preparation of the Sustainability Report and the reasonableness of estimates made by company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

As part of this engagement, we have not performed any procedures by way of audit, review or verification of the financial disclosures nor of the underlying records or other sources from which the financial statements and information was extracted.

We also read other information included in the Sustainability Report that contains the select non-financial sustainability disclosures and our report thereon in order to identify material inconsistencies, if any, with the select non-financial sustainability disclosures.

#### **Assurance Procedures**

Our assurance process involves performing procedures to obtain evidence about the reliability of specified disclosures. The nature, timing and extent of procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the selected sustainability disclosures whether due to fraud or error. In making those risk assessments, we have considered internal controls relevant to the preparation of the Report to design assurance procedures that are appropriate in the circumstances.

These procedures have been divided in three phases:

#### Phase 1

- Interactions with Process Heads to understand their sustainability vision
- Interaction with the company's sustainability team to understand the translation of the Board of Directors vision into action
- An assessment of the company's existing systems used for data collection and reporting by the company relevant for fair presentation of the company's sustainability disclosures.
- Review of such systems, including related non-financial internal controls

#### Phase 2

- Testing, on a sample basis, of evidence supporting the data through site visits and corporate reviews.



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- Evaluating the appropriateness of the quantification methods used to arrive at the select non-financial sustainability disclosures presented in the Sustainability Report
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by the company for data analysis
- Assessment of the consistency between the data for the select non-financial sustainability disclosures and the related written comments in the narrative of the report.
- Interviews with staff responsible for data collection, collation and reporting.

**Phase 3**

- Preparation of observation letter based on review and classification of findings for potential risk to sustainability framework
- Discussion of the observations and findings with the sustainability team
- Issue of Assurance Report and sharing with the management of the company

Review of sustainability performance data was carried out through site visits to the M&M Subsidiaries' operations at MHRIL Assanora & Udaipur, MEIL Nashik, MLL Sector Worli & Nashik, Susten Sector & Jodhpur, MMFSL Sector & Nashik, MIL Chennai & Sector and MEML Bangalore in India. Appropriate documentary evidence was obtained from the relevant authority at respective sites and at corporate office to support our conclusions on the information and data reviewed

***Scope, Boundary, Characteristics and Limitations***

The scope of assurance covers the selected non-financial sustainability disclosures based on reference criteria of subsidiaries and associates of M&M Limited as mentioned in the table below, for the reporting period of 01 April 2022 to 31 March 2023. The following subsidiaries and associates are included under the scope of assurance:

- |   |   |
|---|---|
| 1. Mahindra Electric Mobility Ltd. (MEML)         | 8. Mahindra & Mahindra Financial Services Ltd. (MFSL) |
| 2. Mahindra Lifespace Developers Ltd. (MLDL)      | 9. Tech Mahindra Ltd. (TECH M)                        |
| 3. Mahindra World City Developers Ltd. (MWCDL)    | 10. Mahindra Accelo Limited (Accelo)                  |
| 4. Mahindra World City Jaipur Ltd. (MWCJL)        | 11. Mahindra EPC Irrigation Ltd. (MEIL)               |
| 5. Mahindra Industrial Park Chennai Ltd. (MIPCL)  | 12. Mahindra Susten Pvt. Ltd. (SUSTEN)                |
| 6. Mahindra Industrial Park Private Ltd. (MIPPL)  | 13. Mahindra Logistics Ltd. (MLL)                     |
| 7. Mahindra Holidays & Resorts India Ltd. (MHRIL) | 14. Mahindra Heavy Engines Ltd (MHEL)                 |

**Reference criteria – GRI Standards 2021****Universal Standards****General Disclosures**

- Activities and workers: GRI 2-7\*

**Topic Specific Standards****Environmental**

- GRI 302: Energy (2016): 302-1, 302-3
- GRI 303: Water & Effluent (2018): 303-3
- GRI 305: Emissions (2016): 305-1, 305-2, 305-4

**Social\***

- GRI 401: Employment (2016): 401-1
- GRI 404: Training and Education (2016): 404-1

\* Covers only Permanent Employees data. Excludes data for MEML, MHRIL, MHEL, MEIL, Susten.



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The assurance scope excludes following:

- Data related to Company's financial performance.
- We will not, pursuant to this letter, perform any management function for you nor make any decision relating to the services provided by us in the terms of this letter. You are responsible for making management decisions, including accepting responsibility for the results of our services.
- Additionally, management of the Company is responsible for designating a management-level individual or individuals responsible for overseeing the services provided, evaluating the adequacy of the services provided, evaluating any findings or recommendations and monitoring ongoing activities.
- Data and information outside the defined Reporting Period
- Data outside the operations mentioned in the Assurance Boundary above unless and otherwise specifically mentioned in this report.
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in reporting criteria above.
- Aspects of the Report other than those mentioned under the scope and boundary above.
- Review of legal compliances.

Our scope and associated responsibility exclude for the avoidance of doubt, any form of review of the commercial merits, technical feasibility, accuracy, compliance with applicable legislation for the project, and accordingly we express no opinion thereon. We have also not verified any likelihood, timing or effect of possible future oriented information and commercial risks associated with the Report, nor comment upon the possibility of any financial projections being achieved. We have relied on the data furnished by the Company and have not independently verified the information or efficacy and reliability of the Company's information technology systems, technology tools / platforms or data management systems.

***Conclusion***

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on our limited review and procedures performed, nothing has come to our attention that causes us to believe that the select non-financial sustainability disclosures in the Company's Sustainability Report are not properly prepared, in material aspects, with reference to GRI Standards 2021.

We have read the other environment and social information included in the Sustainability Report that contains the select non-financial sustainability disclosures and our independent limited Assurance Report thereon. We did not identify any material inconsistencies in this information with the select non-financial sustainability disclosures.



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The Sustainability Report has been evaluated against GRI Standards 2021. These criteria have been developed only for ESG related disclosures. As a result, the Sustainability Report may not be suitable for another purpose.

***Independence***

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social, and economic information as per requirements of ISAE 3000 (Revised).

Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC-1, and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

***Restriction of Use of Our Report***

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the company for any purpose or in any context. Any party other than the company who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. We accept or assume no responsibility and deny any liability to any party other than the company for our work, for this independent limited Assurance Report, or for the conclusions we have reached.

Our report is released to the company on the basis that it shall not be copied, referred to or disclosed, in whole (save for the company's own internal purposes) or in part, without our prior written consent.

A handwritten signature in blue ink, appearing to read "Dhongde".

**Dr. Gargi Dhongde**  
Director  
KPMG Assurance and Consulting Services LLP  
3 August 2023



**M&M Section**

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# GRI CONTENT INDEX

## ▼ GENERAL STANDARD DISCLOSURES



CONTENT INDEX  
WITH REFERENCE  
SERVICE

2023

Statement of use	Mahindra & Mahindra Ltd has reported the information cited in this GRI content index for the period 1 <sup>st</sup> April, 2022 to 31 <sup>st</sup> March, 2023 with reference to the GRI Standards.	
GRI Standard	Disclosures	Location (Page No./Explanation)
GRI 1 used	GRI 1: Foundation 2021	
GRI 2: General Disclosures 2021	2-1 Organizational details	
	2-2 Entities included in the organization's sustainability reporting	5-11, 26, 165-170
	2-3 Reporting period, frequency and contact point	26, 165-170
	2-4 Restatements of information	No restatement in the report
	2-5 External assurance	158-160, 221-223
	2-6 Activities, value chain and other business relationships	5-11, 16, 23, 38-39, 80-90, 173, 190
	2-7 Employees	91-104, 145-146, 192-201, 219-220
	2-8 Workers who are not employees	145, 219
	2-9 Governance structure and composition	13-14
	2-10 Nomination and selection of the highest governance body	Refer M&M IR 2023 pages 144-152 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	2-11 Chair of the highest governance body	13
	2-12 Role of the highest governance body in overseeing the management of impacts	32-33
	2-13 Delegation of responsibility for managing impacts	32-33
	2-14 Role of the highest governance body in sustainability reporting	32-33
	2-15 Conflicts of interest	Refer M&M IAR 2023 page 145 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	2-16 Communication of critical concerns	Refer M&M IAR 2023 pages 176-178 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a> SR 2023 pages 37-39, 179-180
	2-17 Collective knowledge of the highest governance body	Refer M&M IAR 2023 pages 146-151, 157-158 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	2-18 Evaluation of the performance of the highest governance body	Refer M&M IAR 2023 pages 70-71 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	2-19 Remuneration policies	Refer M&M website : <a href="https://www.mahindra.com/investor-relations/policies-and-documents">https://www.mahindra.com/investor-relations/policies-and-documents</a>

For the Content Index With Reference Pilot Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures are aligned with the appropriate sections in the body of the report.

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GRI Standard	Disclosures	Location (Page No./Explanation)
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	97, 100
	2-21 Annual total compensation ratio	Refer SR 2023 page 98 Refer M&M IAR page 215 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	2-22 Statement on sustainable development strategy	32
	2-23 Policy commitments	31
	2-24 Embedding policy commitments	27-28, 32-36
	2-25 Processes to remediate negative impacts	43, 70-74, 117-133
	2-26 Mechanisms for seeking advice and raising concerns	37-39
	2-27 Compliance with laws and regulations	16, 59, 75, 178
	2-28 Membership associations	10-11, 16, 86-90
	2-29 Approach to stakeholder engagement	37, 40
	2-30 Collective bargaining agreements	104
GRI 3: Material Topics 2021	3-1 Process to determine material topics	40
	3-2 List of material topics	41-42
	3-3 Management of material topics	40-42
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	17-20, 171-173
	201-2 Financial implications and other risks and opportunities due to climate change	19-21
	201-3 Defined benefit plan obligations and other retirement plans	Refer M&M IAR page 209 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	201-4 Financial assistance received from government	20
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Refer M&M IAR pages 7-9 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	202-2 Proportion of senior management hired from the local community	Refer M&M IAR page 214 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	22, 44, 48, 182
	203-2 Significant indirect economic impacts	Data not available
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	23, 173
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	Refer M&M IAR 2023 page 206 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	205-2 Communication and training about anti-corruption policies and procedures	Refer M&M IAR 2023 page 205 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>



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GRI Standard	Disclosures	Location (Page No./Explanation)
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Refer M&M IAR 2023 page 206 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Refer SR 2023 pages 70-74 Refer M&M IAR page 221 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
GRI 207: Tax 2019	207-1 Approach to tax	Not Applicable. Not Material Issue
	207-2 Tax governance, control, and risk management	Not Applicable. Not Material Issue
	207-3 Stakeholder engagement and management of concerns related to tax	Not Applicable. Not Material Issue
	207-4 Country-by-country reporting	Not Applicable. Not Material Issue
GRI 301: Materials 2016	301-1 Materials used by weight or volume	143, 217
	301-2 Recycled input materials used	Not Applicable. Not Material Issue
	301-3 Reclaimed products and their packaging materials	Not Applicable. Not Material Issue
GRI 302: Energy 2016	302-1 Energy consumption within the organization	48, 136-137, 215
	302-2 Energy consumption outside of the organization	85
	302-3 Energy intensity	136-137, 215
	302-4 Reduction of energy consumption	48, 51
	302-5 Reductions in energy requirements of products and services	Not Applicable
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	54-55, 136-141, 188, 216-217
	303-2 Management of water discharge-related impacts	55
	303-3 Water withdrawal	55, 138, 216-217
	303-4 Water discharge	139
	303-5 Water consumption	140
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not Applicable. Not Material Issue
	304-2 Significant impacts of activities, products and services on biodiversity	Not Applicable. Not Material Issue
	304-3 Habitats protected or restored	Not Applicable. Not Material Issue
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not Applicable. Not Material Issue
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	45, 48, 134-136, 213-214
	305-2 Energy indirect (Scope 2) GHG emissions	45, 48, 134-136, 213-214
	305-3 Other indirect (Scope 3) GHG emissions	45, 48, 134-136
	305-4 GHG emissions intensity	48, 134-136, 213-214
	305-5 Reduction of GHG emissions	45, 46, 47, 48, 134-136



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GRI Standard	Disclosures	Location (Page No./Explanation)
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	Refer SR page 56 Refer M&M IAR page 217 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	56, 144
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	56
	306-2 Management of significant waste-related impacts	56
	306-3 Waste generated	141-142, 218
	306-4 Waste diverted from disposal	141-142, 218
	306-5 Waste directed to disposal	141-142, 218
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	80-85
	308-2 Negative environmental impacts in the supply chain and actions taken	80-85
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	145-146, 219
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	104
	401-3 Parental leave	145, 220
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	93
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	91-105, 195-196
	403-2 Hazard identification, risk assessment, and incident investigation	91-105, 195-196
	403-3 Occupational health services	91-105, 195-196
	403-4 Worker participation, consultation, and communication on occupational health and safety	91-105, 195-196
	403-5 Worker training on occupational health and safety	91-105, 195-196
	403-6 Promotion of worker health	91-105, 195-196
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	91-105, 195-196
	403-8 Workers covered by an occupational health and safety management system	91-105, 195-196
	403-9 Work-related injuries	146, 195
	403-10 Work-related ill health	146
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	146, 220
	404-2 Programs for upgrading employee skills and transition assistance programs	99-100, 198-199
	404-3 Percentage of employees receiving regular performance and career development reviews	Refer SR 2023 page 100 Refer M&M IAR page 210 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>



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GRI Standard	Disclosures	Location (Page No./Explanation)
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees 405-2 Ratio of basic salary and remuneration of women to men	96, 194 97-98
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Refer M&M IAR page 215-216 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	94-95
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Refer SR page 150 Refer M&M IAR page 215-216 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Refer SR page 150 Refer M&M IAR page 215-216 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	Not Applicable. Not Material Issue
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples	Refer M&M IAR page 215-216 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Data not available
	413-2 Operations with significant actual and potential negative impacts on local communities	Data not available
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	80-85
	414-2 Negative social impacts in the supply chain and actions taken	80-85
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	None
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	70-76, 178
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	70-76, 178
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	78-79, 179-180
	417-2 Incidents of non-compliance concerning product and service information and labeling	70-76
	417-3 Incidents of non-compliance concerning marketing communications	70-76
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Refer M&M IAR page 222 <a href="https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf">https://www.mahindra.com/sites/default/files/2024-01/MM-Annual-Report-2022-23.pdf</a>



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This report has been  
prepared with reference to  
the GRI Standards 2021

*All figures in the report are current  
as of 31<sup>st</sup> March, 2023.*