



# urboonisation

SUSTAINABILITY REPORT 2015 - 16



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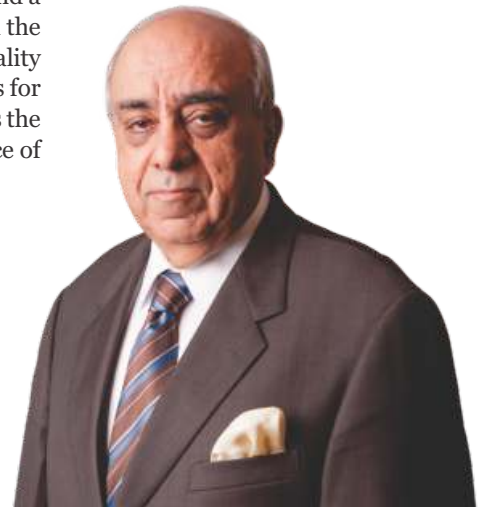
## MESSAGE FROM THE CHAIRMAN

Historically, urban areas have been the melting pots of human imagination and creativity, and have contained ample opportunities for addressing economic problems, as well as the means to combat social exclusion, crime and poverty. However, for urban areas to continue to achieve this end, the means will have to be planned, governed and be made sustainable.

This is especially essential for a country like ours with a billion plus population and a growing ambition of migration from rural to urban areas. Unfortunately, though the quantum of urbanisation in India is advancing at an ever increasing pace, the quality of this development is not keeping up. Short-sighted planning is creating barriers for long-term viability of many in urban pockets. Holistically planned urbanisation is the only solution to simultaneously ensure gainful employment and healthy existence of our present and future generations.

**As an organisation, we have always taken pride in designing and constructing ecologically-friendly, economically-conducive and socially-inclusive living spaces in India.**

**I believe that sustainable practices, like ethics, need to be more than just an inclusion in the Code of Conduct; they have to be ingrained into a company's DNA.**



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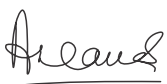
Our philosophy of Urboonisation, I feel, is helping us achieve this by taking our vision of developing sustainable habitats beyond the boardroom, into the real world.

Urboonisation has helped us understand and cater to the needs of not just the affluent or large corporates, but also those of the burgeoning but ambitious middle class. It has helped us add more value to our offerings and earn a brand equity that is enviable in the real estate industry today.

The year that was, can best be described as a year of hope. Signs of a rebound in the nation's economy coupled with the government's mandate to jumpstart smart development, kindled the expectations of the real estate sector for the future despite witnessing sluggish demand, this year. Though retail investors have been shying from purchasing new properties, demand from end consumers sustained quite well. These discerning customers are looking for developers with credibility and this is exactly where we score. It was an active year for our residential segment, with sales of over 1,000 units and we continued to acquire more land pockets in strategically promising areas, and introduced new phases in the existing projects. The future holds great promise, as we not only have a robust pipeline to offer to the market, but also the goodwill of a preferred choice.

I hope this report adds to your understanding of how Mahindra Lifespaces is furthering sustainable urbanisation.

Regards,



**Arun Nanda**  
Chairman

## MESSAGE FROM MD & CEO

Cities have always been the growth engines of developing economies and growth sustainers of developed ones. They have encouraged and enhanced creative interactions, technological innovations and social change. Naturally, they have also attracted more people towards them. In India alone, we are pegged to cross an urbanisation level of 40% in the next 15 years; thus adding 250 million people to the current urban population of 350 million. But for these urban areas to become the sustainers of India's development, they will have to be designed, developed and occupied sustainably. This is the third year of Urboonisation, our framework for sustainable urbanisation, comprising three pillars - Responcity, Ecosystemic and Happitat. We continue to spearhead Urboonisation as an act of business responsibility, as well as environmental stewardship.

### Business Responsibility

#### Performance on Disclosure

In FY 2014-15, we introduced a sustainability summary as an integrated part of our annual report. This is the 5th year of our sustainability reporting journey.

We continued our voluntary participation in the Climate Disclosure project with a disclosure score of 99 out of 100 on climate response.

#### Thought Leadership

Mahindra Lifespaces became one of the five founding signatories of the Sustainable Housing Leadership Consortium - an IFC initiative.

At COP21, we took part in a panel discussion on Value Chain Transformation at the Lima Paris Action Agenda's inaugural Buildings Day.

#### Building Partnerships

MWC, WRI & IFC conducted a workshop on Group Captive Renewable projects for the occupants of Mahindra World City, Chennai.

We are a part of the Steering Committee of the Energy Efficient Building Project (EEB) 2.0 for India and will be leading the Jaipur lab action plan.

### Environment Stewardship

- As a part of Sustainable Supply Chain, we conducted a suppliers and contractors meet, motivating and mentoring them to adopt sustainable practices
- Demonstrating our commitment in Biodiversity, recommendations based on the comprehensive study undertaken last year at Boisar and Chennai are being implemented at both locations

### Community Outreach

- Heading towards the ambitious target of creating catalysts through one million caring citizens, the Green Army initiative covered more than 8,000 children across 40 schools in Mumbai and Pune
- As responsible citizens of this thriving city, the Company believes that the infrastructure that exists should be made as life friendly as the ones yet to be built. With this thought we brought 'Urbanscaping initiative' with a pilot project at Sion station in Mumbai



**Worker safety remains a focus area for us. I am happy to report that this year, we saw 18,453,101 man-hours of work done with zero fatality and zero reportable accidents**


The ability to fund the change is as important as the awareness to identify it, and the resolve to make it happen. Headwinds were strong during the year and the industry continued to see low demand for residential and industrial real estate in this environment. In FY 2015-16, residential sales grew 17% over the previous year for us and our joint venture with Sumitomo Corporation for a new industrial cluster in North Chennai, saw fruition. I am confident that a recovery in economic indicators will help drive demand across our business segments.

As always, I look forward to your valuable feedback on this report.

Regards,

**Anita Arjundas**

*Managing Director & CEO*

A photograph of a tall building under construction, completely encased in a complex network of brown metal scaffolding. Several construction workers are visible on different levels of the scaffolding, wearing orange safety vests and hard hats. The building's facade is a dark, textured grey. The sky is overcast and grey.

**18,453,101  
MAN-HOURS OF WORK  
DONE WITH  
ZERO FATALITY  
AND ZERO REPORTABLE  
ACCIDENTS**

# Reporting Process

## Our Reporting Approach

Mahindra Lifespace Developers Ltd. (hereinafter referred to as Mahindra Lifespaces or MLDL) came into existence in 1994 with an aim to provide environmentally sustainable real estate solutions to corporate occupants and aspiring home owners. Being part of the Mahindra Group and with sustainable urbanisation as our raison d'être, we started reporting our sustainability initiatives in FY 2007-08 as part of the Mahindra Group Sustainability Report. By FY 2011-12, our performance and reporting had matured enough to merit a standalone report and we became the first Indian company in the Real Estate sector to do so.

This is the fifth edition of our annual sustainability report covering our performance during the reporting period of FY 2015-16. Last year we transitioned to G4 Core Guideline, which is the latest sustainability reporting framework launched by the Global Reporting Initiative (GRI).

We are happy to report that these guidelines have brought a new vigour to our sustainability reporting performance and has enabled us to publish a more strategic and focused report with enhanced accountability.

This Report presents how we are exploring, executing and enhancing sustainable urbanisation through residential developments (hereinafter, MLIFE), integrated townships – Mahindra World City (hereinafter, MWC) and affordable housing projects (hereinafter, Happinest). We have also delineated our principles of corporate governance plus our approaches towards various stakeholders and how we engage with them, and get mutually enriched in the process.

## Scope Limitations

This report is India-centric and excludes all international operations, joint ventures and the following subsidiaries:



The biggest room in the world, is the room for improvement. And the key to this room lies in your valuable feedback. Please post your suggestions / views / opinions to:

**Email address:** [mldsustainability@mahindra.com](mailto:mldsustainability@mahindra.com)

**Registered office address:** Mahindra Towers, 5th Floor, Worli, Mumbai

**Web address:** [www.mahindralifespaces.com](http://www.mahindralifespaces.com) | [www.mahindraworldcity.com](http://www.mahindraworldcity.com)

## Report Boundary

The reporting period for this sustainability report is 1st April 2015 to 31st March 2016. Most of our operations are covered under the reporting scope. This includes:

### Mahindra Lifespace Developers Limited:

Antheia and L'Artista (Pune)

The Serenes (Alibaug)

Aura (Gurgaon)

Ashvita (Hyderabad)

### Mahindra Homes Private Limited:

Luminare (Gurgaon)

Windchimes (Bengaluru)

### Mahindra Bebanco Developers Limited:

Bloomdale (Nagpur)

### Mahindra Residential Developers Limited:

Aqualily (Chennai)

### Mahindra Integrated Township Limited:

Iris Court, Nova (Chennai)

### Mahindra World City Developers Limited Chennai

### Mahindra World City Jaipur Limited

Jaipur

### Happinest

Chennai and Boisar

# Company & Group Profile

## Mahindra Group

The Mahindra Group is a USD 17.8 billion global federation of companies, headquartered at Mumbai, India with operations in 20 key industries that form the foundation of modern economy. Its federal structure empowers each company with entrepreneurial freedom and supports it with Group-wide synergies, resulting in a thriving and sustainable business model.

Already a frontrunner in the fields of utility vehicles, information technology, tractors, financial services, real estate and vacation homes, the Group is surging ahead in aerospace, aftermarket, automotive components, consulting services, defence, energy, logistics, retail and two wheelers.

Guided by the 3 pillars - 'Accepting No Limits, Alternative Thinking and Driving Positive Change', it strives to build not just products and services, but new possibilities for a truly sustainable future.

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**The Group aims to make 'Mahindra' one of the 50 most admired global brands by 2021. A brand that empowers people to RISE to their dreams and achieve their full potential.**

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20  
key industries

200,000+  
people

100+  
countries

1 purpose  
to enable people to  
Rise

## Mahindra Lifespace Developers Limited

Mahindra Lifespace Developers Ltd. (MLDL) is one of the leading real estate players in India with a presence in 9 major cities. We operate in 3 distinct business segments: residential developments, integrated cities & industrial clusters and affordable housing.

We forayed into real estate and infrastructure development in 1994. Our mission of transforming urban landscapes by creating sustainable communities drives the spaces we operate in, the way we do our business and our responsibility to the larger society.

A total of  
16 million sq. ft.  
of registered  
green building  
footprint



Growing at a consistent CAGR of 7%, we are creating sustainable infrastructure with presence in focused but diverse geographies within each business.

## Mahindra Lifespaces

focuses on the premium and mid-segment residential developments.

3.50 mn sq. ft. of residential real estate under execution with a further 4.16 mn sq. ft. in the pipeline.

Focus on 6 cities based on market size and profitability.

## Happinest

has a strategic emphasis towards affordable housing in order to address the large and under-served home ownership market in India.

Celebrated the 1,000th Happinest customer this year.

0.78 mn sq. ft. of residential real estate is under execution with a further 1.34 mn sq. ft. in the pipeline.

## Mahindra World Cities

MWCs are designed as integrated cities to create a balance between Livelihood, Living and Life.

MWC, Chennai entered into a joint venture with Sumitomo Corporation for an industrial park in North Chennai.

MWC, Jaipur added four new customers and three existing customers took additional space.

*FY 2011 to FY 2016 Consolidated Total Income CAGR = 7%*





# Corporate Governance

## Management Approach

Good governance is like a strong foundation. We can build anything on it, right from an organisation to a nation, from investors' confidence to customer's trust and from associates progress to community's well-being. Transparency, trust and compliance are the three essentials that go into making that foundation at Mahindra Lifespaces. It not only guarantees that we respect the laws of the land, but also ensures robust corporate practices and responsible operational policies.

In the reporting year, we continued to intensify our operational risk management mechanism and focus on on-site vigil to ensure strong operational governance.

### Core elements of our governance philosophy:

- Compliance with corporate governance standards in letter and spirit
- Complete transparency and adequate disclosure practices
- Corporate success much above individual preferences
- Communicate externally, how the Company is run internally
- Compliance with the laws of the geographies in which we operate
- Trusteeship of shareholder capital rather than ownership



**Transparency, trust and compliance are the three essentials that go into making the foundation at Mahindra Lifespaces.**

## Governance Framework

We have a well-articulated policy framework encompassing our values, which helps in implementing the corporate governance practices. All our strategic decisions stem from these policies, leading to effective actions in the best interest of all stakeholders.

### Governance Structure

The Board of Directors comprising both executive as well as non-executive directors, is the highest governing body of Mahindra Lifespaces. This Board drives sustainable organisational growth by adopting transparent processes, principled procedures, timely disclosures and adherence to applicable rules.

### Board of Directors

The composition of the Board is in conformity with Reg. 17(1) of the (Listing Obligations and Disclosure Requirements) Regulations, 2015 [erstwhile, Clause 49 of the Listing Agreement of SEBI]. As of 31st March, 2016, the Board of Directors comprises six members who are involved principally in strategic matters and guide the overall corporate policies. We have a Non-executive Chairman and 50% of the total number of Directors are Independent Directors.



**The Board is given quarterly updates on the performance of sustainability initiatives throughout the year.**

Overall management of Mahindra Lifespaces is led by the Managing Director & Chief Executive Officer, who operates with a team of management personnel under the supervision of the Board. The Board approves and periodically reviews all actions and outcomes of the management to ensure alignment with the long-term objective of enhancing stakeholder value.

## Board Committees

The Board has identified certain core areas to focus on, and has instituted committees to manage those areas. These committees objectively form and oversee the execution of policies in line with industry best practices.

### Ten Board Committees at Mahindra Lifespaces:

- **Audit Committee**
- **Stakeholders Relationship Committee**
- **Nomination and Remuneration Committee**
- **Qualified Institutions Placement Committee**
- **Loans & Investment Committee**
- **Share Transfer and Allotment Committee**
- **Committee for Large Format Developments**
- **Committee for Residential Projects in Joint Venture**
- **Corporate Social Responsibility Committee**
- **Risk Management Committee**

The Board approves and periodically reviews all actions and outcomes of the management to ensure alignment with long-term objective of enhancing stakeholder value.

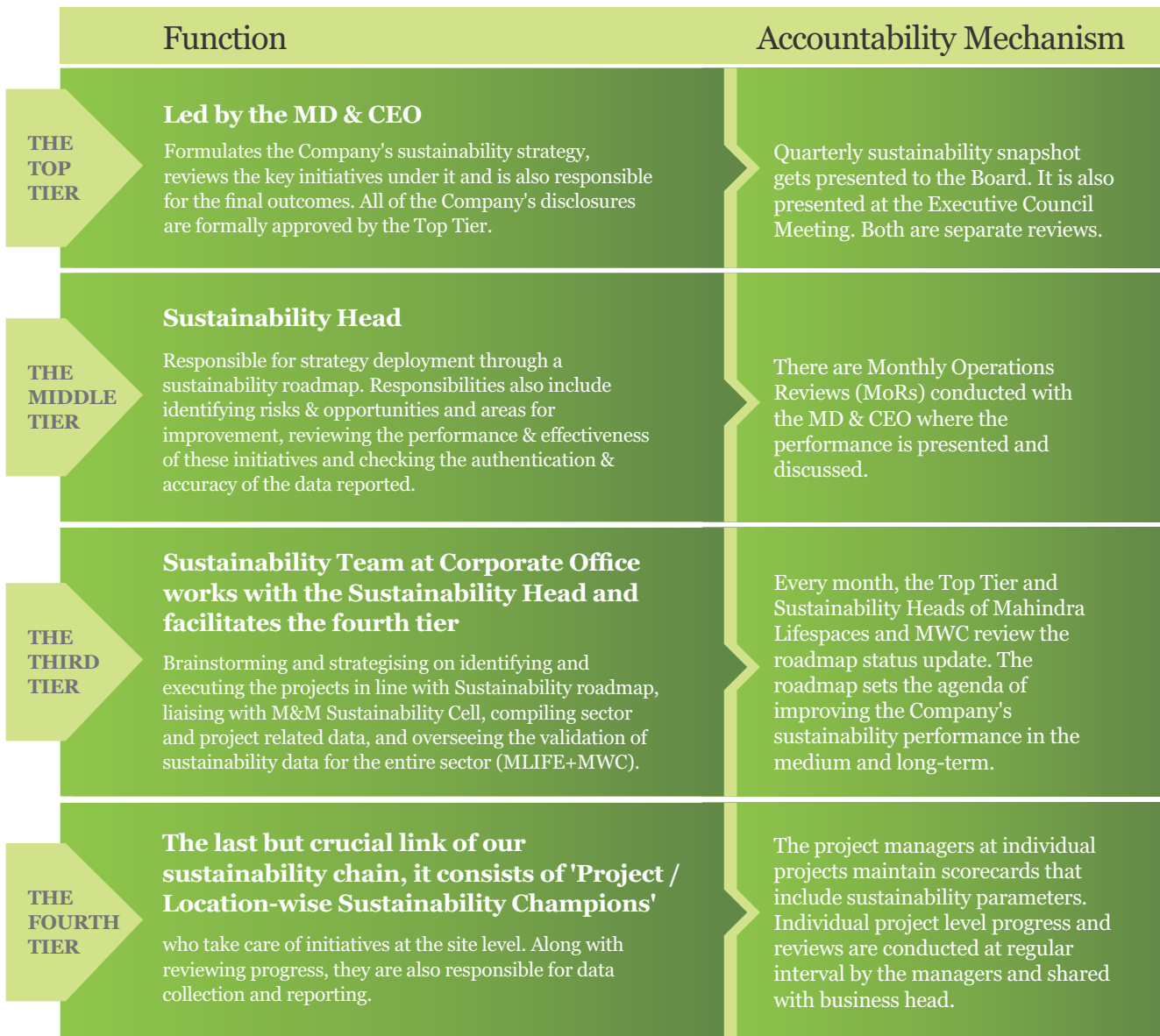
These committees objectively form and oversee the execution of policies in line with industry best practices.



# Sustainability Structure



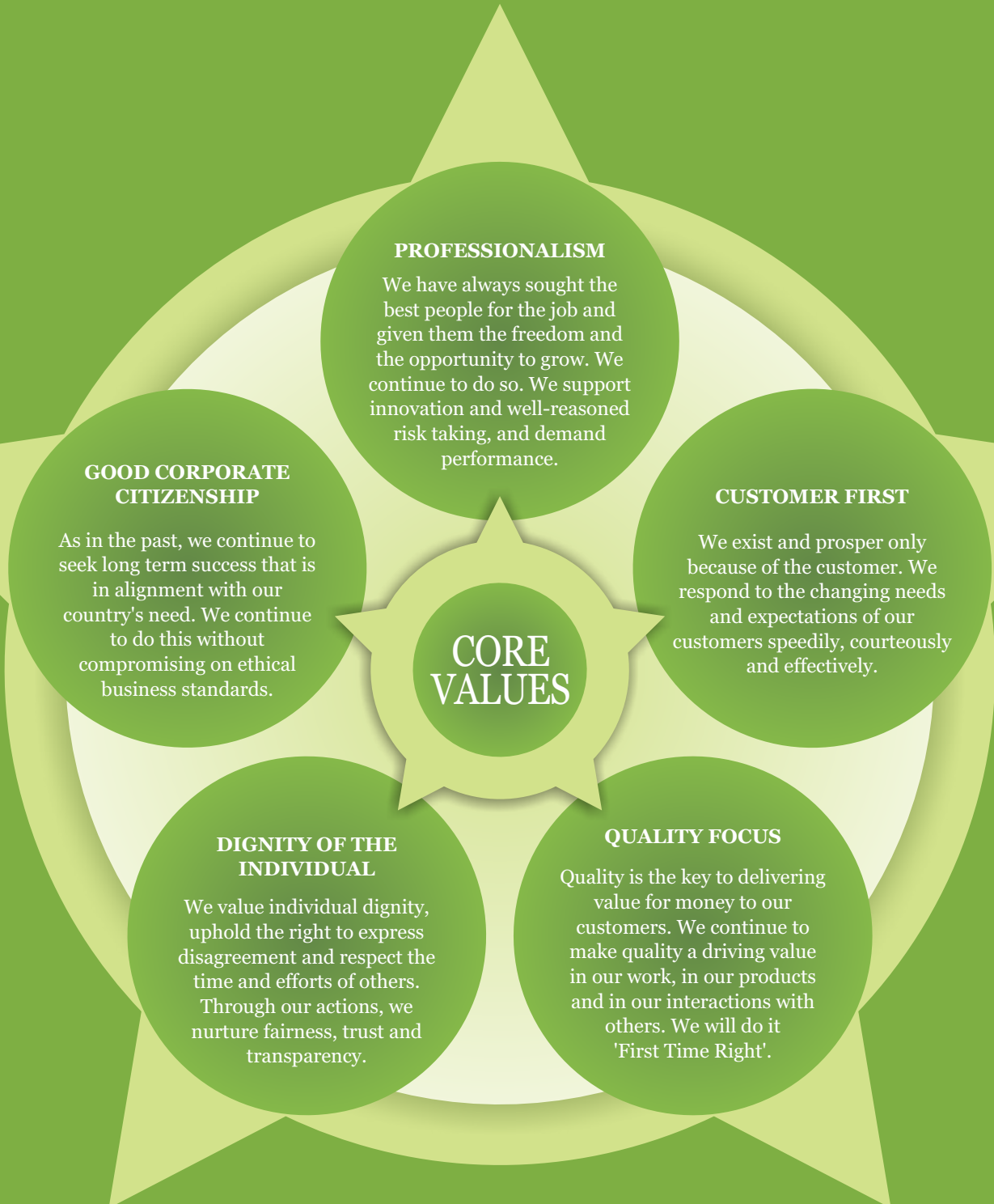
At Mahindra Lifespaces, we believe in the triple bottom line approach to everything we undertake. To enable it to percolate deep into all our processes, we have adopted the top-down sustainability approach as championed by the Mahindra Group. It is a four-tier structure that ingrains sustainability into the core of organisational as well as individual growth parameters.



# Core Purpose and Values

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

Our core values are influenced by our past, tempered by our present and are designed to shape our future. They are:



# Our Mission and Strategic Tenets

With a mission of 'transforming urban landscapes by creating sustainable communities', sustainability is at the core of everything we do. We enable this in accordance with the three bottom lines of sustainability - economic, environment and social. Be it residential developments, integrated townships or industrial clusters, green design and healthy living are the foundations of all our projects.

Our basic tenets are:

## The art of living

Thoughtfulness

Shaping Communities

**1** **Inclusiveness**

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Housing for All

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Industrial Hubs and New Urban Nodes

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**2**

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**3** **Responsible citizenship**

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Enabling Peace of Mind

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Safeguarding Tomorrow



# Code of Conduct

Our Code of Conduct serves as our ethical compass; a comprehensive point of reference for each employee to believe that organisational and individual goals can be achieved through product and service excellence, and not through illegal, unethical or unfair business practices. All employees at Mahindra Lifespaces are expected to stand by the Code in letter and spirit.

Last year, keeping in mind the evolving landscape and expanding business footprint, Mahindra Group revisited the Code of Conduct (CoC) and introduced a refreshed Code of Conduct, which is better aligned with today's challenges, benchmarked with the best global industry practices and broad-based to cover various scenarios. Mahindra Lifespaces in the process of aligning its CoC with the Group's CoC.

**Plans are underway to draft a new Code of Conduct for Mahindra Lifespaces, in line with the Group CoC, but customised to the context of India's real estate sector.**

**ethicquette**  
THE WAY WE RISE



Compliance becomes part of the culture when it is embedded from the beginning. All new employees are introduced to the Code of Conduct as part of the induction process. It is also posted on our intranet for easy reference at all times. Additionally, 'Ethical Dilemma' workshops are conducted, to improve awareness of the Code and provide practical guidance.

**All new employees are introduced to the Code of Conduct as part of the induction process**

## Governance Policies

The Code of Conduct which has been charted for the entire Group, is further strengthened by company-specific policies, procedures and guidelines that govern us to move forward and succeed through an ethical path.

- **Corporate Communication Policy** for transparent and timely information dissemination to stakeholders
- **Policy on Sexual Harassment for Women Employees** for protection of women at the workplace
- **Whistle Blower Policy** to reinforce robust implementation of the Company's code of conduct
- **Quality Policy** for continuous improvement and sustainable development
- **Environment Policy** to improve our environmental performance
- **Occupational Health and Safety Policy** to prevent accidental injuries and occupational ill health
- **Green Supply Chain Management Policy** to encourage contractors, suppliers and vendors to ensure total compliance for better health, safety and environment
- **Corporate Social Responsibility Policy** for contributing to the social good

**The Mahindra Group policies are our cornerstones. But keeping in mind the material issues of the real estate sector, we have built upon them.**

## Open and Credible Information Policy

Investors are key stakeholders for us and we have set up transparent and credible channels of communication with them. Through these channels we provide free, fair and timely information to the institutional as well as retail investors as per legal and regulatory requirements.

We are committed to being consistent in our disclosure of results. We publish comprehensive yearly reports and quarterly updates for financial analysts and intermediaries. These are in accordance with the Indian Accounting Standards and are also available on our corporate website.

We also go beyond what is statutorily required by publishing this sustainability report, which shows our progress on all three bottom lines – environment, social and economic.



# Risk Management

Business is a risk-reward proposition. Risk is essential to business growth. When it is identified early and managed well, its impact on processes, projects and functions is minimised. Our enterprise-wide risk management framework helps identify, classify, monitor and mitigate risks.

We have adopted a multi-tiered structure for outlining, reviewing and mitigating risks in order to increase the awareness and width of coverage across the organisation.



**Project-level risks are reviewed by regional managers on a monthly basis and presented to the top management during quarterly reviews.**

**Designated Risk Champions and Risk Controllers identify and monitor identified risks, flag the critical ones and deploy specific action plans.**

**Risk audits are conducted across locations and the operational scope of the Internal Audit Task Force has been enlarged to include Risk Management.**

**Our approach to risk management is aligned to the COSO<sup>#</sup> Framework.**

*#COSO-Committee of Sponsoring Organisations*

All projects are assessed by the process owners for risks related to safety, quality, technology, supply chain management, contractual compliances, contractor performance, cash management, financial reporting, and project planning & execution. Mitigation plans are finalised by the process owners and approved by the business head. Implementation status is reviewed every month by the business head.

For more information about the Risk Management framework, please refer to Mahindra Lifespaces Sustainability Report 2014-15.

## Anti Corruption Measures

### Management Approach

With every building we construct, we are also building our name and reputation. Sustainable urbanisation begins with doing the right thing, first time and every time.

Compromising on integrity is non-negotiable at Mahindra Lifespaces. From the top echelons to the operational floor, ethical business conduct is a must across all levels. Multiple corporate policies and operational processes are in place to avoid the breach of conduct.

Three separate Codes of Conduct viz. for Directors, for Independent Directors and for Senior Management and Employees have been adopted. The Code for Senior Management and Employees elucidates detailed clauses on anti-corruption and bribery in all possible means; be it gifts, bribes, payments or receivables in kind, for business or financial gain.

We have also included other stakeholders in our ambit. Suppliers and contractors are expected to follow the highest standards of integrity, impartiality and equity. Any employee, supplier or contractor found wanting in terms of ethical conduct, are dealt with promptly and stringently.



**Suppliers and contractors are expected to follow the highest standards of integrity, impartiality and equity.**

# Compliance

We have raised our bar on compliance far above the basic 'laws of the land'. We believe in following global best practices and set industry benchmarks on this issue.



1	2	3	4	5
<p><b>We became the first real estate company in India to publish a full-fledged sustainability report as per globally recognised GRI G3.1 guidelines, which is beyond what was statutorily required in FY 2011-12. Since then, we are publishing it every year</b></p>	<p><b>All our projects are certified Green projects, which goes far beyond the regulatory requirements</b></p>	<p><b>In 2014, we became the only real estate company from India to participate in the CDP Global Water Report 2014. This year, we continued our voluntary participation in the Climate Disclosure Project 2015 for climate change and water, with a disclosure score of 99 out of 100 on climate response</b></p>	<p><b>We fully comply with the corporate governance standards for listed companies as regulated by the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 [erstwhile Clause 49 of the Listing Agreement with the Stock Exchanges]</b></p>	<p><b>We also abide by the Competition Act, 2002 - a mandatory legislation that deals with anti-competitive behaviour and all labour-related legislations of the Central and State Governments</b></p>

The Company has complied with all requirements of Regulatory Authorities. No penalties / strictures were imposed on the Company by Stock Exchanges or SEBI or any Statutory Authority on any matter related to capital market since the listing of the Company's equity shares.

**'No launch without relevant approvals' has been the hallmark of our operational compliance.**



# Public Policy Advocacy

## Management Approach

At Mahindra Lifespaces, we believe that a change at policy level is always better in effectively communicating the sustainable urbanisation message across. Our senior management leverage their vast experience and expertise to advocate such policy change that could accelerate green development. They participate and represent the Company on a number of trade bodies and commerce platforms.

## Top Management Participation

### Mr. Arun Nanda

- Chairman Emeritus - Indo-French Chamber of Commerce
- Member - Governing Board of the Council of EU
- Member - Chambers of Commerce in India

### Ms. Anita Arjundas

- Advisor - FICCI Real Estate Committee
- Fellow - RICS (Royal Institute of Chartered Surveyors)
- Member - Asia Society India Centre

## Corporate Memberships

<ul style="list-style-type: none"> <li>● All India Association of Industries</li> <li>● Bombay Chamber of Commerce &amp; Industry</li> <li>● Building Materials and Technology Promotion Council (BMTPC)</li> <li>● Bureau of Energy Efficiency (BEE) - New Delhi</li> <li>● Central Pollution Control Board</li> <li>● Clinton Climate Initiative (CCI)</li> <li>● CII Western Regional Council</li> <li>● Confederation of Indian Industry (CII)</li> <li>● Confederation of Indian Industry (CII) - Hyderabad</li> <li>● Confederation of Indian Industry (CII) - Mumbai</li> <li>● Department of Science and Technology (DST)</li> <li>● Engineering Export Promotion Council of India (EEPC)</li> <li>● EURO Club (EBG)</li> <li>● Export Promotion Council (EPCES)</li> </ul>	<ul style="list-style-type: none"> <li>● Federation of Indian Chambers of Commerce &amp; Industry (FICCI)</li> <li>● Gem &amp; Jeweller Export Promotion Council (GJEPC)</li> <li>● Housing Development Finance Corp. Ltd. (HDFCL)</li> <li>● India-ASEAN-Sri Lanka Chamber of Commerce &amp; Industry</li> <li>● Indian Green Building Council (IGBC)</li> <li>● Indo-Australian Chamber of Commerce</li> <li>● Indo-French Chamber of Commerce &amp; Industry</li> <li>● Indo-Italian Chamber of Commerce and Industry (IICCI)</li> <li>● Indo-Japan Chamber of Commerce &amp; Industry</li> <li>● Madras Chamber of Commerce &amp; Industry</li> <li>● Maharashtra Chamber of Housing Industry (MCHI-CREDAI)</li> <li>● Mumbai Waste Management Ltd. (MWML), Taloja</li> </ul>	<ul style="list-style-type: none"> <li>● National Association of Software &amp; Service Companies (NASSCOM)</li> <li>● National Safety Council (NSC) - Mumbai</li> <li>● NIT Nagpur</li> <li>● PHD Chamber</li> <li>● Swedish Chamber of Commerce and Industry</li> <li>● Tamil Nadu Association of SEZ Infrastructure Developers (TASID)</li> <li>● The Energy and Resources Institute, New Delhi (TERI)</li> <li>● The Institute of Chartered Accountants of India</li> <li>● The Institute of Co. Secretaries of India (ICSI) - Mumbai</li> <li>● The Indus Entrepreneurs, Delhi (TiE)</li> <li>● The Indus Entrepreneurs, Jaipur (TiE)</li> <li>● US India Business Council (USIBC)</li> </ul>
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# Awards

Setting benchmarks has been our practice and awards have followed. Various national and international organisations, including the Government have bestowed us with many recognitions. The awards are not only a manifestation of our hard work, but also motivate us to work further to scale new boundaries.



**Below are some of the key recognitions received during the reporting period:**

Corporate Awards	Project Awards
<ul style="list-style-type: none"> <li>● Winner of Investor Relations Society Awards 2015 for Best Environment, Social &amp; Governance (ESG) Disclosure in Small Cap category</li> <li>● Runner-up at the Ashden Sustainable Energy – International Awards, 2015 for Sustainable Buildings</li> <li>● Recognised as one of India's Top 10 Builders by Construction World and Construction World Interiors for fifth consecutive year</li> <li>● Bagged second position in Construction Industry category at NSCI Best Safety Practices Award-2015, jointly organised by National Safety Council of India (NSCI) and Directorate of Industrial Safety &amp; Health (DISH)</li> <li>● Honoured by the Mint-Institute for Competitiveness Strategy Awards in India for differentiated focus on sustainable development and exemplary quality standards</li> <li>● Conferred with 'Best Realty Brands 2015' award by the Economic Times publication</li> </ul>	<ul style="list-style-type: none"> <li>● Mahindra World City, Chennai awarded in the 'Best Township (more than 200 acres)' category at the NDTV Property Awards 2015</li> <li>● Luminare conferred with CIDC Vishwakarma Award for Construction, Health, Safety and Environment</li> <li>● Iris Court awarded Best Residential Project in Chennai under the Affordable Housing segment at the 10th CNBC Awaaz Real Estate Awards 2015-16</li> <li>● Splendour awarded the 'Best Developer Residential Project' at ACETECH Alpha Awards 2015</li> <li>● Bloomdale awarded the Construction Industry Development Council (CIDC) Vishwakarma Award, 2015 for Construction Health, Safety and Environment</li> </ul>



**CIDC VISHWAKARMA AWARD FOR CONSTRUCTION - 2015**



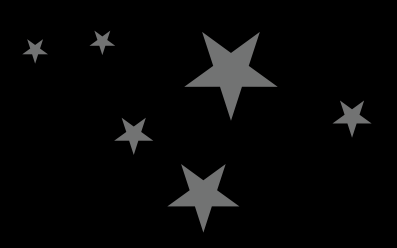
**NDTV PROPERTY AWARD - 2015**



**IR SOCIETY AWARDS - 2015**



**ACETECH ALPHA AWARD**



# SUSTAINABILITY PHILOSOPHY

## urboonisation

Urbanisation is like a dual-edged sword. When wielded well, it has the power to yield:



Unfortunately, what is witnessed today is unplanned urbanisation, which leads to serious socio-economic problems and, knowingly or unknowingly, causes irreparable damage.

Through Urboonisation, we at Mahindra Lifespaces, are leveraging the positive power of urban infrastructure to achieve the highest possible returns for our stakeholders and be a responsible corporate citizen for the community and the environment.

Our green buildings continue to optimise natural resource consumption across their life cycles.



Our world cities continue to improve quality of livelihood, living and life.



Our affordable housing projects continue to help thousands realise their dream of owning a house.



With climate change touching land and crunching natural resources, the ability to sustainably harness the full potential of resources, gives us a huge competitive advantage. In addition, Urboonisation is delivering two added benefits:

**A better preparedness for compliance with emerging policies**

**A distinct customer preference**

We are committed to not let the change be limited to us and are active participants in global think tanks and industry collectives. Through our unique Green Army program, we are enlisting the support of children, who are the future custodians of our world, in this crusade for sustainability. We believe that the infrastructure that exists should be made as life-friendly as the ones yet to be built. Hence, this year we initiated our urbanscaping initiative with a pilot project at Sion station in Mumbai.

# Sustainability

## A business imperative

Our holistic approach to sustainability manifests through three facets:



### Business Responsibility

Build a sustainable business by adopting the highest standards of governance, customer centricity, diversity and inclusion



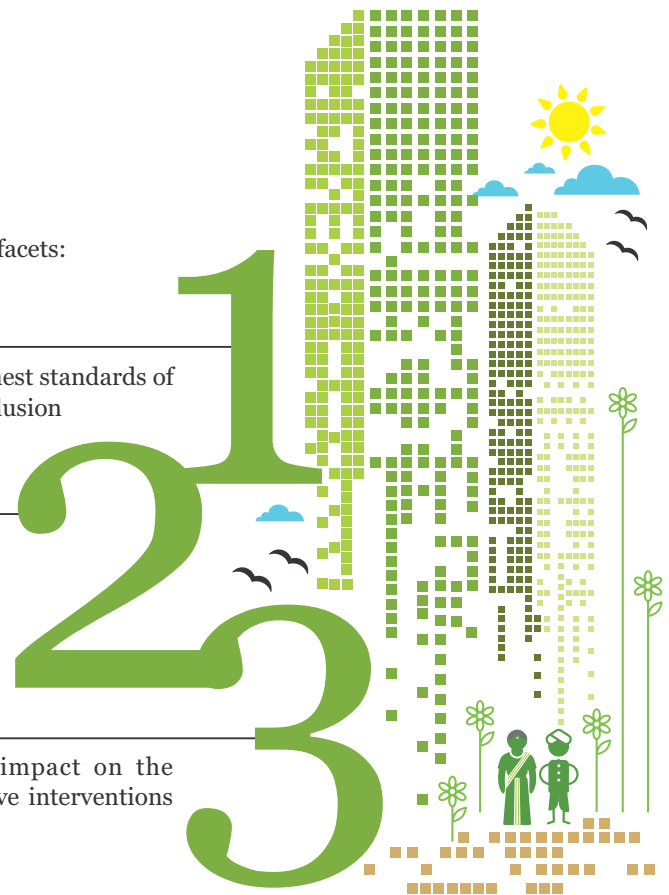
### Environment Stewardship

Create a green canvas by reducing the environment footprint of our products and the supply chain, and drive innovation through the adoption of sustainable technologies



### Community Outreach

Develop ecosystems that create a positive impact on the communities around our developments and drive interventions that positively influence the society at large



Sustainability risks are now an integral part of our enterprise-wide risk management framework. Not only have the risks been identified, the risk management framework has been ported into an online platform for real-time efficient monitoring.



Iris Court, MWC, Chennai

# Sustainability

## A collective responsibility

There is more to urbanisation than just density of population. Urban areas are marked by civic amenities, shared responsibilities and optimised utilisation of resources. Hence it is but natural that the process of transforming Urbanisation into Urboonisation should also be collective and collaborative.

We engage with a broad spectrum of:

<b>POLICY MAKERS</b>	<b>PLANNERS</b>
<b>PRACTITIONERS</b>	<b>ACADEMIA</b>

to promote responsible urbanisation and evolve sustainable frameworks that can collectively nurture the future of our cities.

Mahindra Lifespaces is one of the five founding members of the Sustainable Housing Leadership Consortium (SHLC) - a new CEO-led think tank convened by International Finance Corporation (IFC). The Consortium aims to mainstream sustainability in India's urban housing sector and support the transition to a low-carbon economy.

Each member commits to collaborate in developing a low carbon roadmap for the housing industry aligned to India's climate change goals with the following targets, 2015 being the baseline:

<b>To make the housing portfolio completely sustainable by 2017, through appropriate green building certifications</b>	<b>To achieve 20% reduction in incremental variable costs for sustainable housing construction and further improve the business case for green buildings</b>	<b>To provide leadership and advocacy for broader industry and government policy actions, so as to make 20% of India's new multifamily housing construction sustainable by 2022</b>
------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Ms. Sangeeta Prasad, CEO, Integrated Cities and Industrial Clusters, participated in Lima Paris Action Agenda's (LPAA) Buildings Day as a speaker in a panel discussion on 'Value Chain Transformation'. This was the first time when Buildings Day was being celebrated in the COP Meeting and was hosted by UNEP & the French Government. Another session of participation was on 'District Energy and Buildings Efficiency - Cities enabling countries to meet their climate objectives'.

In 2014, we became the only real estate Company from India to participate in the CDP Global Water Report 2014. This year, we continued our voluntary participation in the Climate Disclosure Project 2015 for climate change and water, with a disclosure score of 99 out of 100 on climate response.

Continuing our efforts under green supply chain management, we conducted Suppliers and Contractors Meet - an annual event focused on key suppliers and contractors of all business verticals: Lifespaces, World Cities and Happinest.

This Meet aimed to strengthen the sustainability capability of our suppliers in the field of supply chain. We empowered more than 200 partner companies in West, North and South regions with knowledge on various sustainability aspects introduced in the year 2015; such as inclusion of sustainability parameters in the prequalification criteria and factory visits. We also encouraged the initiation of GHG accounting and water footprinting, and their disclosure.



**Sangeeta Prasad, CEO, Integrated Cities & Industrial Clusters, at the UNEP Sessions in COP21**

# Materiality Analysis

The answer to 'what is to be done?' usually comes from the ones who are impacted the most. An organisation's sustainability journey begins with the identification of its stakeholders. Because it is these stakeholders who help it identify its material issues.

At Mahindra Lifespaces, we have diverse set of stakeholders ranging from the government, employees, suppliers, customers, shareholders to the community. This focus on materiality helps us to focus on matters that matter the most and directs us to grow effectively and inclusively. Better we understand the issues that are material to us and our stakeholders, better will be our performance in achieving them.

In FY 2013-14, we undertook a detailed materiality assessment exercise to identify, refine and reassess our principle environmental, social and governance imperatives. An organised materiality analysis process was undertaken to engage with all key stakeholders and arrive at shared material issues. This assessment was aligned with the principles of GRI G4, the emerging reporting framework which enabled a smooth transition to G4 last year.

**Below are the highlights of our materiality analysis and outcomes:**

**We have diverse set of stakeholders thus focus on materiality helps us to focus on matters that matter the most and directs us to grow effectively and inclusively.**

1

Businesswise identification of material issues

2

Engaging with external as well as internal stakeholders relevant to each business, such as customers, suppliers, contractors, investors, consultancies and employees



3

Prioritisation and establishing co-relation of material issues on

- **Importance as per external stakeholders**
- **Importance as per internal stakeholders**

4

Aligning it with the business vision and charting a sustainability agenda and actionable milestones

5

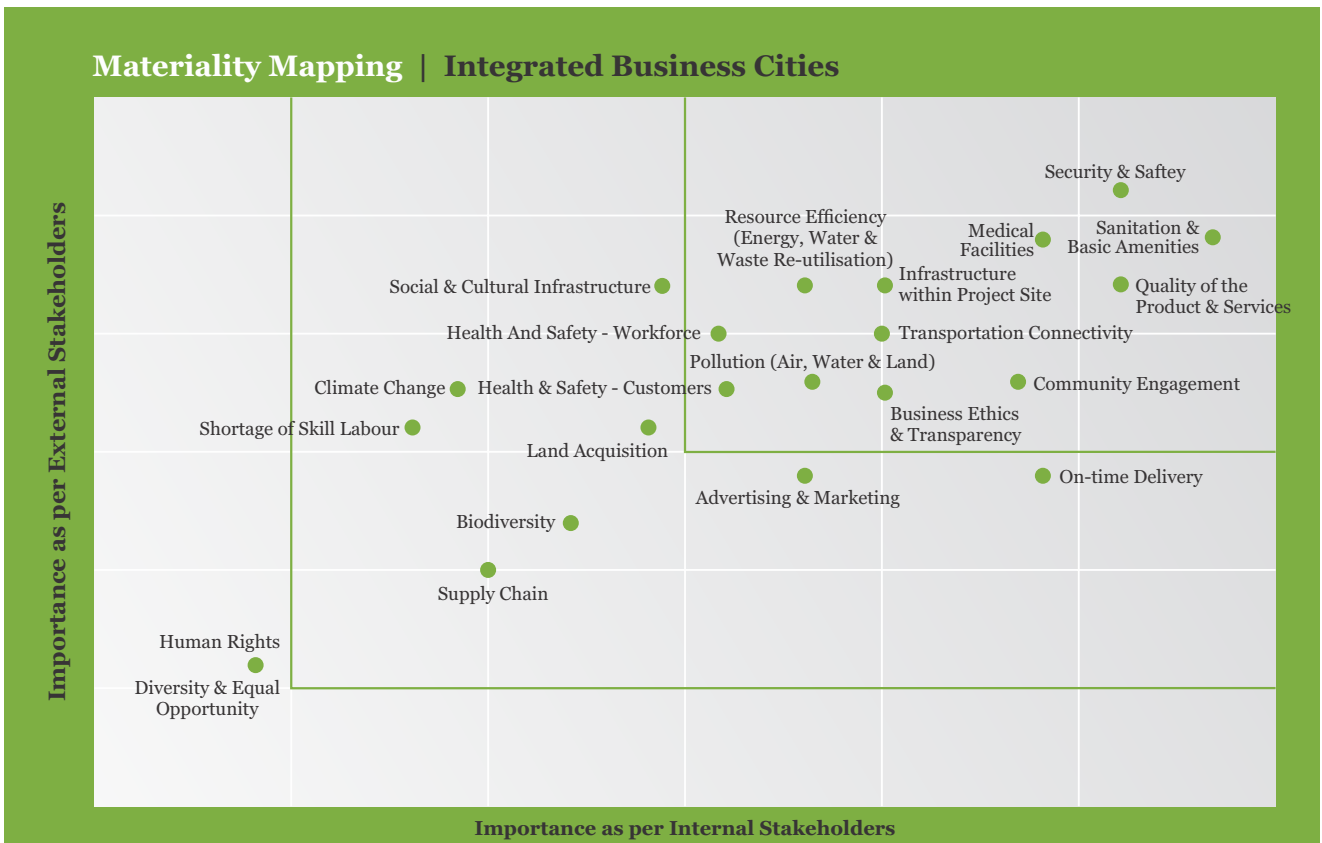
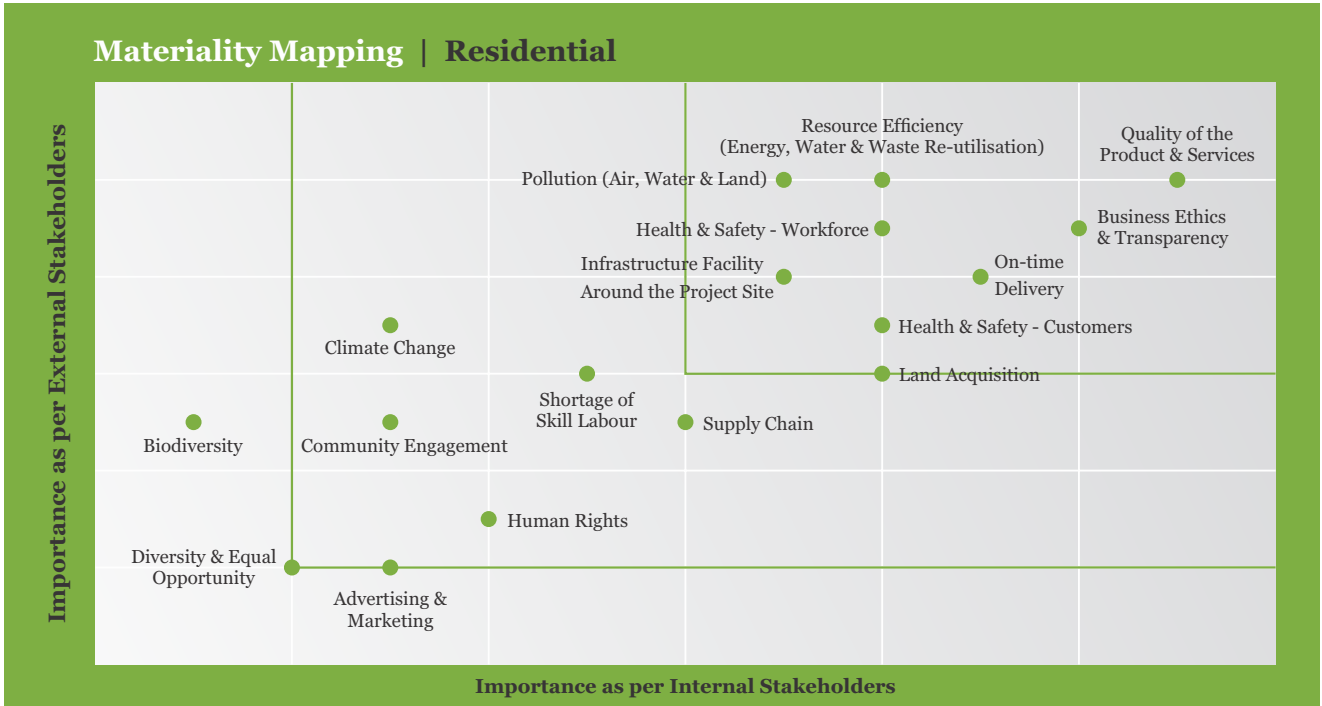
Appointment of executives responsible for their mitigation, engagement of cross-functional teams to deliver solutions and cross-location implementation

**An organised materiality analysis process was undertaken to engage with all key stakeholders and arrive at shared material issues.**

# Business wise Identification and Prioritisation of Material Issues

G4-19  
G4-27

Broadly, our engagement with internal and external stakeholders centers around materiality issues of our two core businesses - Residential and Integrated Business Cities. The material issues have been further filtered and prioritised for internal and external stakeholders.





# Our Sustainability Agenda

## Our Materiality Matters

prioritised based on stakeholder interests, the strategic importance to the business and aligned with the Group brand pillars - accepting no limits, alternative thinking and driving positive change.

ECONOMIC	SOCIAL	ENVIRONMENTAL
Scale	Capacity Building	Resource Efficiency
Green Supply Chain Management	Safety, Hygiene & Health	+ve Environmental Impact
Product Stewardship	Community Development	Carbon Footprint
Customer Centricity	Social Infrastructure	
	Business Ethics	
<ul style="list-style-type: none"> <li>● We strive for sustainable business growth</li> <li>● We enable sustainable supply chain</li> <li>● We ensure customer delight</li> </ul>	<ul style="list-style-type: none"> <li>● We care for our people</li> <li>● We build communities</li> <li>● We are transparent</li> </ul>	<ul style="list-style-type: none"> <li>● We conserve energy, water, material</li> <li>● We reduce pollution caused by construction activity</li> <li>● We aspire to be Carbon +ve</li> </ul>

## Our Materiality Aspects

ECONOMIC	LABOUR	ENVIRONMENTAL
Economic Performance, Market Presence, Indirect Economic Impacts, Procurement Practices, Land Procurement, Business Ethics & Transparency	Employment, Labour/Management Relations, Occupational Health and Safety, Training and Education, Diversity & Equal Opportunity, Supplier Assessment of Labour Practice, Labour Practice, Grievance Mechanism	Materials
<b>PRODUCT</b>		Energy
Customer Health & Safety, Product & Service, Labelling, Marketing Communication	<b>HUMAN RIGHTS</b>	Water
<b>SOCIETY</b>	Investment, Non-Discrimination, Child Labour, Forced & Compulsory Labour, Security Practices Assessment, Supplier Human Rights Assessment, Human Rights Grievance Mechanism	Biodiversity
Local Communities, Anti-Corruption, Public Policy, Grievance Mechanism on Society		Emissions
		Effluents & Waste
		Product & Services
		Supplier Environmental Assessment
		Environment Grievance Mechanism

## Our Stakeholders

Customers, Suppliers, Contractors, Consultants, Shareholders, Partners, Competitors	Employees, Customers, Local Community, Statutory & Local Govt. Bodies, Suppliers	Local Community, Vendors, Educational/ Technical Institutes/ Universities
<b>ACCEPTING NO LIMITS</b>	<b>ALTERNATIVE THINKING</b>	<b>DRIVING POSITIVE CHANGE</b>

# Roadmap 2020 | Progress Report

## Business Responsibility

Targets	Status	Actions Taken
<b>Set and uphold the highest standards of ethics and transparency with all our stakeholders</b>	●	Enhanced level of disclosures in quarterly investor presentations Code of Conduct upgraded with detailed clauses on anti-corruption and bribery, gifts & entertainment, conflict of interest, protection of assets & information, and behaviour at workplace. The upgraded Code of Conduct will get disseminated in FY 2016-17
<b>Increase shareholder value by significantly enhancing Return on Capital Employed</b>	●	Continued focus on efficient capital mix through a combination of JVs & JD agreements and growing business scale and profitability
<b>Be recognised among the most trusted brands for customers in the markets we operate through reputable survey(s)</b>	●	Among the Top 3 developers in 4 of 5 micro market where we operate as per research conducted by Millward Brown
<b>Be among industry leaders in the 'Great Places to Work' Survey</b>	●	MCares scores have increased from 3.9 to 3.94 The score improved during the year. Ranked in the Top 50 in India on Culture of Workplace
<b>Improve our gender diversity ratio to 30% women</b>	●	The diversity ratio stood at 20% during the reporting period Introduced new policies facilitating working from home or alternative office, sabbaticals, adoption leave   Launch of ito!helpnet, a counselling service for women associates   Women associates attending women leadership forums   Women networks created where women leaders from other organisations are invited   Contests conducted to increase awareness and engagement about D&I
<b>Build partnerships to drive innovation in the development of sustainable habitats and ecosystems</b>	●	Partnership with The Energy and Resources Institute (TERI) Sustainable Housing Leadership Consortium (SHLC) with IFC and four other developers

## Environment Stewardship

Targets	Status	Actions Taken
<b>10% energy intensity reduction and 10% greenhouse gas intensity reduction</b>	●	Detailed monitoring methodology deployed at projects Projects like Bio-CNG, energy efficiency implemented at projects
<b>10% improvement in water efficiency and exceeding the minimum wastewater standards</b>	●	Detailed monitoring methodology deployed at projects Water harnessing, treatment and recycling techniques adopted at projects



Stakeholder engagement



Focus Group Discussion on how to make policies more associate-friendly



Women associates at an engagement program



The Bio-CNG plant at MWC, Chennai generates 1,000 m<sup>3</sup> of raw biogas every day



Rooftop solar plant at Evolve - the GnNxt IT park in MWC, Jaipur



Contractors and Suppliers meets aim to create a sustainable supply chain



Biodiversity study at Happinest, Boisar is set to bear rich outcomes in future



Enlisting future environment protectors for the Green Army

## Environment Stewardship

Targets	Status	Actions Taken
<b>5% of energy to be met through renewable energy</b>	●	We are close to 2% in share of renewable energy 10 TPD Food waste based Bio-CNG plant commissioned at Chennai 210 kWp Solar rooftop commissioned at Jaipur
<b>Reduce waste intensity by 20%</b>	●	Construction waste management plan developed Waste data collation underway Concepts like circular-economy under evaluation to identify waste reduction opportunities
<b>50% of total building materials (by cost) to be procured within a distance of 400 km</b>	●	30% of total building materials (by cost) are procured within a distance of 400 km
<b>Build sustainable supply chain by capacity building and establish monitoring mechanism of carbon and water footprint for top 100 suppliers</b>	●	Conducted regional supplier meet for 200 suppliers for sensitisation and capacity building on carbon and water footprinting guideline, and compliance measures Webinar held to enhance the capacity of these suppliers on carbon and water footprint and disclosure
<b>Zero fatalities and reportable accidents in all sites, and continued reduction in lost work day accident rates</b>	●	There was Zero fatality and reportable accident for the year Implementation of SMARRT (Safe Method and Risk Reduction Technique) Concept across locations Behavioural based trainings held at all locations Daily regional language based SMS shared with all contract workmen
<b>Develop &amp; implement biodiversity management plans for at least two key locations</b>	●	Biodiversity strategy implementation underway for MWC, Chennai and Boisar site MWC case study was published in India Biodiversity report published by Government of India

## Community Outreach

Targets	Status	Actions Taken
<b>100% of our projects to have community engagement programs</b>	●	The coverage is 90% for FY 2015-16 Community engagement program planned and implemented for most of the locations Initiatives like Community lighting, Green Army, Station beautification were undertaken across locations
<b>Community engagement programs to reach out/cover &gt;30% of the target group</b>	●	Collated data/information to establish coverage of target group across locations for community interventions Across projects the coverage has been >40%
<b>Enable employability by driving skill development/upgradation programs reaching out to cover 10,000 persons</b>	●	Trained over 4,182 persons as of FY 2015-16 to enhance their skills in various areas Launched skill development program at two locations in support training partner



**WE CONTINUE  
TO CREATE MEANS  
TO HAVE A DIALOGUE  
WITH STAKEHOLDERS  
WHICH FORMS THE  
BASIS OF OUR DECISIONS  
AND ACTIONS.**

# Stakeholder Engagement

## Overview

In an increasingly complex and ever-changing business environment, it is imperative that a consistent and continuous engagement is carried out with all stakeholders, for a sustainable development. Stakeholder engagement provides opportunities to further align business practices with societal needs and expectations, and helps to drive long-term sustainability and shareholder value.

While transforming urban landscapes by creating sustainable communities, we at Mahindra Lifespaces are committed to work in the best interests of all our stakeholders. Towards that end, we continue to create means to have a dialogue with them, which forms the basis of our decisions and actions.

## Our Engagement Framework

A multitude of formal and informal engagement mechanisms have been created to solicit organised and timely response from all stakeholders, in addition to the annual report and sustainability report.

STAKEHOLDER GROUP	ENGAGEMENT MECHANISM	FREQUENCY
<b>CUSTOMERS</b>	Newsletter	Project-wise, sent monthly
	'Refresh' Newsletter for MLIFE customers	Quarterly
	'Skyline' Newsletter for MWC customers	Quarterly
	Advertisements, Brochures	Project-wise
	CAPS/CSS score interview, Personnel Visit	Annually / Quarterly
	Home-user Guide for MLIFE customers	At the time of handover of flats
	'Coalesce' meeting organised by MWC	Quarterly
<b>EMPLOYEES</b>	'Expressions' Town Hall	Bi-annual
	Springboard Conference	Annual
	Feedback / Suggestions	Throughout the year
	Recognition	Spontaneous / Monthly champ / Annual Awards
	Mailers informing special offers, Mahindra Group Newsletter	Monthly / Quarterly
	360° Newsletter	Daily
	Employee Engagement Activities ('Celebrate you' - fun at work, wellness)	Monthly
	'My Customer My Valentine'	Throughout the year
	'Great Places To Work' and 'MCARES' Survey	Annual
	Training	Throughout the year
	Earnings update	Quarterly
<b>SUPPLIERS &amp; CONTRACTORS</b>	Suppliers and Contractors Meet	Annually
	Compliance with applicable regulatory requirements	Throughout the year
	Policy on Green Supply Chain Management	Throughout the year

STAKEHOLDER GROUP	ENGAGEMENT MECHANISM	FREQUENCY
INVESTORS	Presentations (including Company Profile)	Quarterly
	Earnings call	Quarterly
	Investor conferences and meetings with analysts	Frequent intervals
LOCAL COMMUNITY	CSR initiatives at all locations	Throughout the year
NGOs	CSR initiatives	Project basis
COMPETITORS	Benchmarking studies, industry forums	Frequent intervals
REGULATORY BODIES	Conferences organised by CII, FICCI and other bodies	Frequent intervals
MEDIA	Press conference, round tables, press releases	Throughout the year

## Key Engagement Mechanisms

### Associates

A long-term association, like the one with associates, demands continuous engagement as it leads to trust and belongingness. We have institutionalised a host of communication channels that facilitate a continuous sharing of ideas. This includes intranet, one-on-one feedback and focused group discussions. While we communicate the Company's milestones, direction and expectations, the associates share their thoughts, ideas, concerns and aspirations.

We continued the engagement mechanisms developed over the years and also initiated a few new ones. Some of the significant ones are:

#### Internal Customership

We introduced a 'My Customer-My Valentine' change management initiative last year, with a view to make the organisation more customer-centric, both for the internal and external customer. One of the charters under the 'My Customer-My Valentine' initiative was 'Relationships begin at home' which primarily focuses on internal customer-ship.

The objective was to improve relationships between departments and locations. Internal customership workshops were conducted across locations, and each department in the location was provided with a template where they could rate other departments (out of 10). In addition to this, two positives and two areas of improvement were shared by every department with the others, so that they could understand challenges and seek suggestions. This helped departments understand each other's challenges and jointly frame solutions which were then identified as 'commitments' that were worked upon, over a period of time.

#### For the Love of Learning

It is said that organisations learn only through individuals who learn. Taking this thought forward, we launched 'LOL' or 'Love of Learning', where employees can volunteer to share their ideas, views and learnings either from a book they have read, a news article that they found interesting or some new learning that they have discovered. These sessions happen once every two months and have been appreciated by all employees.



## Celebrations Breed Camaraderie

Outbound Training (OBT) programs take place to inculcate cross-functional team bonding. The teams go to an outbound location in their region and learn through activities and competitions.

This time around, the Mumbai team went to Kolad, where they participated in Rock Climbing, Obstacle Course, Australian Plank, Spider Web etc. A de-briefing happens at the end of the day which is specific to the theme decided for the OBT. The theme this time was Execution Excellence.



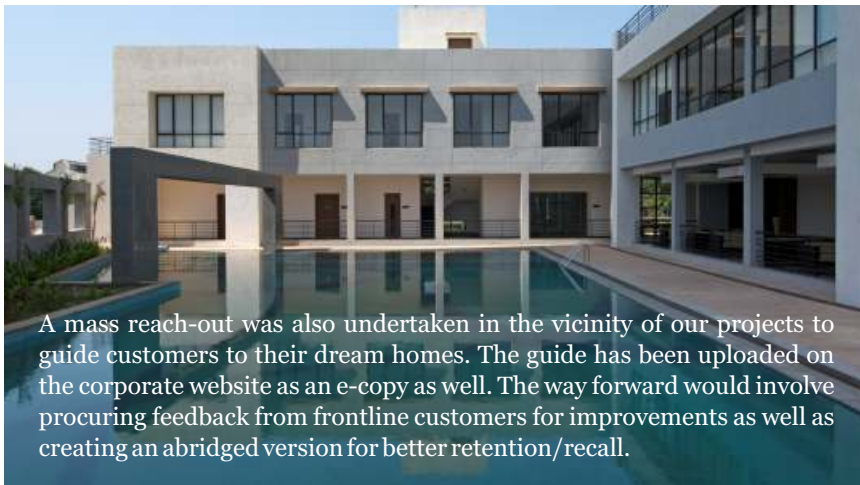
## Customers

Customer engagement is key to a better product design based on their evolving requirements and wishes, leading to brand loyalty and a long-term association. We at Mahindra Lifespaces, believe that the consumers need to have a say in the design of spaces for them.

While continuing with our well-received engagement mechanisms like monthly, quarterly and project-specific newsletters, comprehensive annual feedback surveys and direct interaction platforms like 'Coalesce', we introduced some novel ones too. Some of the important ones include:

### Guide Me Home

Rolled out in September 2015 for all customers who visited our sites, Guide Me Home is a detailed guide for any prospective customers on the home ownership journey. The guide covers stepwise support for every stage of the journey and helps establish transparency and trust amongst customers to enable informed decision making.



A mass reach-out was also undertaken in the vicinity of our projects to guide customers to their dream homes. The guide has been uploaded on the corporate website as an e-copy as well. The way forward would involve procuring feedback from frontline customers for improvements as well as creating an abridged version for better retention/recall.

The guide has been uploaded on the corporate website as an e-copy



### Bottom Up Net Promoter Score (NPS)

We conducted an instant experience tracking of key customer touchpoints through an external agency in November 2015, wherein 300 out of 500 existing customers agreed to participate.

The survey showed 45% customers as our promoters and 38% being passive. The loop was closed with the 17% customers who were detractors, for immediate improvement, and necessary initiatives have been undertaken. The focus in the long run is to undertake several improvements in experience and service-related touchpoints.

## Suppliers

Building a sustainable chain is vital to accomplish a sustainable operation and we are committed to continuously work in that direction. Suppliers and contractors play a very important role in achieving this and our sustained engagement with them will accelerate the process.

Having evolved our sustainability practices, we share the best practices with them along with cascading the Green Supply Chain Management policy across all projects. The partnership is deepened, as we also listen to their apprehensions and aspirations. Some of the major supply chain-centric initiatives introduced during the reporting period are mentioned below:

### Building Sustainability Capability



**This meet was aimed to strengthen the sustainability capability of our suppliers with an aim to develop a sustainable supply chain.**

Continuing our efforts under Green supply chain management, an annual Suppliers and Contractors Meet was conducted, that brought together our key suppliers and contractors across all business verticals.

This meet was aimed to strengthen the sustainability capability of our suppliers with an aim to develop a sustainable supply chain. Over 200 companies from west, north and south regions participated. In order to empower them with knowledge on various sustainability aspects, topics covering the inclusion of sustainability parameters in the pre-qualification criteria and factory visits were discussed along with a discussion on initiating disclosures on GHG and water footprinting. The agenda for the meet was structured in an interactive way, in order to understand the conflicts and interests of the vendors.

**The agenda for the meet was structured in an interactive way, in order to understand conflicts and interests of the vendors.**

## Industry Forum Participation

As India's first Green Homes developer and pioneers in promoting sustainable urbanisation, we participate on various platforms to further the cause. Advocacy at national and international forums of architects, academia, corporates and decision makers is critical, and some of the conclaves that we were part of in the reporting year include:

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**CII Partnership Summit 2015 | CII Conference on Smart and Liveable Cities  
CII-Invest North | Vibrant Gujarat Summit | TERI Summit | Investor Roadshow  
RICONNECT - ESDM (Electronic System Design Manufacturing) | CII HR Conclave  
Jaipur Architecture Festival | Tech Fest**

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# responcity

The global commitment to tackle climate change is gaining momentum among nations, industries, governments and the populace at large. Today there is also a growing consensus on how cities, though a contributor to climate change, are also an essential part of the solution to ensure a low carbon future for the planet.

With a total of 16 million sq. ft. of registered green building footprint across world cities, residential developments and affordable homes – we are seeding sustainable urbanisation, which we call **Urboonisation**.

**INR 8,774 mn**  
Economic Value  
Generated

**INR 7,638 mn**  
Economic Value  
Distributed\*

**No launch  
without  
approvals**

*\*Includes Operating Costs | Employee wages and benefits  
Payment to providers of capital | Payment to Government*



Great Eastern Gardens,  
Mumbai

# Product Responsibility

## Management Approach

Cities are a microcosm of the world we live in. So it is imperative that a sustainable world has sustainable cities. Cities, as a concept, are sustainable. Population density ensures more people get access to resources, economic opportunities and eventually, a better life. Unfortunately, this sustainability potential has increasingly been sacrificed at the altar of rampant growth.

With a total of 16 million sq. ft. of registered green building footprint across world cities, residential developments and affordable homes – we are seeding sustainable urbanisation, which we call Urboonisation.

Our projects are designed to be havens of responsible development within an existing eco-system. We leverage over two decades of customer insight to bridge existing lacunae and address wants that are yet to be voiced. Hence we not only incorporate the latest in construction methodologies and green building materials, but also ensure that the built spaces are airy and well-ventilated. We not only factor in commute times while finalising the locations for our projects, but also provide entertainment and rejuvenation options within our integrated cities.

Climate change is being accorded the seriousness it has so long demanded. World governments and the multinational corporates are coming together on the climate conversation. Conscious of our role in the bigger picture, we are committed to be an essential and integral part of the solution to ensure a low carbon future for the planet.



**Mr. Anand Mahindra, Chairman, Mahindra Group represented the corporate world at the signing of the historic Paris climate change agreement at the United Nations.**

## Green Lifespaces

**As India's first Green Homes developer, we uphold Green Design and Healthy Living as the foundations of all our projects. We are committed to design and construct buildings which are green across their life cycle – from construction to use to end-of-life phase.**





<b>LEED India NC*</b>
<b>Gold Certification</b> MWC Club, Chennai
<b>Green Homes</b>
<ul style="list-style-type: none"> <li>• <b>Platinum Certification</b> Splendour, Mumbai</li> <li>• <b>Platinum Pre-certification</b> The Serenes, Alibaug Vivante, Mumbai</li> <li>• <b>Gold Pre-certification</b> Luminare, Gurgaon L'artista, Pune</li> </ul>
<b>Green Schools</b>
<b>Platinum</b> Mahindra World School# Chennai

Continuing this tradition, this year we announced two new projects 'Windchimes' in Bengaluru and 'Vivante' in Mumbai, which sport the following green features:

**Health-friendly indoors | Energy-efficient lighting | Water-efficient plumbing fixtures | Alternative building materials | Sustainable location | Rainwater harvesting | Water recycling and re-use | Organic waste treatment | Energy-efficient building envelope | Efficient daylighting and ventilation**

Both projects garnered a strong response with over 50% of the residences booked in a short period, post launch.

Our focus on timely execution to ensure customer-centricity and cost sustainability, resulted in 3.3 million sq. ft. being completed during the year as against 1.20 million sq. ft. in the previous year. The annual customer satisfaction survey conducted by an independent agency showed significant improvements in the booking and post possession stages of home buying, driven by a strong focus on the quality of product and service.



*\* Leadership in Energy & Environmental Design India New Construction*

*#Design, development and execution managed by our subsidiary. Asset not owned by our subsidiary.*

# World Cities

Mahindra World Cities provide integrated infrastructure for companies in manufacturing and services sector under SEZ and Domestic Tariff Areas, along with residential and social infrastructure.



The World Cities are nestled over **4,600 acres**, house 132 reputed global companies that have invested over **INR 74 billion**, employ around **49,000 people**, generate exports in excess of **INR 104 billion** and provide a major economic boost to the neighbouring villages



During the year, MWC, Chennai entered into a joint venture with Sumitomo Corporation for an industrial park in North Chennai.

MWC, Jaipur signed four new customers and three existing customers for additional space.

## Well prepared for the rainy day - MWC, Chennai

### THE CHALLENGE

The floods of December 2015 at Chennai were the worst recorded in over 100 years. The whole city was inundated by water for almost a week. More than 500 people lost their lives, over 1.1 million were displaced and the cost of the damage was estimated at a whopping \$200 billion.

**The stormwater management system at MWC, Chennai has been designed and constructed keeping in mind the natural slopes and lay of the land, and taking into account historical floodwater levels in the region. This network of stormwater drains runs along the roads within Mahindra World City, Chennai and is connected to the Kolavai Lake located on its southern periphery. As part of regular maintenance, pre-rain activities had been carried out in and around MWC.**

The severity of the rain that started on December 01, 2015 was unprecedented and caught Chennai off-guard as the rains in November had already been quite heavy and had filled the local water bodies. Though rains caused minimal water logging within MWC, it got aggravated due to a breach in one of the water bodies. The water level at Kolavai Lake also shot up to 21 ft. against a Highest Flood Level (HFL) of 15 ft.



### INTERVENTION

It was imperative to ensure safe passage/facilities to all MWC occupants and instill confidence to the residents. So the team immediately coordinated with Public Works Department (PWD) and got the breach closed by using sand bags for reinforcement.

The MWC & Mahindra Lifespaces team then gathered all the available manpower and split into 3 groups. While Group 1 took care of the evacuation, coordination with government bodies for regular updates and arranging for basic necessities for the stranded occupants, Groups 2 & 3 ensured the free-flow of drains, removal of water from roads and traffic control.

Even though the water drained out completely by the early hours of December 02, 2015, the team stayed back at MWC for coordinating round-the-clock operations for the next 5 days.

### IMPACT

MWC, Chennai, due to the thoughtful planning of infrastructure, sincere implementation of maintenance programs and quick responsiveness by the on-ground teams, not only managed to minimise the damaged cause internally, but also lent a helping hand to the city of Chennai.

- Normalcy restored to MWC within 24 hours, whereas Chennai city took at least 7 days to return to normalcy
- The 220 KW substation at MWC was restored within 24 hours and was used to feed power to Chennai for 12 hours
- Most of the companies within MWC started functioning within 36 hours of the flooding
- No loss of human lives
- Provision of basic necessities to residents was maintained with minimal interruption
- MWC, Chennai in partnership with World Vision India, also distributed relief kits comprising food, non-food and hygiene items to around 850 families.
- The Team also supported around 800 migrant workers, school children and inmates of a Leprosy Centre near MWC with mats, blankets, towels, water bottles and biscuits.

**The Chennai floods were a grim reminder of the fact that man, despite all the innovation and technology, was still at the mercy of nature. But it also reinforced our belief that with robust planning, regular maintenance and dedicated contingency efforts, cities can minimise the damage caused and can recuperate faster.**

# Affordable Homes

With an objective to make quality housing accessible to India's emerging middle class, last year we launched two affordable homes projects, one in Avadi, Chennai and one in Boisar, Mumbai. Currently, 0.78 mn sq. ft. of residential real estate is under execution with further 1.34 mn sq. ft. in the pipeline.

To cater to customers who don't have income proof; we tied up with around nine NBFCs who survey their financial capability and accordingly approve the home loan. This has enabled us to ensure that the cancellation rates at Happinest are well below the industry average in affordable housing.

**0.78 mn sq. ft. of residential real estate is under execution with further 1.34 mn sq. ft. in the pipeline.**



**In March 2016, Mahindra Lifespaces launched Phase 3 of Happinest, Boisar. The third phase of Happinest, Boisar comprises 160 units, ranging from 351 sq. ft. to 762 sq. ft. The first two phases of the project have witnessed an overwhelming response, with Phase 1 already sold out and just a few units remaining in Phase 2. Happinest, Avadi also progressed rapidly, with Phase 1 seeing completion within 20 months from its launch.**

**THIS YEAR, WE CELEBRATED  
OUR 1,000TH  
HAPPINEST CUSTOMER**



# Quality

The constraint of 'time-quality-cost' triad – wherein at any given time, one can only achieve any two and has to compromise on the third, has long challenged the construction industry. Staying true to the Rise philosophy of Accepting No Limits, we endeavour to overcome this constraint and build cost-effective projects, in good time and most importantly, while adhering to stringent quality norms.



<b>To be a major player in the Indian real estate sector</b>	<b>To maintain the pioneer/innovator status in the integrated cities/industrial clusters space</b>	<b>To be the most trusted-brand in the business we operate in and focus on customer centricity through transparency, quality and on-time delivery</b>	<b>To be a thought leader and establish industry benchmarks in sustainable development</b>
--------------------------------------------------------------	----------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------

We have identified customer satisfaction with respect to quality of products and services, as one of the key strategic priority.



We understand that in order to deliver superior quality product to our customers consistently, we must also consistently upgrade our quality standards and productivity of our key stakeholders and partners such as workmen, contractors, vendors and suppliers. With this view, we implemented the following initiatives and further strengthened our processes in FY 2015-16:

**1** **Quality Assurance in Material and Workforce Quality**



- Pre-dispatch inspection for high value materials to ensure we are 'first time right'
- Biannual performance evaluation of all vendors and contractors and structured feedback for further elevating their performance
- Enhancement in the selection criteria of vendors and contractors. The vendors and contractors are given feedback considered the areas of improvement and they are considered for future projects on basis of their performance

**2** **Quality Assurance in Workmanship**



- Continuous improvement in the performance of our workforce by conducting regular technical and hands-on trainings
- Technical trainings are conducted for our workforce as well as our contractors' workforce to keep them updated with the improvements and innovations in the construction industry

**3** **Quality Control**



- Introduced mock-ups for each construction activity to ensure that we are first time right
- Weekly Quality Walks by the Project team and contractors' team followed by Quality Circle Meetings for faster resolution of challenges and close monitoring of processes
- Multi-check handing over process for units across all projects
- Quality Review Meetings with Quality Engineers across all projects over conference call on monthly basis

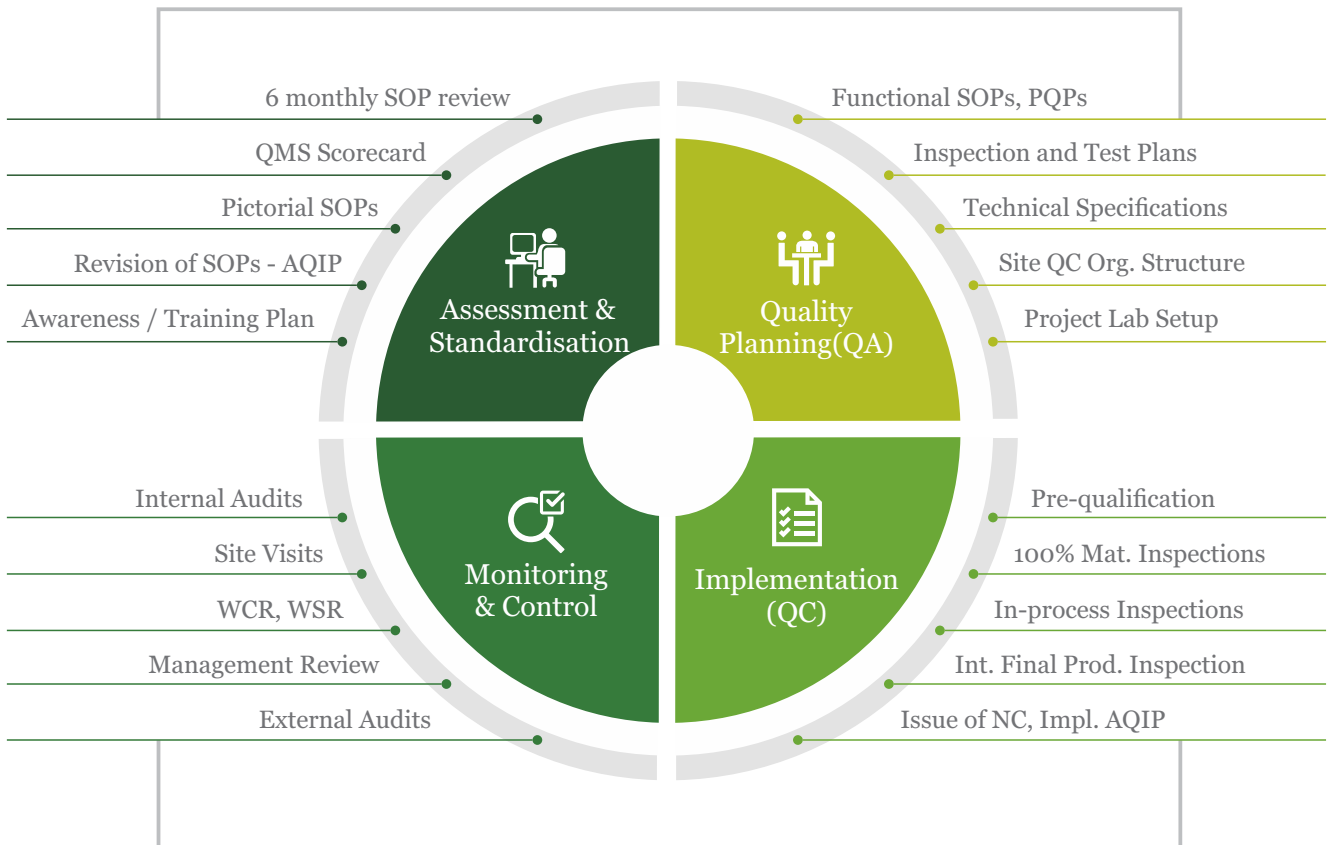
**4** **Continuous Improvement and Innovation**



- We follow the Japanese philosophy of 'Kaizen – Continuous improvement' to ensure the process and product quality while delivering best quality product to our customers
- All employees are encouraged to take up improvement projects in their respective areas and the improvement projects which provide the best results are awarded
- The industry best practices as well as the best practices within the organisation are being shared across all projects

# Quality Management System

Our Quality Management System, established in 1999, has been one of our strongest pillars. We are now set to adopt the new standards of ISO 9001:2015 in the financial year 2017. With quality at the helm and at the core of all our processes, we continue to innovate and improve our products with increased productivity; making operations more competitive and moving closer to our aspiration of becoming an industry benchmark.



## Alternate Technology Adoption

Alternative Thinking is one of the core pillars of Mahindra Group's Rise philosophy. With depleting natural resources and changing government norms, it becomes an imperative for us to think of alternatives; not just for environment sustainability, but also business continuity.

**We continue to explore, evaluate and implement alternate technologies across all our projects.**



### Some of the key alternate technologies implemented are:

- Pre-fab technology in construction of villa - Each element used in the villas of The Serenes, Alibaug, including the raft foundation is prefabricated
- CLC & AAC blocks, sustainable and durable blocks for walls which reduces the consumption of energy due to high thermal insulation without compromising strength
- Screed bedding for floor tiles and fixing tiles using adhesives for faster installation and increased durability
- Improved waterproofing methodology
- Use of industrial by-products such as GGBS and fly ash in concrete thereby reducing the consumption of cement

In our endeavour to deliver a 'Zero-Snag' product to our customers, we implemented the system of 'In-process Snagging' ensuring the quality of product at every stage of construction - from excavation to the final delivery of the project to the customers.

One of our key initiative during the reporting year was standardisation of all important and common elements through standardisation of designs, waterproofing methodologies and other critical items in Bill of Quantities (BoQs) and tender documents.

We have tied up with certified training agencies for workers' skill upgradation program with primary focus on improvement in the quality of finishing in our projects. The program is scheduled to commence in FY 2016-17.

# Responsible Marketing

## Management Approach

Shelter is considered to be one of the basic human requirements – shelter for the family, as well as one's business. This shelter is built strongest, when built on trust. We stand true to the trust reposed in us by our customers, by providing accurate and appropriate information to help customers make an informed decision. Marketing and communications best practices being followed at Mahindra Lifespaces at pre-purchase, purchase and post-purchase stages include:

### Pre-purchase

Our advertisements, promotions and sponsorships comply strictly with required disclosures, marketing and communication requirements as well as the law of the land. We follow a Standard Operating Procedure for marketing to ensure uniformity and consistency in brand language through pre-set guidelines; and also adhere to the corporate philosophy of Rise in all actions and initiatives. Some of our initiatives that strengthen marketing in pre-purchase stage include:

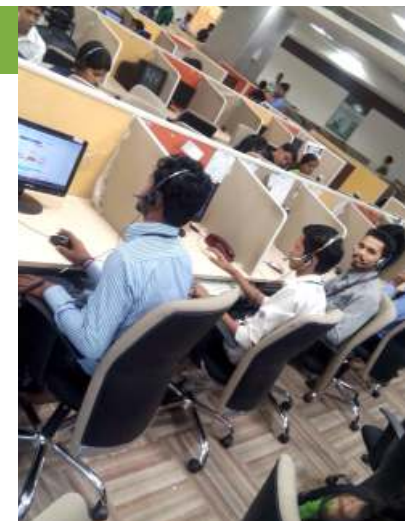
- Aggregation of data arising through multiple sources and using it to draw insights
- Behaviour-based marketing through usage of patterns and trend analysis
- Lead management system for single-point collection of all leads through various sources
- 'Click to Call' widget on the website for instantaneous response to interested customers



### Purchase

We leverage new technologies and engagement methodologies like experiential zones, apps, and interactive modules to augment the decision-making process.

- Utilising a 360 degree approach across media
- Use of social media, location based targeting and availability on mobile devices
- Usage of multiple tools to complement each other in establishing marketing objectives
- 24x7 call centre for responding to international queries
- Presence in international destinations through exhibitions, associations and partnerships



### Post-Purchase

We understand that the time period between making the purchase and getting the possession can be quite nerve-racking for the customer. Hence to answer their questions and allay their fears, we have institutionalised communication channel for prompt and transparent dissemination of information.

- Responding to changing needs and expectations of customers – with speed, courtesy and efficacy
- Regular updates through newsletters and magazines. Our award winning quarterly magazine, Refresh brings customers up to speed with the latest buzz about our brand



# Economic Performance

## Overview

Our continued focus on timely execution of existing residential projects and diversifying the product mix in the integrated business cities segment, kept us buoyant amidst a marked slowdown in the real estate market, in general.

**The Consolidated Total Income and PAT, post-minority interest stood at INR 8.77 billion and INR 931 million respectively.**

In December 2015, CRISIL upgraded the Non-Convertible Debentures and Long Term Bank Loan credit rating of Mahindra Lifespaces to AA-/Stable and A1+ respectively.

India Ratings and Research Pvt. Ltd., a Fitch Group Company, has affirmed the long-term issue rating of Mahindra Lifespaces with 'IND AA'.

## Residential (MLIFE + Happinest)

Residential sales demonstrated strong performance across projects. The residential business recorded sales of INR 8.3 billion in FY 2015-16 compared to INR 7.08 billion in the previous year - a growth of 17%.

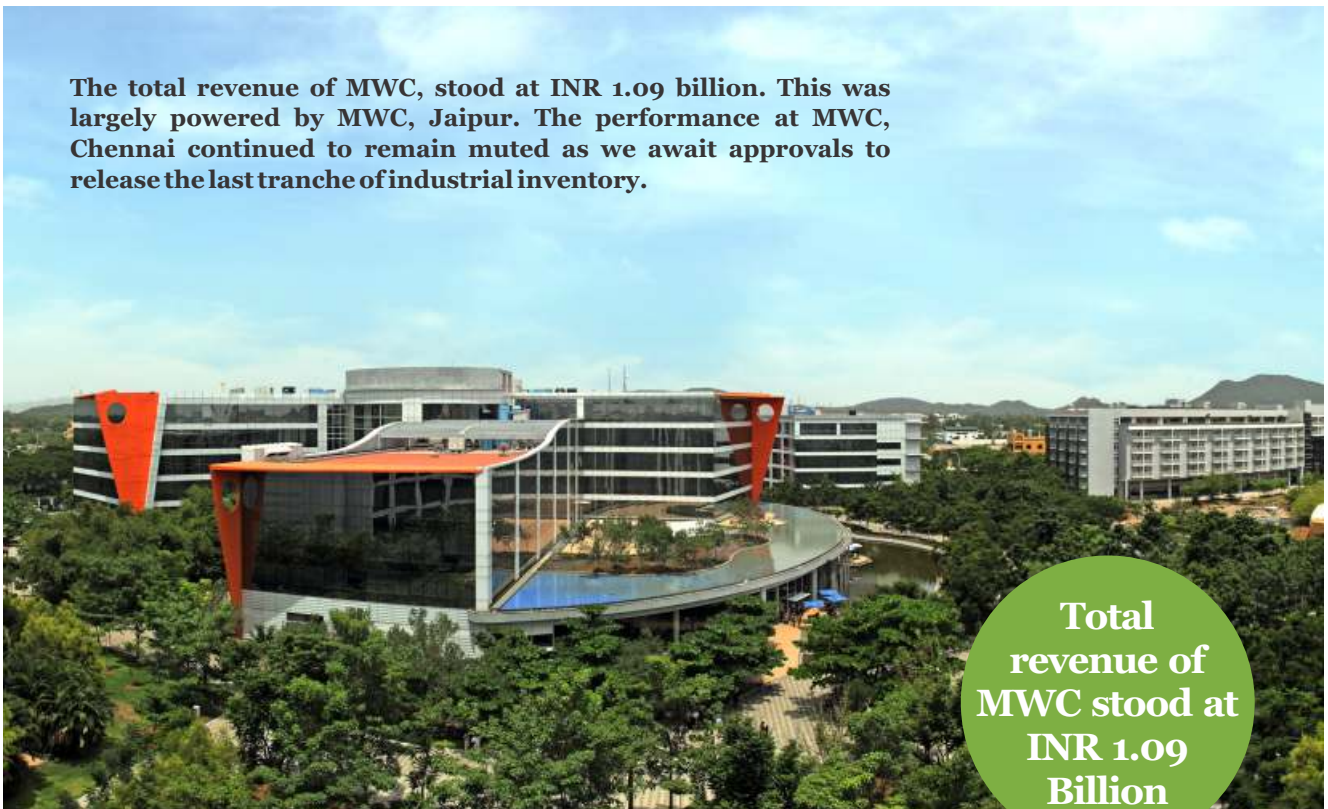


**RECORDED SALES OF  
INR 8.3 BILLION  
IN FY 2015-16  
- A GROWTH OF  
17% COMPARED TO  
PREVIOUS YEAR**

Average Price Realisation went up by 39% from INR 5,141 per sq. ft. in FY 2014-15 to INR 7,163 per sq. ft. in the reporting period, based on the product mix sold	Area completed went up by 170% from 1.22 million sq. ft. to 3.29 million sq. ft.	Delivered over 800 homes to customers in the reporting period, as compared to 541 homes in the previous year	This year, we celebrated the 1,000th Happinest customer. In March 2016, Mahindra Lifespaces launched Phase 3 of Happinest Boisar, while Happinest Avadi saw the completion of phase 1 within 20 months of launch
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## Integrated Business Cities (MWC, Jaipur & MWC, Chennai)

**The total revenue of MWC, stood at INR 1.09 billion. This was largely powered by MWC, Jaipur. The performance at MWC, Chennai continued to remain muted as we await approvals to release the last tranche of industrial inventory.**



**Total  
revenue of  
MWC stood at  
INR 1.09  
Billion**

Our joint venture with Sumitomo Corporation for a new industrial cluster in North Chennai saw fruition in the Q4 of FY 2015-16 with a 40% stake being taken up by them	MWC, Jaipur signed four new customers and three existing customers for additional space; amounting to a sale value of INR 0.49 billion	The average price realisation for the year at MWC, Jaipur was almost the same as the previous year (FY 2014-15)
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## Looking Ahead

It has long been believed that the Indian real estate industry's supply-demand deficit has resulted in unsold inventory and fluctuating valuations. Despite this, our diversified business segments and customer-centricity has ensured that our sales have been better than the industry average. We strongly believe that a recovery in economic indicators will help drive demand in both the business segments.



**WE ARE CURRENTLY DEVELOPING  
3.94 MILLION SQ. FT.  
ON AN ONGOING BASIS.  
ANOTHER 5.51 MILLION SQ. FT.  
IS AVAILABLE IN THE FORM OF  
NEW PHASES OF ONGOING PROJECTS  
OR FORTHCOMING PROJECTS**

# Management Approach

What is not generated, cannot be distributed; what is not sown, cannot be grown; what is not earned, cannot be shared – it all boils down to creation. At Mahindra Lifespaces, our economic bottom line is the gateway to our sustainability agenda. The more wealth we generate, the more we can distribute.



Diverse and Wider Project Footprint	Operational Excellence	Procurement Practices	Land Acquisition
<p>There is no better indicator of a healthy revenue stream than a robust project pipeline. We zero in on hitherto untapped segments that show potential for future growth. Infrastructure gains a lot of impetus when it becomes a government focus. Our foray into the development of integrated business cities and affordable housing is in line with the government's and the nation's priority.</p> <p>We hedge against locational risk by promoting locational diversity. Our residential projects span seven important city clusters, while our integrated cities are closer to business corridors. So while this year, demand was weak in Mumbai and Chennai, it was stronger in Nagpur, Bengaluru, Pune and Hyderabad.</p>	<p>We ensure timely delivery of projects by actively managing the entire value chain of development. This includes identification, due-diligence and acquisition of land, conceptualisation and design management, statutory approvals, project management and quality assurance. Additionally, we also handle the branding, marketing and sales of our projects to ensure that we speak a common language throughout.</p>	<p>We emphasise on procuring locally manufactured building materials and hiring of local human resources. This empowers the local talent, enhances local economy, reduces costs and environmental impact plus fast-tracks our construction turnarounds.</p>	<p>In the last few years, land acquisition has become a contentious issue for real estate in general. We go to great lengths of due-diligence to ensure that the land we develop is rightfully acquired.</p>

**During the year, we acquired 21 acre of land with an estimated development potential of 8.9 lac sq. ft. at Palghar, Maharashtra for the development of a new affordable housing project under the Happinest brand.**

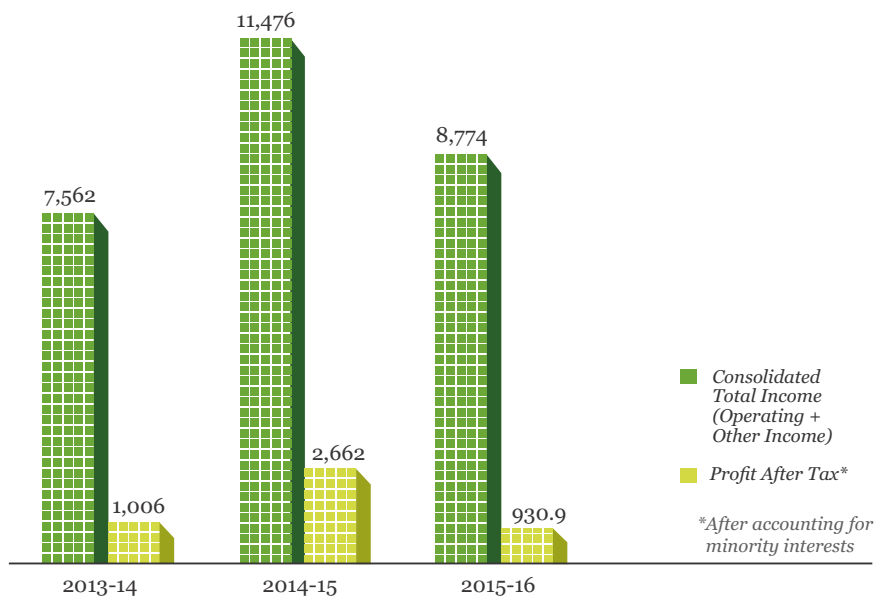


# Financial Highlights

This year we sold over 1,000 residential units, launched two new projects - Vivante in Mumbai and Windchimes in Bengaluru (which marks our foray into the Bengaluru residential real estate market), completed construction of 3.3 million sq. ft. (more than twice of what we had achieved last year) and handed over 820 homes to customers (as against 540 last year). However, the financial performance of FY 2015-16 vis-a-vis FY 2014-15, shows a drop.

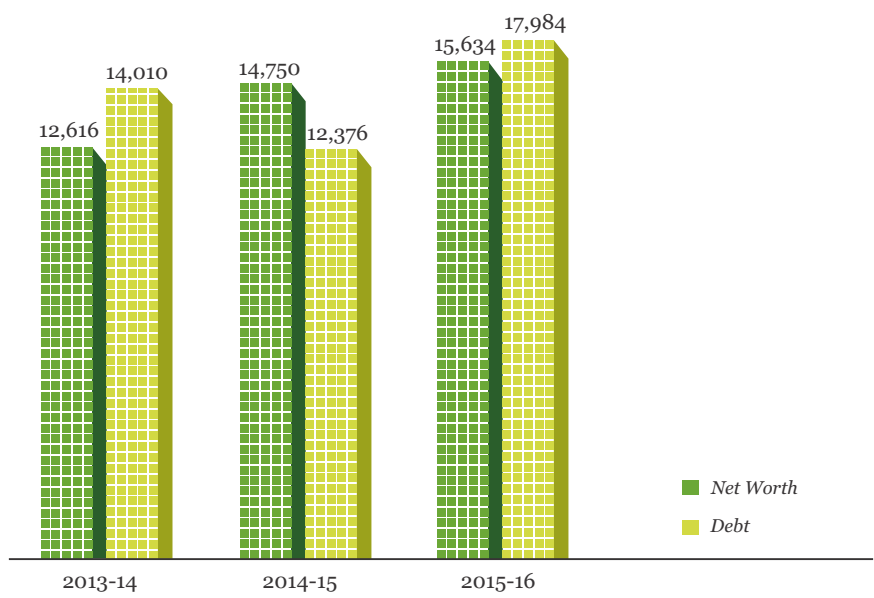
## Consolidated Total Income & PAT

INR million



## Net Worth & Debt

INR million



**Over 1,000**  
residential units sold

Completed construction of  
**3.3 million sq. ft.**

Handed over  
**820 homes**  
to customers



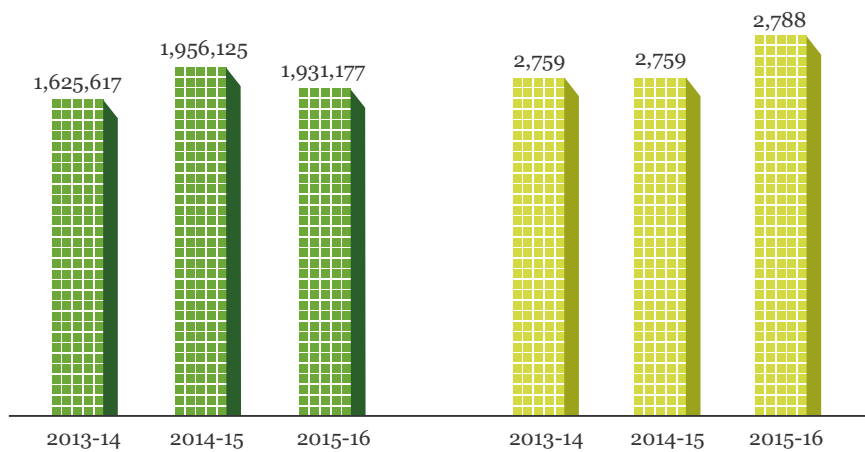
Our financial performance this year, needs to be looked at the context of the Byculla land sale transaction, which contributed INR 2.68 billion to the total income and INR 2.45 billion to the Profit Before Taxes (PBT) during FY 2014-15.



### Consolidated (MLIFE + MWC)

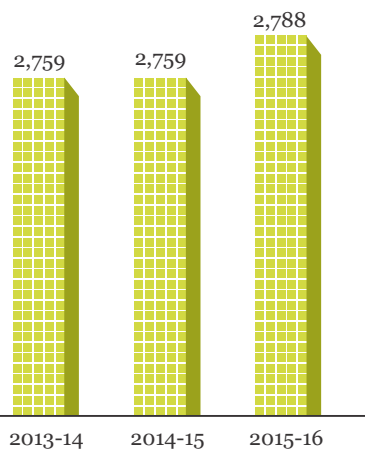
#### Residential Footprint

Area constructed in Sq.ft.



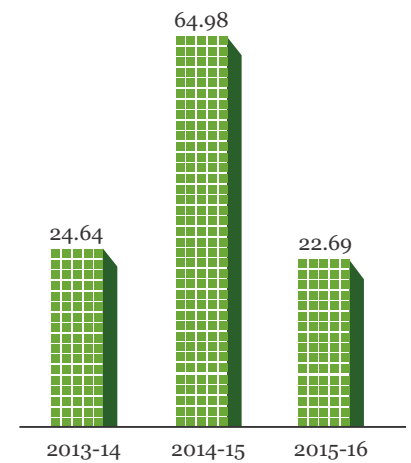
#### Integrated Cities Footprint

Area developed and maintained in Acres



#### EPS

in INR



# Economic Value Generated

The year-on-year Economic Value Generated came down by 23.5%, while the Economic Value Distributed went up by 4.2%.

*In INR million*

<b>Economic Value Generated</b>	<b>8,774</b>
<b>Economic Value Distributed</b>	<b>7,638</b>
<b>Economic Value Retained</b>	<b>1,136</b>



# Economic Value Distributed

This year, the employee benefit expenses rose from INR 550.27 million in FY 2014-15 to INR 670.10 million - an increase of almost 22%. This was accounted by both increase in absolute values due to a larger number of projects under development as well as due to salary revisions.

In FY 2014-15, we declared a special interim dividend of INR 6 per share and a final dividend of INR 6 per share. This year again, we announced a dividend of INR 6 per equity share, i.e. 60 per cent of the face value of INR 10.

*FY 2015-16*

*In INR million*

<b>Operating costs</b>	<b>5,021.7</b>
<b>Employee wages and benefits</b>	<b>670.1</b>
<b>Payment to providers of capital</b>	<b>1,324.0</b>
<b>Payment to government</b>	<b>622.1</b>
<b>Total</b>	<b>7,637.9</b>

**In line with the new Companies Act 2013, we spent INR 48.9 million on our social upliftment initiatives.**

# Implications of Climate Change

Fighting climate change is not just ethical to us, it is also an economic imperative. Worsening macro-economic conditions affect consumer morale and buying potential, that in turn affect our top line. It inflates energy cost, restricts supply and affects the welfare of our construction workers - thereby affecting our bottom line. Thus, we regard climate change as a material issue and mitigating it is central to our existence.

As a leading proponent of green buildings and sustainable infrastructure in India, we take it as a responsibility to not just embed environment-friendly measures at the construction stage, but also invest in materials, design and amenities that will keep our buildings sustainable across their entire lifecycle.

For more information about how we are addressing climate change through our buildings, please refer to the Product section in this report.



# Thinking Global, Sourcing Local



**Our target is to source 50% of building materials (by cost) within a 400 km radius.**

**We integrate good environment and labour practices among our suppliers & contractors to maintain a balanced sustainability chain in our construction ecosystem.**

We play a small role in giving local talent a larger platform, by encouraging the use of locally manufactured building materials and locally sourced human resources (i.e. within a 400 km radius of the project site) at all our projects. This not only keeps the cost under check, but boosts the local economy and helps us minimise the associated environmental impact that would have been caused by transportation of material or labour.




Sector	Monetary value of total suppliers in INR million	Monetary value of top 10 significant suppliers in INR million	% of significant top 10 local suppliers
MLIFE	4,044	2,437	60%
MWC	528	488	92%

## Sustainable Supply Chain

### Management Approach

For the output to be sustainable, the inputs have to be sustainable. We integrate good environment and labour practices among our suppliers & contractors to maintain a balanced sustainability chain in our construction ecosystem.

At Mahindra Lifespaces, induction of suppliers only happens after a detailed screening process wherein, they are assessed on a variety of parameters in the areas of environment, quality, safety, sustainability practices and human right practices. This includes:

 <b>QUALITY</b>	 <b>SAFETY</b>	 <b>ENVIRONMENT</b>
ISO 9001:2000, own testing facility or outsourced testing facility	Statutory norms as applicable, safety record for the last 3 years	Located within a 400 km radius of the project site, recycled scrap is used in manufacturing material, certifications in the case of supply of recycled materials

We believe that it is equally important to involve our supply chain in our decision-making processes and lend a patient ear to their grievances.

We regularly engage with our contractual workforce and address their concerns through a safety committee constituted of 50% of Company representatives and 50% of labour representatives.

Plans are afoot to develop a formal grievance mechanism to address concerns of our vendors pertaining to our environment, human rights, safety and labour practices.

**We regularly engage with our contractual workforce and address their concerns through a safety committee constituted of 50% of Company representatives and 50% of labour representatives.**

## Green Supply Chain

We have a comprehensive Green Supply Chain Management (GSCM) policy in place, that covers both first and second tier suppliers and vendors. The Policy broadly covers aspects such as:



Service provider to ensure total compliance with applicable legal and other requirements, which have significant impact on health, safety and environment.



Locally based suppliers and preference to purchase from sources which are low polluting and/or use clean technology.



Preference to vendors who take the waste or scrap materials from our project sites and recycle them to manufacture new life products.

## Multipronged Engagement to Promote Sustainable Practices

To enhance the sustainability efforts of our suppliers and contractors for our Company, we deepened our engagement with them through a series of interventions.

**Providing Information:**  
Shared information on our sustainability objectives and encouraged them to embrace our initiatives & practices


**Bringing Innovation in our Processes:**  
Invited all our vendors to share the innovative practices they follow or have observed in other sites with a view to upgrade the collective knowledge bank

**Hosting Innovation Dialogues:**  
Discussed new construction processes & introduced participation in training at our project sites

**Consultation:**  
Invited the vendors to participate & consult us on our green procurement approaches; with this, we could engage with them actively on our various initiatives

**Support:**  
Provided one-on-one technical assistance to our project sites as well as our vendors

These interventions in particular, empowered our contractors with knowledge on various sustainability aspects such as energy conservation, water efficiency, waste management, use of alternate energy, local sourcing, operational safety, importance of training and biodiversity.

A woman with dark hair, wearing a white patterned top, is speaking at a dark wood podium. A laptop on the podium displays a presentation slide with a colorful geometric pattern and text. The background shows a conference room with a whiteboard and other podiums.

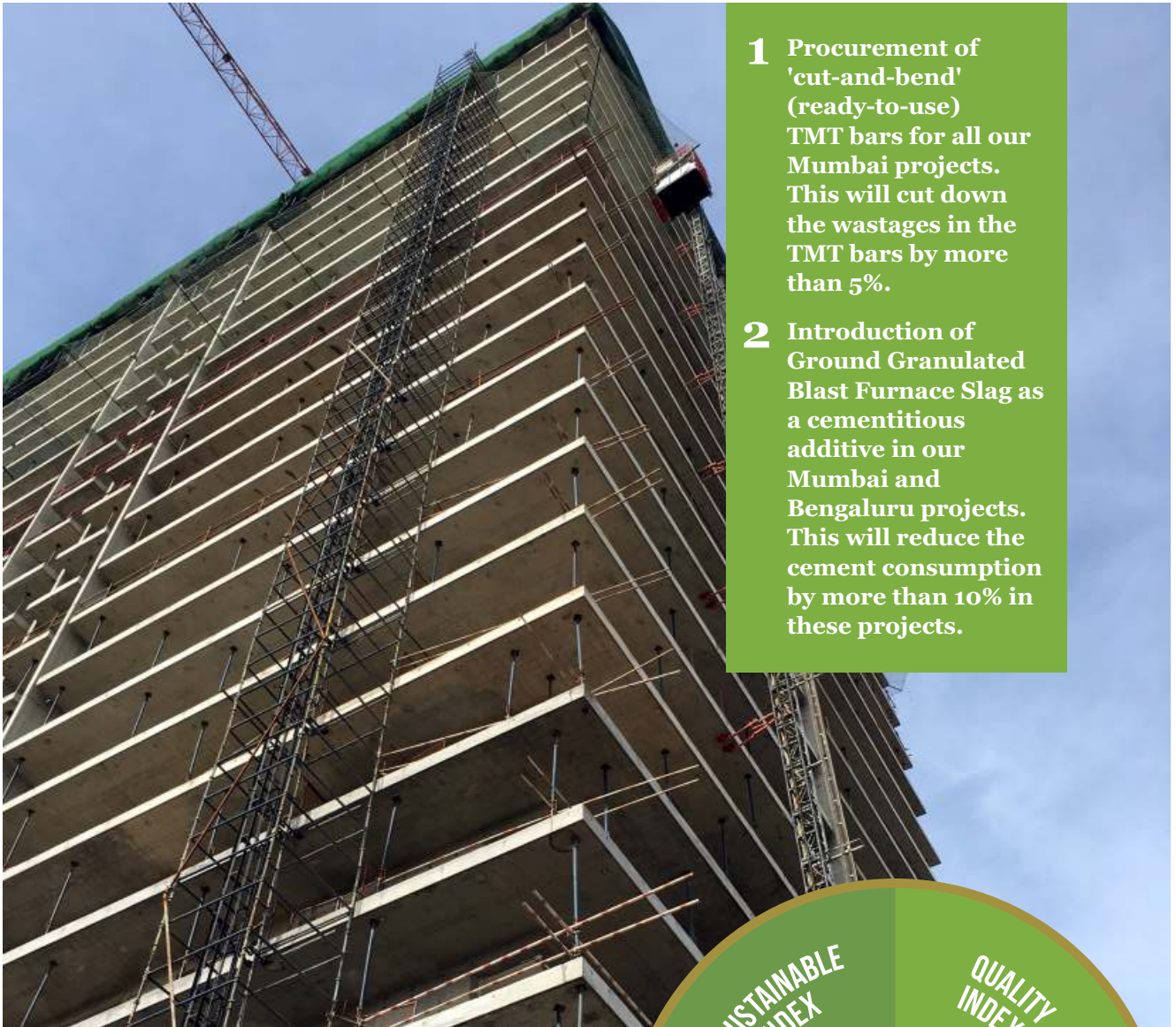
The reporting year saw us conduct three vendor meets with an

**OVERWHELMING RESPONSE FROM OUR SUPPLIERS AND CONTRACTORS, WITH AROUND 200+ INDIVIDUALS FROM OVER 150 COMPANIES ATTENDING THE MEETS.**

The meets were replete with insightful presentations on sustainable practices as well as interactive sessions.

## Adding Value to Procurement Capability

We strengthened our green supply capability by implementing the following two major changes in our bulk material purchases:



**1** Procurement of 'cut-and-bend' (ready-to-use) TMT bars for all our Mumbai projects. This will cut down the wastages in the TMT bars by more than 5%.

**2** Introduction of Ground Granulated Blast Furnace Slag as a cementitious additive in our Mumbai and Bengaluru projects. This will reduce the cement consumption by more than 10% in these projects.

### Future Action

We are developing a Supplier Assessment System for our significant suppliers, through which we can capture the sustainability performance of all relevant indices. This would help us work out a wholesome improvement plan of our internal processes.



# ecosystemic

As the name suggests, environmental responsibility at Mahindra Lifespaces permeates across the system and across all stages of a project. We focus on three parameters which, we believe, are key for upholding environmental sustainability.

## Reduction of Carbon Footprint

To develop greener, cleaner and smarter cities

## Conservation of Resources

Conservation of energy, water and material is carried out across all stages of our projects

## Reduction of Pollution

We comply with all statutory emission norms



*Evolve Park, IT & ITeS SEZ, MWC, Jaipur*






# Environmental Performance

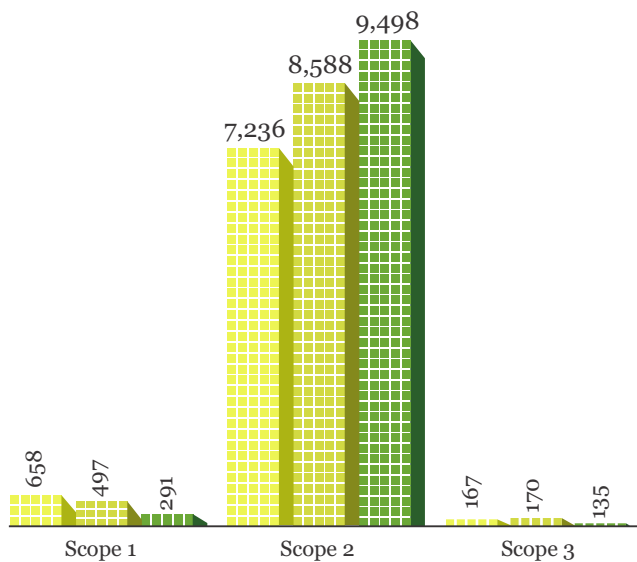
## GHG

### Management Approach

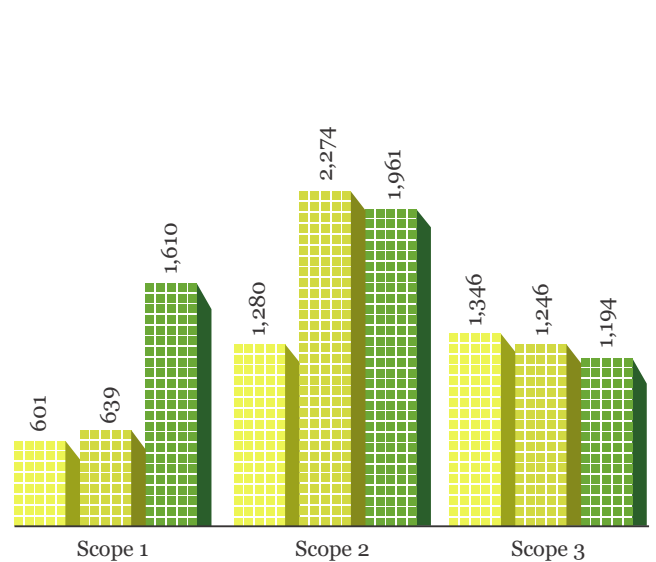
While we continue to expand our construction footprint, we aim to shrink our carbon footprint. Thus we continually monitor and manage emissions across all three scopes:

<p><b>SCOPE 1</b> </p> <p>GHG emissions from burning of fuel for energy</p>	<p><b>SCOPE 2</b> </p> <p>GHG emissions from purchased electricity, heat or steam</p>	<p><b>SCOPE 3</b> </p> <p>Other indirect GHG emissions like inbound and outbound logistics, air travel, daily commutation, paper consumption and transport-related activities</p>
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**GHG - MWC** *tCO<sub>2</sub>e*



**GHG - MLife** *tCO<sub>2</sub>e*



■ FY 2013-14 ■ FY 2014-15 ■ FY 2015-16

Scope 1 emissions at MWC came down by 41% during the reporting year, whereas there was a jump at MLIFE due to an increase in construction activities. Scope 3 emissions, on the other hand, have come down at both MWC and MLIFE.

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

	<i>in tCO<sub>2</sub> / unit of measure</i>		
	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	Scope 1+2	Scope 1+2	Scope 1+2
<b>MWC</b>	2.861	3.293	3.511
<b>MLife</b>	0.002	0.002	0.002

Load shedding by the electric grid and increased usage of diesel in generators continue to impact the specific emissions at MWCs. We are actively looking for alternative energy sources to decrease our dependence on grid electricity at both Jaipur and Chennai.

## Low Carbon Benchmarking

Cities are a key contributor to climate change. But the solution is not to develop fewer cities; it is to develop greener, cleaner and smarter cities. We are making the idea of Urboonisation, a reality through following participations:



In 2014, we became the only real estate company from India to participate in the CDP Global Water Report 2014. This year, we continued our voluntary participation in the Climate Disclosure Project 2015 for climate change and water, with a disclosure score of 99 out of 100 on climate response.



Last year, MWC, Chennai signed an MoU with World Resources Institute (WRI) to procure green power and provide stable supply of energy to its occupants at competitive prices. WRI has been interacting with potential customers and have reached to a stage where sizeable demand has been aggregated.

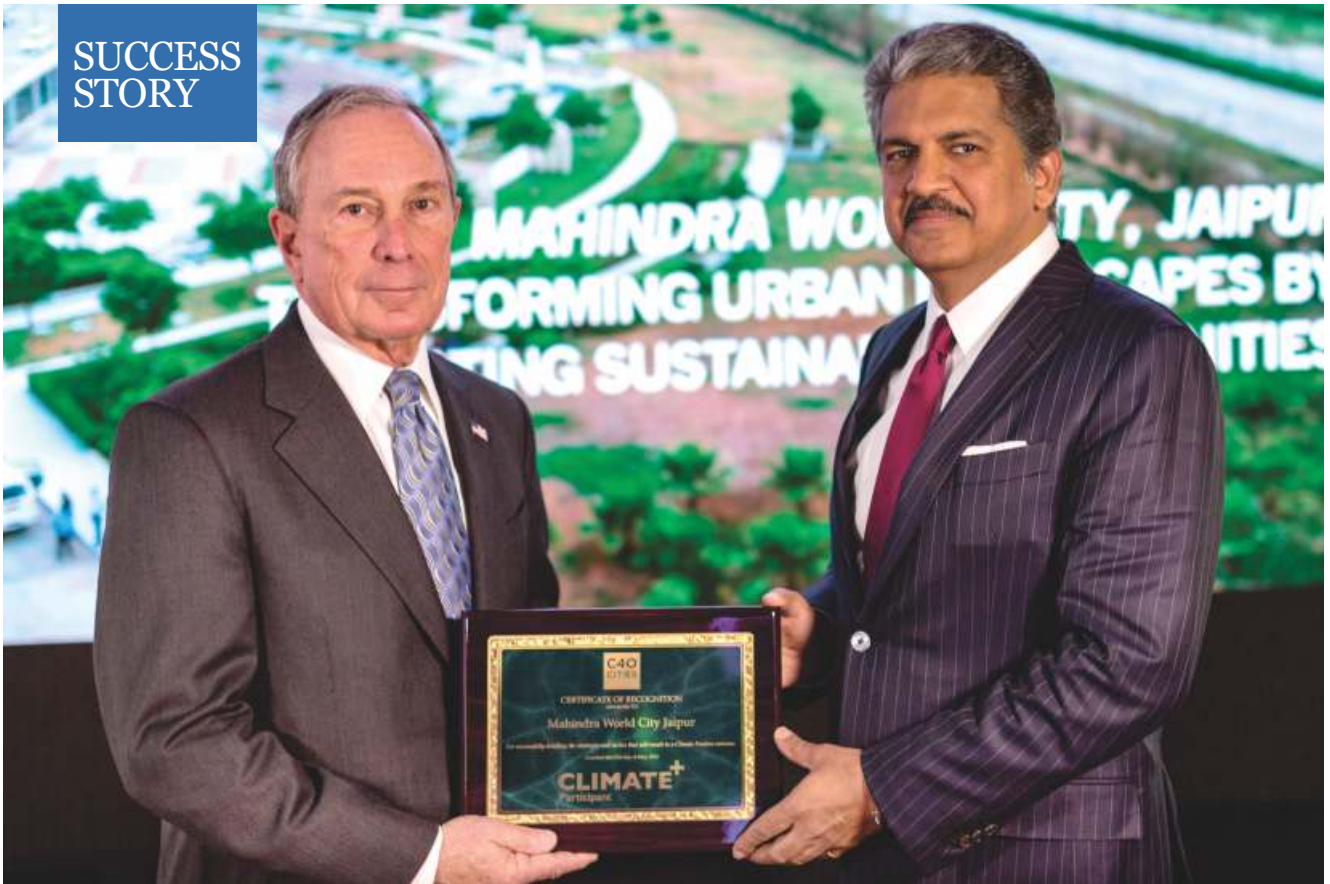
**In January 2016, MWC, Chennai, WRI & IFC (Part of World Bank Group) conducted a workshop on Group Captive Renewable Project. The objective was to provide clean, uninterrupted and cheaper power to occupants of MWC in Chennai.**



We are a participant in the Climate Positive Development Program (C40 program), towards pushing the Climate+ve urbanisation agenda. This year, MWC, Jaipur became the first Indian and the largest of its kind project to achieve Stage 2 of the C40 program.



## SUCCESS STORY



### Mahindra World City, Jaipur becomes the first Asian project to receive C40 Stage 2 Certification

The C40 Cities Climate Leadership Group is a global network of large cities taking action to address climate change by developing and implementing, policies and programs that generate measurable reductions in both greenhouse gas emissions and climate risks.

In May 2015, Mahindra World City, Jaipur became the first ever project in Asia to receive Stage 2 certification from the Cities Climate Leadership Group (C40). It is also the largest project to reach Stage 2 recognition worldwide. Mr. Michael Bloomberg, President of the Board, C40 Climate Leadership Group, presented a commemorative plaque to Anand Mahindra, Chairman, Mahindra Group at the Headquarters of Bloomberg Philanthropies in New York, in recognition of this milestone.

MWC, Jaipur is committed to a long-term roadmap which includes strategies and tactics that will be adopted to achieve net negative operational Greenhouse Gases (GHG) emissions. Given the increasing importance of climate change mitigation in a rapidly urbanising country like India, Mahindra World City, Jaipur could serve as a model for development across emerging economies.

**Sustainability is an integral part of Mahindra Group's 'Rise' philosophy and we are committed to driving sustainable practices across our businesses. The C40 has contributed greatly toward implementing meaningful and sustainable, policies and programs that address the issue of global climate change. We are honoured to have received this certification.**

**Anand Mahindra**



**POLLUTION AT  
CONSTRUCTION SITES IS  
ONE OF THE  
KEY CHALLENGES FACED  
BY OUR INDUSTRY.**

# Exterior Air Quality

Pollution at construction sites is one of the key challenges faced by our industry. It has an adverse impact on the ecology of the area as well as deteriorates public health. Some of the practices getting adopted at the project locations include:

- Suppression of dust / fine particles by sprinkling of water, covering of construction material (sand, fine dust etc.), covering of loose earth during transportation, cleaning of roads etc. help in controlling dust and reduces pollution in atmosphere
- Periodic monitoring of ambient air, workplace, noise, water, soil and DG sets



**The levels of Suspended Particulate Matter (SPM), Sulphur Oxides (SOX) and Nitrogen Oxides (NOX) are monitored across all our site locations.**

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

In addition to these, we comply with all statutory emission norms laid down by the Government and relevant agencies.

# Ambient Air Quality

	<i>in microgram / Nm<sup>3</sup></i>			
	PM 10	PM 2.5	SO <sub>x</sub>	NO <sub>x</sub>
<b>NAAQS LIMITS - 2009</b>	100	60	80	80
<b>MLIFE</b>	90.18	34.03	14.28	29.75
<b>MWC</b>	64.48	32.37	8.78	22.31

# Air Emissions - Stacks

	<i>in ton</i>		
Sector	Sum of TPM	Sum of SO <sub>x</sub>	Sum of NO <sub>x</sub>
<b>MLIFE</b>	0.22	9.08	1.04
<b>MWC</b>	0.03	0.06	0.11

# Energy

One of the many negative outcomes of rampant and irresponsible urbanisation has been rising energy consumption. Not only is substantial energy consumed at the construction stage of the building, increased usage of electrical appliances by the occupants also adds to the grid load on a continual basis.

We have institutionalised an integrated systemic approach that straddles all three stages of a building's life cycle to yield maximum energy savings:

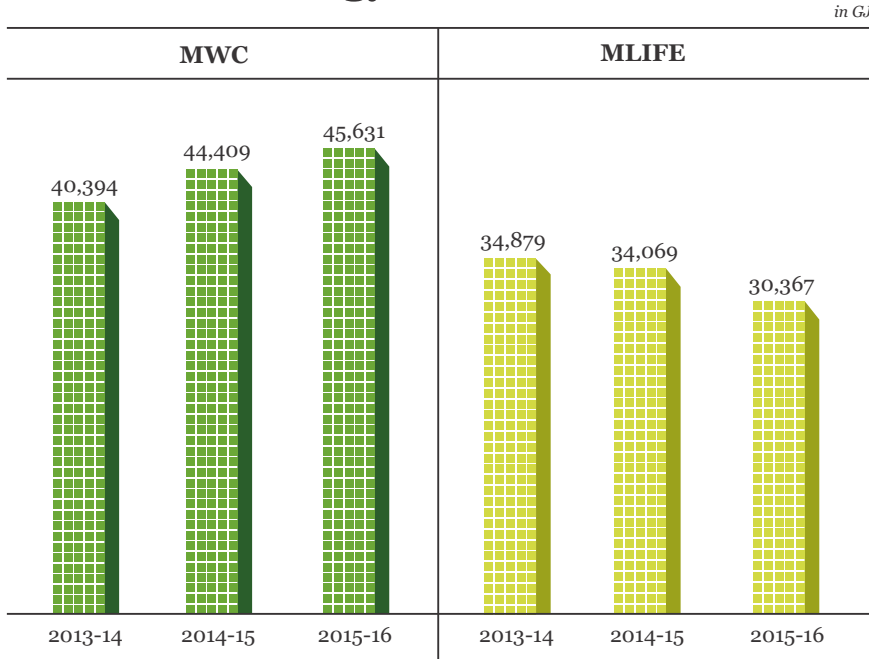
 <b>DESIGN STAGE</b>	 <b>CONSTRUCTION STAGE</b>	 <b>OCCUPANCY STAGE</b>
<p>Creating blueprints that encourage green living and manage the complex cause and effect relationships in energy efficiency.</p>	<p>Deploying multiple small initiatives at our construction sites like using energy-efficient equipment and infrastructure to make a big cut in energy use.</p>	<p>The average energy savings for our IGBC Gold or Platinum rated building is around 25-30%.</p>



We measure and manage our energy consumption in the form of direct and indirect energy. Direct energy is the energy from fuel directly consumed within our project location whereas indirect energy is the energy consumed in form of power from the utility.

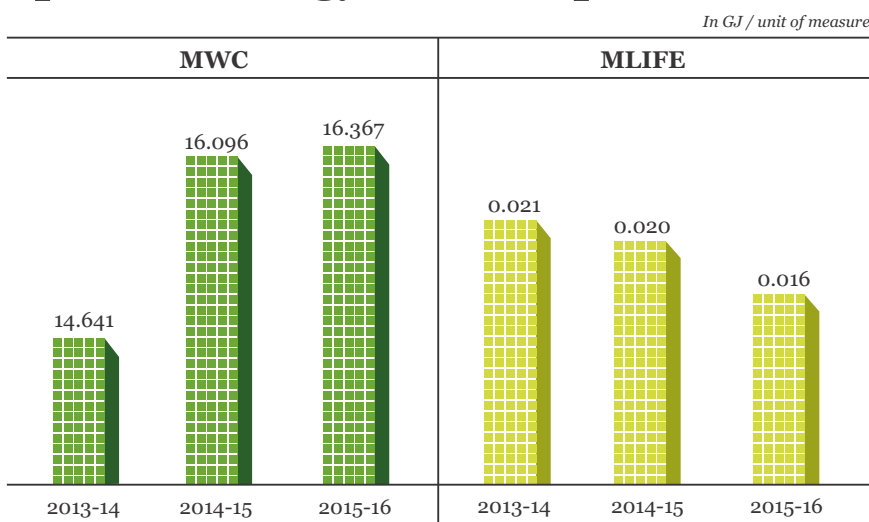
This year, the absolute energy consumption at MLIFE decreased by over 10% due to completion of two projects. The specific energy consumption also shows a 20% decrease, because we constructed more residential units this year while keeping a tight watch over the energy consumption.

## Absolute Energy



**This year, the absolute energy consumption at MLIFE decreased by over 10% due to completion of two projects.**

## Specific Energy Consumption



\*Unit of measurement:  
acre of area developed and maintained

\*Unit of measurement:  
sq. ft. of area constructed



# Evolving Energy-efficient Technologies - MWC, Jaipur

## THE CHALLENGE

'Evolve' - The GnNxt IT Park is spread across 25 acre at MWC, Jaipur. It provides 'ready to occupy' facilities to companies and start-ups. It comprises four units: A1, A2, B1 and B2, of which B1 and B2 have a Platinum rating and Gold rating respectively, as per LEED India (Core & Shell) certification.

With continuing efforts in the sphere of sustainability, technological breakthroughs are emerging on a regular basis. Although MWC, Jaipur has been designed with environment and energy-friendly technologies, there was a need to revisit the blueprints and incorporate the newer practices that are coming to the fore.



## INTERVENTION

This year, we conducted a major study to identify means for better energy efficiency and zeroed in on these interventions:

### Installation of rooftop solar PV

We installed rooftop solar PV plants with total capacity of 210 kWp at A2, B1 and B2 units, in association with CleanMax Solar - one of India's largest providers of on-site solar power.

The project was done under the OPEX model whereby CleanMax will undertake the cost of the plant, and also provide maintenance and repairs across the plant's life cycle.

In return, the generated energy will be sold to the occupants of Evolve at a pre-agreed tariff that is 20% cheaper than the grid power.

### Retrofitting with LED tubelights

Previously, the common area and basement at units A1 & A2 were installed with 36W fluorescent tubelights, while units B1, B2 and utility blocks were fitted with T5 tubelights of 28W rating.

This year, all these areas were retrofitted with 22W LED tubelights. In all, 967 tubelights were replaced. The resulting decrease in energy consumption will ensure that the cost incurred is paid back within 18 months.

**967**  
tubelights replaced

**18**  
month payback

### Other interventions

Introduction of energy-efficient air conditioning, roof insulation using Expanded Polystyrene and high SRI paint coating, green housekeeping program, ensuring use of more than 15% recycled materials (by cost), low VOC paints, adhesives, sealants and use of FSC certified wood.

## IMPACT

### Rooftop Solar PV Plant

- Estimated annual energy savings: **300,000 kWh**
- Estimated annual reduction in CO<sub>2</sub> emissions (in kg): **270,000**
- Estimated annual savings: **INR 560,000** (Based on OPEX model)

### Retrofitting of LED Lights

- Estimated annual energy savings: **99,450 kWh**
- Estimated annual reduction in CO<sub>2</sub> emissions (in kg): **89,510**
- Estimated annual savings: **INR 765,800**






Overall, the green measures adopted at Evolve will improve the wellness of the occupants and make it a better place to work.



# Water

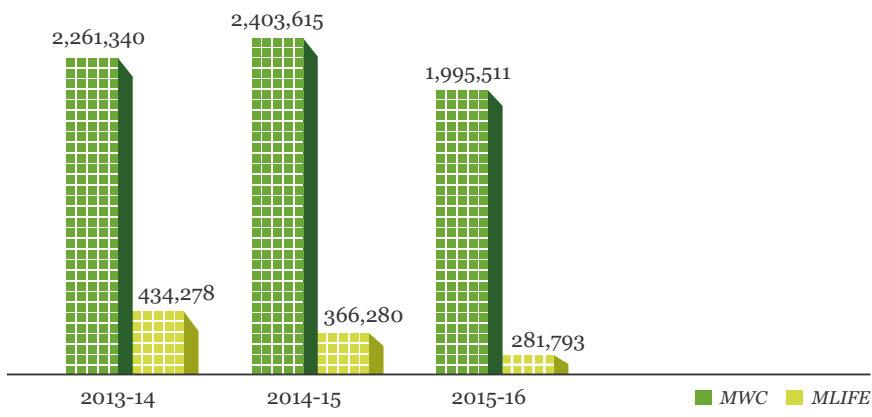
Effective building design, construction and management can deliver major savings in water use and the associated costs of water supply and wastewater treatment. Our proactive approach to water efficiency manifests itself in the design specifications applied to new construction and the way in which a building is used, managed and maintained.

 <p><b>DESIGN STAGE</b></p> <p>Our projects are designed with an aim to lower water consumption of the site.</p>	 <p><b>CONSTRUCTION STAGE</b></p> <p>Existing water bodies are preserved to minimise ecological disturbance at site.</p>	 <p><b>OCCUPANCY STAGE</b></p> <p>A host of initiatives are undertaken to minimise water usage during the occupancy stage.</p>
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## Water Consumption Analysis

### Absolute Water Consumption

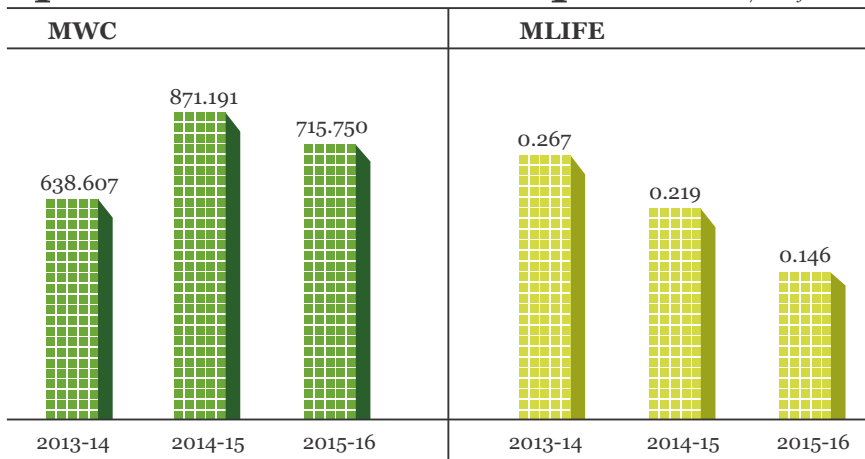
In m<sup>3</sup>



A wide number of water conservation initiatives have yielded a very positive result for us this year. While absolute water consumption came down by 17% and 23% at MWC and MLIFE respectively, specific water consumption also came down by 18% and 33%.

### Specific Water Consumption

In m / unit of measure



MWC

**18%**

Reduction in FY 2015-16 over previous year

MLIFE

**33%**

Reduction in FY 2015-16 over previous year

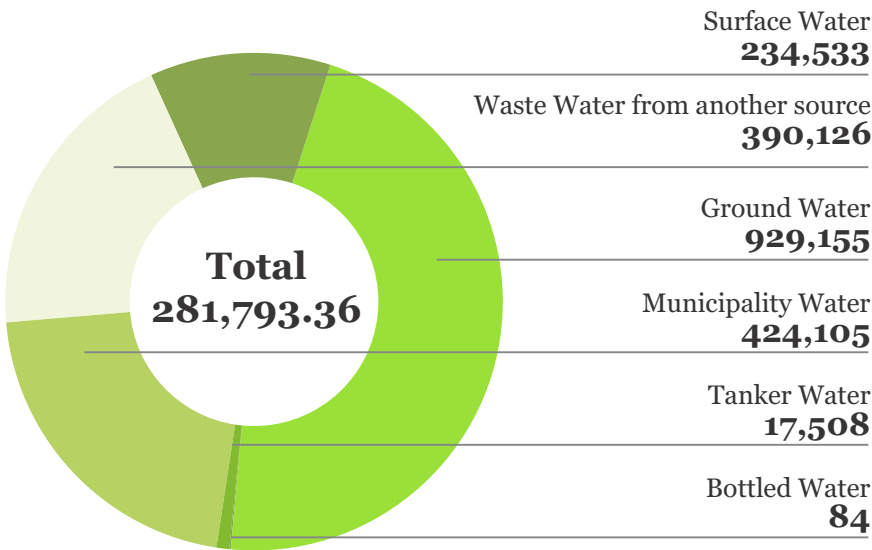
\*Unit of measurement: acre of area developed and maintained

\*Unit of measurement: sq. ft. of area constructed

# Water Withdrawal by Source

**MWC**

*In m<sup>3</sup>*

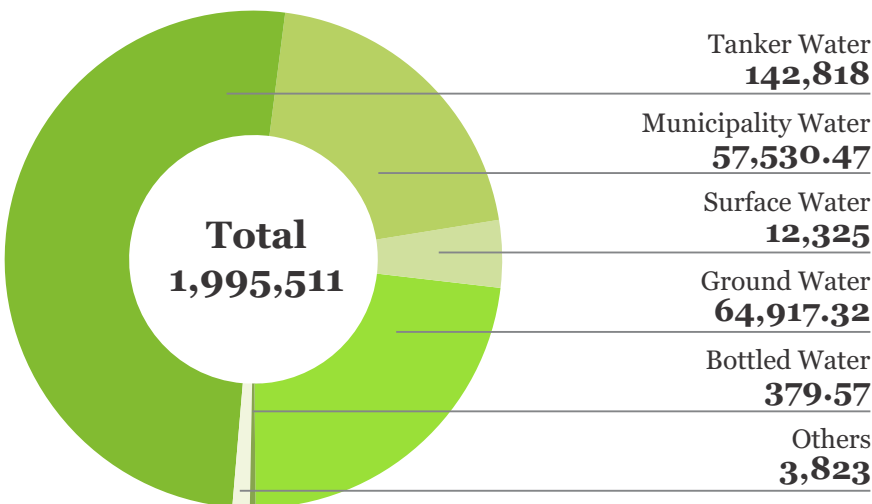


This year, MWC, Jaipur substituted a majority of its consumption from tanker water with water from the municipality.

This explains the increase and decrease being observed under both heads. One must take note that tanker water also adds to the carbon footprint in the form of transportation emission.

**MLIFE**

*In m<sup>3</sup>*



Overall, compared to previous year, MLIFE has shown superior water performance by posting major decreases in the consumption of surface water (68.5%), groundwater (59.4%) and water from municipality (34.4%).

On the other hand, the consumption of water from tanker has seen a huge increase. This is due to an increase in the construction activity at new locations.

## Roots of water conservation | Mahindra World City, Chennai

Xeriscaping has been implemented across more than 60 acre at MWC, Chennai. More than 7,000 trees of Pongamia Pinnata, a species of tree in the pea family, have been planted as they are not only drought-resistant and shade-giving trees, but also have the potential of being a bio-fuel. The pattern of landscaping also focusses on planting more trees and reducing the extent of lawns that require more water for survival. The total water saved through this initiative is approximately 880 kl per day.



## Recycling in Harmony with Nature

We use an integrated system of efficient drainage, Sewage Treatment Plants (STPs) and Tertiary Treatment Plants (TTPs) to treat wastewater at our sites. We also follow an unconventional approach of using enzymes and/or natural plants to treat wastewater.

This treated water is recycled and reused in various construction processes as well as for flushing and landscaping within the site.

To ensure that the quality of the treated wastewater at our sites is in compliance with standards mandated by state / central pollution control board, we conduct independent tests / audits through accredited agencies.

**100%**

**OF WASTE WATER**

**GENERATED**

**DURING OPERATIONS**

**AND MAINTENANCE,**

**GETS TREATED AND**

**RECYCLED AT MLIFE**

**AS WELL AS MWC**



## Sewage Water Project | MWC, Jaipur

### THE CHALLENGE

Disparity has always been a trait of nature. Humans, animals and geographies have been endowed differently. Similarly, the water distribution pattern in India is also highly uneven. Rajasthan is the driest state in the country with water scarcity. With every year that the population grows, the scarcity will get more serious.

As a proactive approach, neither MWC, Jaipur nor its clients, are allowed to tap the underground water in the area through bore well or any other measures.



### INTERVENTION

Our approach is to ensure that there is a balanced demand-supply match for meeting the water requirements and maintenance of the occupant organisations, and the common area. We have introduced a completely integrated water management system that uses recycled water to address the water need.

Out of 60 MLD (total requirement of the entire project), 40 MLD water shall be recycled water.

Half of the recycled water shall be self-generated and the remaining half shall be received from Delawas STP of the Government of Rajasthan.

The water distribution network laid for a part of the World City (approximately 1500 acre) is unique in a way, because there is a third line laid which is to distribute the treated sewage received from Delawas. So, the investment for laying the network has already been planned by MWCJ and currently, the government is in the process of finalising the pipeline from Delawas to MWC.

**Keeping in view the core value of sustainable development and importance of recycled water, MWCJ has decided to meet 65-70% of its long-term water requirement through recycled water.**

# Materials

A building is only as sustainable as the materials it is constructed with. Thus from concrete mixes to colour coatings, every material is carefully selected and procured, keeping in mind its sustainability footprint across the life of the building. This detailed material selection and procurement planning has helped us reduce the environment burden while enhancing our operations.

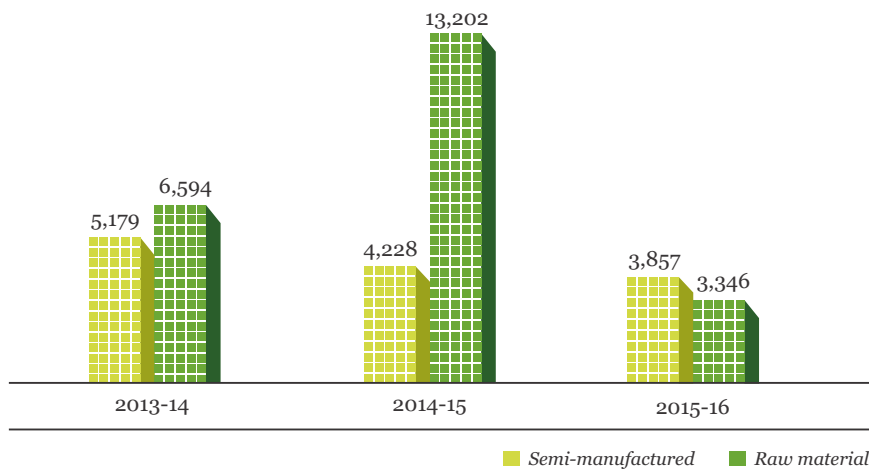
This year, no significant project work took place at MWCs, and only operation and maintenance related work went on. Hence, there is a substantial decrease in the consumption of raw materials. Similarly, due to completion of two projects, there was a significant decrease in raw material consumption at MLIFE.

**Due to completion of two projects, there was a significant decrease in raw material consumption at MLIFE.**

## Material Consumption

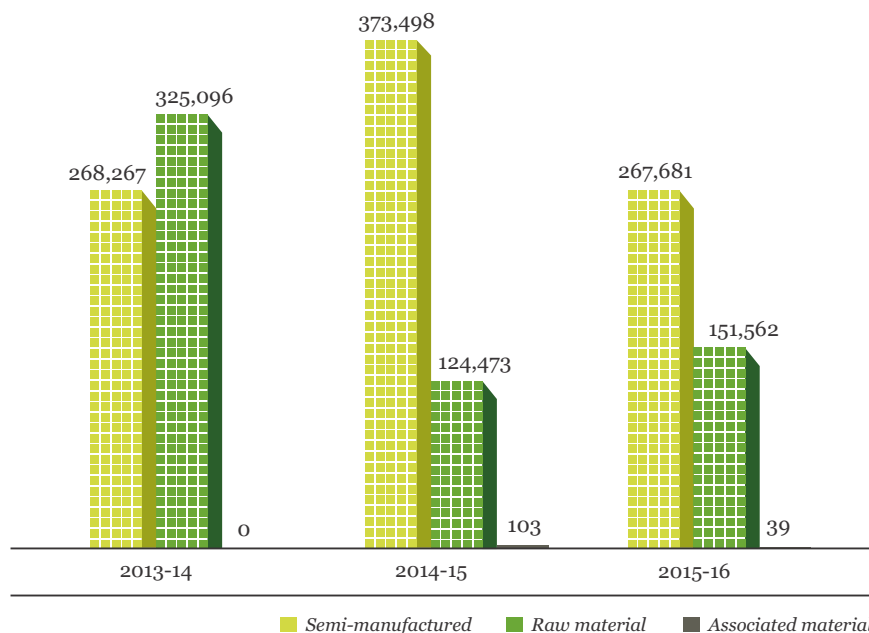
*In ton*

### MWC



*In ton*

### MLIFE



# Substituting River Sand

## THE CHALLENGE

River sand, an important element in the concrete mix design, has become a scarce and costly resource in recent years. Moreover, illegal river sand mining causes major environmental damages like lowering of water table, erosion of minerals from topsoil and soil infertility due to change in vegetative properties. Over time, government regulations on river sand mining have tightened, resulting in erratic supply for construction sites. Thus finding an alternative to river sand makes both business and ecological sense.



## INTERVENTION

We wanted to develop a material that is not just a substitute, but is actually a better material than river sand. We introduced alternative methods to eliminate river sand in concrete mix design by substituting it with artificial sand. We have looked at all four stages of construction to eliminate usage of river sand:

### Brick Manufacturing

Bricks are one of the most important material for the construction industry. Conventional methods of brick production are both resource heavy and environmentally unsustainable. For over 5 years, we have been using fly ash bricks in most of our projects instead of conventional clay bricks; this has eliminated the consumption of red clay and sand.



### Internal Wall Plastering

Internal plastering has traditionally been done through a process of sand-cement plastering finished with POP punning. There has been a constant effort of replacing this form of plastering by a direct single coat application of gypsum plaster. So gypsum plaster was actually a replacement of two processes i.e. sand cement plastering & POP punning.



### Concreting

Natural sand is one of the main constituents of concrete and makes up about 35% of its volume. At Mahindra Lifespaces, river sand has been replaced with crushed sand in concrete preparation. Additionally, keeping in mind the specific engineering properties of crushed sand, we are developing a new concrete mix design philosophy that is adapted to crushed sand.

### Tiling

Tiling has traditionally been a sand, cement, water and time-intensive process. Tiles have to be cured with water and dried, then laid on a layer of sand-cement mixture - one tile at a time. We made a conscious effort to move to a dry tiling process, using adhesives instead of the sand-cement mixture.

We sourced ready-mixed tile adhesives that have been specially formulated from OPC, and selected fine sand and additives to improve its essential properties for laying tiles. All one had to do was unbox the tiles, mix the adhesive with appropriate quantity of water and use it. This saved river sand and water meant for curing purpose as well as time.



# Waste

We understand that the best way to handle waste is to break it down. Thus, we follow responsible waste management at all our sites that includes systematic waste segregation, treatment and disposal procedures in strict adherence to regulatory guidelines. Waste management practices are embedded across all project stages:

DESIGN STAGE 	CONSTRUCTION STAGE 	OCCUPANCY STAGE 
<p>Innovative techniques to reduce, reuse and recycle waste are incorporated right at the design stage in each project.</p>	<p>At least 75% of our construction waste is diverted from landfills. Under our construction waste management plan, we track various types of waste and ensure it is collected &amp; segregated at a demarcated location. This facilitates reuse and methodical disposal.</p>	<p>All our buildings are equipped with colour coded bins – red, green and blue, to collect recyclable waste such as inorganic waste/hazardous waste, bio-degradable waste/organic waste and paper/plastic/cardboard waste respectively. All the treated biodegradable waste is converted into manure and is used for landscaping.</p>

Other waste generated at our sites like paint containers etc. are sent back to the manufacturers to recycle. Leftover spent oil is reused as shuttering oil at site locations. We are in the process of setting up a system to capture the quantity of spent oil generated, reused and leftover.

## Waste Generated - Dashboard

MWC	FY 2013 - 14	FY 2014 - 15	FY 2015 - 16
<b>Non-hazardous Waste</b>			
Solid (Ton)	1,954	2,860	3,049
Containers (Ton)	0	0	0
MLIFE	FY 2013 - 14	FY 2014 - 15	FY 2015 - 16
<b>Hazardous Waste</b>			
Solid (nos.)	12	435	177
Solid (MT)	DNA	2	0
Liquid (kl)	DNA	1	1
<b>Non-hazardous Waste</b>			
Solid (MT)	564	1,637	866
Solid (nos.)	10,361	5,858	31,042
Liquid (kl)	DNA	135	20

Note:

The inconsistent increase or decrease in the absolute waste generation is mainly due to the following reasons:

- a) Waste disposal which is scheduled to optimise transportation cost, without compromising on legal compliance especially for drums and containers;
- b) Useful life of a particular material e.g. batteries, cartridges, oil filters, e-waste, tyres etc.;
- c) Increase or decrease in the business activities e.g. MWC;
- d) Utilisation of waste generated in one process into another e.g. broken tiles or bricks used for pavements and reclamations.

## The Power in Waste | MWC, Chennai

Mahindra World City and Mahindra Research Valley have jointly worked to commission a Bio-CNG Plant at MWC, Chennai.

**Spread over an area of 1,000 sq. m., the plant aims to generate 1,000 m<sup>3</sup> of raw biogas from 10 ton of daily food and kitchen waste.**

This in turn, will yield 400 kg of purified CNG grade gas/day and 4 ton of organic fertiliser/day as by-products. The biogas will be used to fuel tractors, shuttle buses and power street lights at MWC, Chennai, while the organic fertiliser will enhance the soil fertility.



## Biodiversity

Businesses have a two-way relationship with biodiversity, encompassing both, the impact of businesses on biodiversity and the impact of biodiversity on businesses. Some businesses are dependent on biodiversity, in the form of natural products or ecosystem services. This makes businesses potentially vulnerable to the mismanagement of biodiversity and these factors can lead to risks to business.

At Mahindra Lifespaces, we are not only committed to protect the existing biodiversity, but also creating the right habitat to ensure that it flourishes.

In FY 2014-15, in order to measure and evaluate environmental costs, we had participated in the India Business & Biodiversity Initiative (IBBI) Baseline Assessment, to get an overview of the relation between Natural Capital and our dependence on it. The IBBI Baseline Assessment was conducted at Mahindra World City, Chennai to create a Natural Capital Profile (NCP) of the location. Based on the recommendations during the assessment and the NCP, we have chalked out a Natural Capital Action Plan (NCAP) for our integrated cities. We have also rolled out a comprehensive biodiversity management plan at Happinest, Boisar.

**As part of Project Hariyali - Mahindra's Group-wide afforestation project, over 7,300 trees were planted during FY 2015-16 across Mumbai, Delhi and Pune. Over the years, more than 193,000 trees have been planted and maintained.**





**AT MAHINDRA LIFESPACES,  
WE ARE NOT ONLY  
COMMITTED TO PROTECT  
THE EXISTING BIODIVERSITY,  
BUT TO ALSO CREATE  
THE RIGHT HABITAT TO  
ENSURE THAT IT FLOURISHES.**



# Total Environmental Expenditure

	MWC	MLIFE
STP / ETP maintenance contract cost and expenses incurred for treatment chemicals	6,322,443	144,000
Expenses incurred for air emission monitoring (Stack and ambient)	460,800	416,852
Cost for water quality monitoring	1,075,200	148,425
External certification of management systems	—	140,000
Fees paid to Pollution Control Boards for consent application / renewal	409,194	518,000
Cost for waste disposal / treatment	2,922,679	18,000
<b>Total Environmental Expenditure</b>	<b>11,190,316</b>	<b>1,385,277</b>



# happitat

Our vision to enable a better quality of life is given shape by the passion of our associates. We have instituted a number of associate-centric policies and processes towards attracting, managing and retaining talent. These also encourage gender diversity, facilitate work-life balance and promote health & well-being.

In order to build happier communities, we spearhead a number of activities and projects, focussed around environment, education, health and skill development.

We believe that **'being an employer of choice'** is also a sustainability target

**Zero Fatality,  
Zero  
Reportable  
Accidents**

CSR Spend  
in FY 2015-16:  
**INR 48.9  
million**



We improved our scores in The Great Places to Work survey over the previous year and were in the Top 50 companies in the country on Workplace Culture.

# Our Associates

## Management Approach

We believe that one of the biggest enablers of associate satisfaction and productivity, is a conducive work environment. This includes not just the tangibles like physical infrastructure, but also the intangibles like policies, growth opportunities and recognition. The next wave of innovation and sustainable growth has to be powered by an enthusiastic and engaged workforce.

Our talent sustainability approach can be well encapsulated as Great People, Great Experiences, Great Performances. This means that we hire the right talent – not just in terms of skill and education, but also attitude; we nurture this talent with an encouraging and equal opportunity workspace that enables great experiences; and the two come together to elicit better performances, year on year.

We improved our scores in The Great Places to Work survey over the previous year and were in the Top 50 companies in the country on Workplace Culture.



## Policies at Work

Our mission of 'Transforming urban landscapes by creating sustainable communities' is powered by able hands and minds of our associates. A number of associate-centric policies and processes have been instituted towards the recruiting, developing, recognising, rewarding and retaining talent.



- **Human Resources Policy:** Associate development, grievance redressal mechanism and associate counselling
- **Health & Safety Policy:** Assurance of stringent OHS standards
- **Wellness Policy:** Learning & Development (L&D) programs, preventive health examinations and wellness activities like yoga
- **Policy on Sexual Harassment for Women Associates:** Zero tolerance approach towards any act of sexual harassment
- **Employee Relations Policy:** Equal opportunity and diversity
- **Maternity, Paternity & Adoption Policy:** Three months of fully-paid maternity leave and ten days' paternity leave. Six weeks of adoption leave for women and ten days of adoption leave for men
- **Work-Life Integration Policy:** Work from home alternative, concierge services, sabbaticals and work-life counselling facilities
- **Working Hours Policy:** Flexible working hours for effective work-life balance and efficient work execution

**The next wave of innovation and sustainable growth has to be powered by an enthusiastic and engaged workforce.**



# 361°

THE DESIGN CONFERENCE

Over nine editions, 361° Conference has evolved as the singular most relevant platform for discussion and discourse on architecture and design in India. From its inception, the conference has captured the pulse of the industry and influenced the discourse of design. It has provided a forum for thought-provoking and influential dialogues. As an eclectic mix of speakers, 361° in its ninth edition will continue to offer a platform for thought-provoking dialogues and will continue to facilitate a truly transformative experience.



Dis.Architecture

**OUR TALENT SUSTAINABILITY  
APPROACH:  
GREAT PEOPLE,  
GREAT EXPERIENCES,  
GREAT PERFORMANCES.**

# Talent Management

We follow a strategic talent development approach at Mahindra Lifespaces, where long-term employee development is linked to the objective of attracting top new talent, and developing and retaining the existing talent. Associates are provided with a positive and charged environment to work, and their work is valued and appreciated. This adds to their productivity and improves our profitability and sustainability.

We use innovative acquisition techniques and sourcing mechanisms to recruit the best candidates through campus recruitments, employee referrals and recruitment partnerships:

<p><b>Monthly dashboards that highlight vacant positions, hiring challenges and steps to address the same</b></p>	<p><b>Enriching 60% of our hiring managers with 'Competency Based Interview' workshops for mapping skill sets to job specifics</b></p>	<p><b>Hiring 27% of the new recruits through our 'Power to refer' employee program with non-monetary incentives</b></p>
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We have introduced a basic test to gauge the capability of the applicants when they apply for jobs. Those who get recruited in key functions, go through a comprehensive on-boarding process which helps them get adjusted to the organisation's culture quickly, and learn the skills and behaviours required to function effectively.

On-boarding feedback is taken thrice – on the 7th, 21st and 90th day of recruitment, the response is measured on a 10-point rating scale and the feedback is shared with respective stakeholders to address relevant points. This rating has been consistent, with an average rating of 8.5 across locations. A quarterly feedback mechanism evens out the slightest of gaps, if any. Keeping in mind our quest to be a truly sustainable organisation, we have digitised the process, so there is no need to print paper. New joinees receive a link where they can update their details, which is compiled into reports and shared.

**On-boarding feedback is taken thrice – on the 7th, 21st and 90th day of recruitment, and the response is measured on a 10-point rating scale. This rating has been consistent, with an average rating of 8.5 across locations.**

## Some of the key initiatives to manage talent in the reporting year include:

Partners in Excellence	Evaluating Candidates' Capability
<p>'Partners in Excellence' is our Vendor Management Program under which we have empanelled the best placement consultants in the industry for sourcing talent. The vendors are briefed about the role and the candidate requirement, every time a position is opened up to them. Under this program, we have also accorded the 'Most Favoured Partner' status to some of our service providers, wherein they become brand ambassadors of the Company.</p>	<div data-bbox="564 1507 995 2024" data-label="Image"> </div> <p>An online assessment tool - 'Re-Act', short for 'Real Estate Assessment and Capability Test' has been developed at Mahindra Lifespaces to evaluate basic knowledge of candidates who apply for job openings in the key functions of the organisation. The test consists of objective, subjective and audio / video multiple choice questions. It is also beneficial to the learning and development function as it helps assess the knowledge levels, post completion of a training program.</p>

# Nurturing Talent

At Mahindra Lifespaces, the leaders play an important role in developing and nurturing the capabilities of our workforce. In fact, a 'star program' has been launched where high potential associates are identified and placed in a different incubation framework, so that their learning curve is highly accentuated and the scope for innovation, continuous learning, opportunity based intervention and capability enhancement are available at all times.

We pursue new and innovative approaches in learning enablement and capability development. Some of the key elements of our learning and development approach for our associates include self-development platforms, high value learning programs and digital learning platforms.

**We pursue new and innovative approaches in learning enablement and capability development.**



# Collaborating towards development

Our learning & development function collaborates with various departments to build learning capabilities, both in terms of intent and impact. The function also analyses learning needs of all associates and creates customised programs in line with individual requirements - functional, behavioural, leadership and organisational.

**Our learning & development function collaborates with various departments to build learning capabilities, both in terms of intent and impact.**

# 'Buddy'ing up with the budding new hires

A buddy is assigned to new hires to enable them to settle down in their new assignment at the earliest. The buddy is usually at the same level and in the same function, and is responsible to guide and hand-hold the new joinee during the first four weeks of association with the company.

**The buddy is usually at the same level and in the same function, and is responsible to guide and hand-hold the new joinee during the first four weeks of association with the company.**

The buddy also assists the associate in understanding systems, processes and standards of the company as well as the function.

# Training Dashboard

Organisational level	FY 2015	FY 2016	Percentage change over previous year
	Total Man-hours	Total Man-hours	
Strategic	18	21	16.67
Executive	57	125	119.30
Department Head	176	290	64.77
Managerial	579	1,037	79.10
Operations	851	830	-2.47
Contractor	47	254	440.43
Workmen	236	1,078	356.78

**This year, our training focus has been on the third party contractors and workers at our project sites. One of the biggest outcome of this focus has been the fact that we had no fatalities or reportable incidents at any site.**





# Building Communication Bridges

Good communication channels are the hallmarks of an efficient team. Be it sharing the organisational goals; celebrating individual or group achievements; or communicating the change of plans - prompt, timely and engaging communication plays an important role in carrying the growth momentum forward.

We believe that informed and motivated associates are more effective in keeping the customers engaged and satisfied. Of the various associate engagement initiatives at Mahindra Lifespaces, here are some of the key ones:

## Springboard for associates to achieve success

Springboard is our annual conference which serves to reinforce our values and culture. While the management team utilises the opportunity to articulate its strategy, the associates get a chance to envision the year ahead. This year, the theme 'Power of One' inspired associates to work as a team, to treat the customer as number one priority and to harness their own power for superior performance. During the conference, senior management role-modelled the group's core values, shared stories, and innovation & best practices awards were presented.

## Strengthening front line customer relations

Customer Care Orientation (C2O) workshop was organised for the CRM and HR function, to train them on strengthening front line customer relations team as well as standardise the process of hiring and on-boarding new hires. The focus of the workshop was also to develop a standardised approach to hire the right talent in the CR team and ensuring that a detailed functional onboarding is planned across all projects. This ensures an end-to-end integration of all customer facing members, thereby allowing quick and proper fitment of new associates into the organisation.

## Creating Esops awareness

Jwala, our biannual CSR newsletter, creates social awareness on issues that affect communities around us. It encourages more participation from associates in Esops, to take up initiatives that have deeper impact on community including child development, education, worker health and hygiene as well as promoting awareness about social evils.

## Reinforcing organisation's values

Expressions is a biannual town hall organised to reinforce the Company's values, aspirations and the RISE philosophy. There are various awards that are presented to associates in this forum, like the 'Rising Star' for living the Rise pillars, and 'Pillar of Strength' for those associates who complete 5, 10, 15 and 20 years of service. Expressions provides associates with an opportunity to engage with senior management and learn more about organisational developments.

## Fun in Abundance

Masti Galore, which means 'Fun in abundance', is our biannual newsletter which reports all engagement activities that provide opportunities to associates to live their passion and have fun. It gives a glimpse of all the fun activities organised in the Company and encourages them to maintain work-life balance.

## Team Outings/ Outbounds

Team outings are a great way for cross-functional team bonding. Each team goes to an outbound location in their region and conducts activities and competitions. In the reporting period, the Mumbai team went to Kolad, where they participated in Rock Climbing, Obstacle Course, Australian Plank, Spider Web etc. The teams were later debriefed on the theme, execution excellence.

# Customer-centricity

The 'My Customer-My Valentine' initiative is spread across four project charters that are led by members of the management team with cross-functional teams representing all functions and levels:

## Walk the Talk: Building a stronger relationship with customers

Capability building workshop organised for Projects and CRM leadership team

Suggestions for improvement received from customers already implemented

Positives of the projects and areas of improvement were determined by interviewing the customers



## Relationships Begin at Home: Inculcating a spirit of service

An internal customership exercise conducted across all functions to identify and address interdepartmental issues

Internal Customer Service Index (ICSI) calculated

Customer service training and customer excellence training given to associates

ICSI scores will be calculated at periodic intervals to check the improvement

## Celebrating Customer-Centric Behaviour: Developing a high performance culture

'Here & Now' cards to commend a job well done

Over 2100+ 'Here & Now' cards have been handed over

'Here & Now' Hall of Fame created to communicate across the organisation, what Associates have done to receive the 'Here & Now' cards

## Living the CVP: Focussing on high standards of product and service excellence

Resident Assist: Home user / O&M manual for the customers, explaining the facilities and green features installed in their homes

Samvaad: A ready reckoner that comprises clear, simple turnaround time and quality standards for customer interactions

# Growing Together

## Fair and Transparent Remuneration

Attractive Pay Packages benchmarked with the best in the business

Balance Score Cards (BSCs) to streamline the management of performance appraisal

Online Performance Management System (PMS) integration of all goal sheets, appraisals, career planning and individual development action plan

# Value Added Advantages

## Flexi-pay for all Permanent Associates

Automated flexi-pay stages using SAP making the mechanism more convenient

## Flexi-time

Flexible hours have been allowed primarily to enable work-life balance

## Internal Job Postings (IJP)

Lateral as well as upward movement enabling associates to make wise career moves

## Permanent Perks

Parental Insurance, Mobile Facility, Mobile Reimbursement, Accident Insurance, Retirement Benefits, Leave Accumulation, Employee Stock Options, Maternity / Paternal Leave

## Adoption Leave

Women associates are entitled to a maximum of six weeks of leave and male associates for ten days

## Sabbatical

Three months for further studies, skill-building or CSR, after completion of five years

## Working from Home or Alternate Office

Maximum of one day in a week or two days in a month

## Empowering Work Culture

Strong code of conduct and work ethics

# Reward and Recognition



Rewarding and recognising deserving associates is a way to thank associates who brought something innovative to the table or went beyond the call of their duty to make customers feel happy, and help achieve the goals of the company.

Mahindra Lifespaces encourages the good work done by our associates. New awards have been instituted in a revised Reward and Recognition Policy, to foster the culture of value creation and high performance delivery.

Some of the key awards to reward associates at Mahindra Lifespaces include:

**Soaring Above & Beyond' Award** to recognise an associate who creates organisational value that impacts profitability, revenue, productivity, product innovation and customer delight, entailing a quantum jump in metrics

**Chairman's Rolling Trophy for Project Excellence** is an annual award that recognises excellence in project execution, based on the quality, safety, cost and timely work done criteria.

**Chairman's Rolling Trophy for Customer Acquisition** is an annual award that recognises excellence in customer acquisition based on sales achieved, cost collection of sales, performance and customer satisfaction scores.

**Quarterly Milestone Award** for recognising field teams who achieve new benchmarks or set new records has been launched. This award focusses on appreciating team performances rather than individual performances

**Here & Now** is a spot recognition platform for having a customer-centric culture and a positive environment. It is given to the associates, whenever the situation arises

# Health & Safety



Environment, Health & Safety is accorded top priority at Mahindra Lifespaces and we are committed to protect our environment, associates, customers, visitors, operatives and general public from any harm due to our operations.

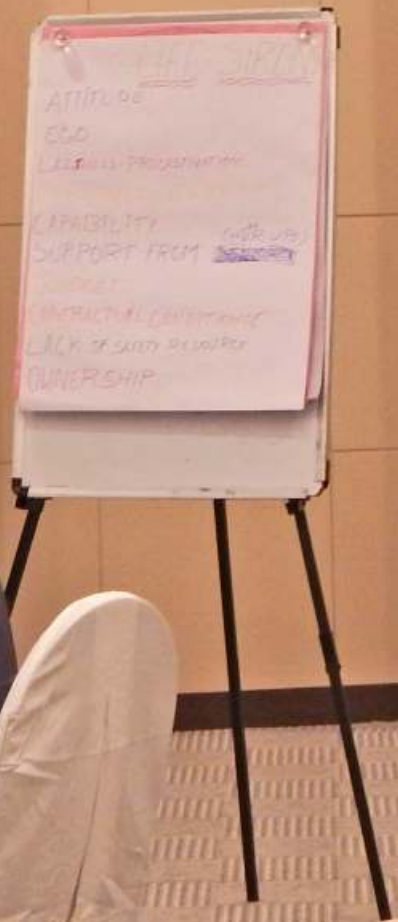
**18,453,101  
Man-hours;  
Zero Fatality,  
Zero Reportable  
Accidents**



Our unique concept, Safe Methods and Risk Reduction Techniques or 'SMARRT' training, initiated last year, was originally planned to focus more on techniques to mitigate risk. Today, it has evolved to a level of crafting great trainers and risk managers in the operational band. SMARRT card, basically a tool devised to explain the risk involved with the task, has further evolved to be a risk mastering tool.

The two-day training program 'Jaan Hai To Jahan Hai' was originally designed for associates in the grades of managers and above, and was formulated by the EHS Department in association with MIQ. Looking at its success, the senior management had it further cascaded to down-the-line management, so that they can implement and practise the same at the project level.

**'JAAN HAI TO JAHAN HAI'  
WAS ORIGINALLY DESIGNED  
FOR ASSOCIATES IN THE  
GRADES OF MANAGERS AND  
ABOVE, AND WAS FORMULATED  
BY THE EHS DEPARTMENT IN  
ASSOCIATION WITH MIQ.**



**Here is a glimpse of safety actions introduced, reinforced or revamped during the year:**

## Labour Camp Standards:

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To ensure that the people building our homes are taken care of and are living in a safe and hygienic environment, we have revised our on-site worker housing standards and have started implementing them in all new projects. Baseline standards are defined for the ongoing projects and improved standards are defined for all the new and upcoming projects.



*Labour Colony at Windchimes, Bengaluru*

## SMARRT Training:

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A two-day SMARRT and 'Jaan Hai To Jahan Hai' training was organised at all locations. The training focussed on inculcating behaviour-based safety and to bring accountability amongst the participants. The program also covered risk mitigation, roles responsibility, technical requirements, and legal & statutory requirements on Environment, Health & Safety.

## EHS Awareness:

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Introduced a fortnightly EHS newsletter 'Soteria', which is sent to all associates. There is also a daily SMS-based EHS awareness campaign that is triggered to the workforce in regional languages.

## EHS Software:

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A user-friendly software for Environment, Health & Safety that will reduce paperwork by 95% is under development.

## Diversity & Inclusion

Managing diversity is more than just recognising differences in people, it is about celebrating these differences and making them feel welcome. Different people come with varied experiences and points of view, which leads to better decision making, higher profits and sustainability.

Diversity is a key thrust area for us. It has led to business growth and enhancement, and the focus on diversity has led to happier associates. A Diversity Council is in place to drive initiatives including work-life balance policy, maternity, paternity and adoption policy, enhanced flexi-timing, new guidance on recruitment, sessions on D&I sensitisation, women leadership training, celebrating women's day etc. In addition, there is a recently launched 'ito1 helpnet' which is a counselling platform for women associates.

**Diversity is a key thrust area for us. It has led to business growth and enhancement, and the focus on diversity has led to happier associates.**

## Ensuring Women Safety

In our endeavour to keep our workplace safe, transparent and friendly for people to work in, an internal complaints committee has been constituted as per the statutory guidelines under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Women associates are duly protected and can redress their grievances. The contact details of the members of this Committee for all locations have been announced and public display of the same has been ensured in common areas accessible to associates and visitors alike.



Respecting human rights and workplace rights are ingrained in Mahindra Group's culture. At Mahindra Lifespaces, we uphold rights of the associates in the best way we can. We engage associates and train them on human rights, which is a significant component of our overall approach. We are signatory to the United Nations Global Compact (UNGC) Principles of human rights and ensure that everyone work towards adherence of all the principles.



**Principle 1**



**Principle 2**



**Principle 3**



**Principle 4**



**Principle 5**



**Principle 6**



**Principle 7**



# Workforce Snapshot

## Employment Gender & Distribution: Permanent Associates

Sector	Males	Females	Total
MLDL	306	69	375
MWC	38	7	45

## Employment Gender & Distribution: Non-permanent Associates

Sector	Males	Females	Total
MLDL	56	31	87
MWC	7	1	8



Note: Third party contractual labour headcount is presented in the safety data. Till last year, labour was part of Associate data, but as the other parameters such as employment grade and age group do not get captured for the third party contractual workforce, this change of representation of the data has been made this year.

## Employment Grade & Type: Permanent Associates

Sector	Junior Management			Middle Management			Senior Management			Grand Total
	Males	Females	Total	Males	Females	Total	Males	Females	Total	
MLDL	128	36	164	162	30	192	16	3	19	375
MWC	11	5	16	23	2	25	4	0	4	45

## Employment Grade & Age: Permanent Associates

Sector	Junior Management				Middle Management				Senior Management				Grand Total
	<30 yrs	30-50 yrs	>50 yrs	Total	<30 yrs	30-50 yrs	>50 yrs	Total	<30 yrs	30-50 yrs	>50 yrs	Total	
MLDL	53	109	2	164	13	170	9	192	0	13	6	19	375
MWC	4	12	0	16	0	23	2	25	0	2	2	4	45

## Gender Composition & Turnover

Sector	Head Count		Employee Turnover		Count of New Employees		Count of New joinees Leaving	
	Male	Female	Male	Female	Male	Female	Male	Female
MLDL	306	69	50	3	36	8	4	0
MWC	38	7	8	1	2	0	1	0

Note: Excluding Third Party Contract (TPC) and Fixed Term Contract (FTC) associates

## Age-wise Turnover

Sector	Employee Turnover %			Rate of New Employees joining			Rate of New joinees Leaving		
	<30 yrs	30 - 50 yrs	>50 yrs	<30 yrs	30 - 50 yrs	>50 yrs	<30 yrs	30 - 50 yrs	>50 yrs
MLDL	41%	59%	0%	35%	63%	2%	100%	0%	0%
MWC	50%	50%	0%	0%	50%	50%	100%	0%	0%

## Training Snapshot

### Total Training Hours: Sector-wise (in person-hours)

Sector	Male	Female	Total Training Hours (Sector-wise)
MLDL	12,349	2,467	14,816
MWC	4,793	828	5,621
<b>Total Training Hours (Gender-wise)</b>	17,142	3,295	20,437

### Total Training Hours: Grade-wise (in person-hours)

Grade	Male	Female	Total Training Hours (Grade-wise)
Fixed Term Contract	46	12	58
Junior Management	13,284	3,076	16,359
Middle Management	2,618	115	2,733
Senior Management	1,195	93	1,288
<b>Total Training Hours (Gender-wise)</b>	17,142	3,295	20,437

### Average Training Hours: Grade-wise

Grade	No. of Associates Trained (Male+Female)	Total Training Hours	Average Training Hours
Fixed Term Contract	8	58	7.19
Junior Management	349	16,359	46.87
Middle Management	48	2,733	56.93
Senior Management	23	1,288	55.98



### Average Training Hours: Gender-Wise

Grade	No. of Male Associates Trained	No. of Female Associates Trained	Training Hours (Male)	Training Hours (Female)	Average Training Hours (Male)	Average Training Hours (Female)
Fixed Term Contract	6	2	46	12	7.58	6.00
Junior Management	279	70	13,284	3,076	47.61	43.94
Middle Management	45	3	2,618	115	58.17	38.33
Senior Management	20	3	1,195	93	59.75	30.83

### Average Training Hours: MLDL

Gender	Training Hours	Employee Count	Average Training Hours
Male	12,349	260	47.5
Female	2,467	59	41.8
<b>Total</b>	<b>14,816</b>	<b>319</b>	<b>46.45</b>

### Average Training Hours: MWC

Gender	Training Hours	Employee Count	Average Training Hours
Male	4,793	90	53.3
Female	828	19	43.6
<b>Total</b>	<b>5,621</b>	<b>109</b>	<b>51.6</b>

## Safety Data

### Contract + Other Employees

Sector	Lost Time Injury Rate			Lost Day Rate			Third-Party Contract		Fatality
	Male	Female	Total	Male	Female	Total	Male	Female	
MLDL	1.55	3.48	1.61	0.00	0.00	0.00	6,325	DNA	0.00
MWC	0.00	0.00	0.00	0.00	0.00	0.00	594	DNA	0.00

DNA: gender wise data is not getting captured



# Community

## Overview

Housing for all, equal livelihood opportunities, thriving local economy, responsible future citizens and inclusive growth, form the cornerstones of a sustainable future. We are well aware of the fact that our development not only impact those who live or work within them, but also those who live around them. Precisely why we work with the local community to create infrastructure that can sustain long-term growth for a diverse population, ensure livelihood opportunities for aspiring individuals, stimulate local economy so that migration becomes optional and not essential, and promote indigenous culture so that we are always mindful and appreciative of our roots.

This year, we continued to address three important issues of sustainable infrastructure through our various business projects and social interventions:

### INCLUSIVENESS



housing for all

### THE ART OF LIVING



shaping communities

### RESPONSIBLE CITIZENSHIP



safeguarding tomorrow

Across all our sites, we engage with the surrounding communities to identify their needs, and provide them with the required support in the areas of environment, health, education and skill building for sustainable development.

We believe that what is built right, will stay right. So we periodically assess the effectiveness of our programs thorough formal or informal communication channels and course correct, if and when required. Two years back, we conducted a Social Impact Assessment to measure social and economic impact on local communities at Mahindra World City, Chennai. Using it as a framework, we aim to develop a formal feedback mechanism to measure the impact of our interventions on the larger community.

## Implementation Structure

Last year, we revamped our implementation structure in order to make it more linear, transparent and efficient. The new structure brought more clarity to Mahindra Lifespaces' CSR activities.

Our social interventions are headed by a dedicated Sector CSR Council comprising members from the senior management of Mahindra Lifespaces. This Council is ably complemented by a Sector-level CSR Secretariat and Unit-level CSR Committees.

The implementation structure of the CSR activities is as follows.

<b>Sector CSR Council</b>	<ul style="list-style-type: none"> <li>Develops the CSR policy and strategy for the Sector</li> <li>Presents the Sector's CSR strategy, budget and policy to the Board</li> <li>Review the CSR interventions regularly</li> </ul>
<b>Sector CSR Secretariat</b>	<ul style="list-style-type: none"> <li>Conducts CSR need impact assessment</li> <li>Generates standard templates for CSR</li> <li>Consolidates and shares the CSR Report with the Council</li> <li>Evaluates external agencies and implementation partners</li> <li>Plans and executes Sector-level CSR interventions</li> </ul>
<b>Unit CSR Committee</b>	<ul style="list-style-type: none"> <li>Plans, monitors and executes CSR interventions at Unit level</li> <li>Regular coordination and sharing of reports with Sector CSR Secretariat</li> </ul>

# CSR Spend

In the reporting year, Mahindra Lifespaces spent a total of INR 48.9 million towards implementing social interventions. In addition to financial assistance, our employees also contributed with their time and experience through Esops - our employee volunteering program.

Here is a bifurcation of our CSR spend in FY 2015-16:

INR million

Area of Intervention	Budget	Spend
Education – Nanhi Kali	29.2	29.2
Education	7.7	7.7
Environment	17.1	3.7
Equality / Empowerment	0.3	0.3
Health	2.5	2.5
Others	4.5	4.4
Rural Development	1.0	1.0
<b>Grand Total</b>	<b>62.3</b>	<b>48.9</b>

- Budgets & Spends are of all entities combined
- Unspent amounts will be carried forward for utilisation in FY 17 besides the budget for FY 17



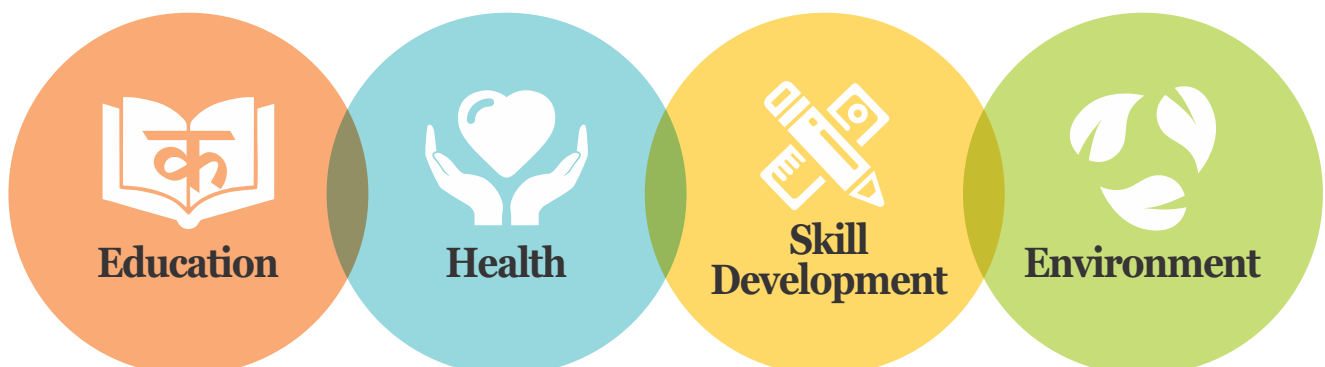
## Empowering the Base of Pyramid

While man is touching new heights and breaking new grounds, the on-ground realities of a majority of mankind remain the same. They are still grappling with wants that others would usually take for granted - like education, healthcare and employment.

To remedy for an anomaly of this magnitude is a daunting task and a single person, organisation or entity cannot take the responsibility of bringing a sea change. That is why we concentrate on what we know best - our neighbourhood. We aim to drive positive change by creating opportunities, facilitating resources, and offering timely, efficient and effective support to the communities that surround our construction sites.

**While man is touching new heights and breaking new grounds, the on-ground realities of a majority of mankind remain the same.**

We primarily focus on four pillars of positive change:





## Education

At Mahindra Lifespaces, we understand the importance of education and the impact it can make to one's quality of life. We facilitate education to children and adults, especially from underprivileged sections of the society, so that they can write their own future.

### Spreading The Light | Gyandeeep

Gyandeeep is an informal school for the children of local community and migrant workers around our construction sites. It is envisioned to provide a conducive learning environment. In October 2015, Happinest, Boisar inaugurated its first Gyandeeep. The first batch of 30 children of workers in and around the site were presented with a school bag and a book, to help them kick-start the learning process. Our resolve to educate was buoyed further by looking at the high ratio of girls at the school, signifying a truly gender diverse group of bright young minds.

**The first batch of 30 children of workers in and around the site were presented with a school bag and a book, to help them kick-start the learning process.**

### Rebuilding and Revitalising Knowledge | Chennai

Quality education is as much about nature, as it is about nurture. So in addition to teachers and textbooks, the school environment also needs to be conducive towards education. In the reporting year, the team at Chennai handed over child-friendly, clean washrooms, hand wash platforms and wall mural paintings to the government schools in Paranur, Veerapuram, Thenmelpakkam and Anjur near MWC, Chennai. Around 1,000 students and 50 teachers benefitted.



### Taking Education to the Women | Jaipur

MWC, Jaipur distributed stationery items to around 25 women from Kalwara and Srihani villages, who had enrolled for basic primary education classes being conducted under the Women Empowerment Program. We hope that this small gesture encourages them to study and become self-reliant.



Clean washrooms and handwash platforms handed over by Chennai team



Gyaandeeep kids were presented with a school bag and a book, to help them kick-start the learning process

## Food for Thought | Jaipur

Hungry stomachs seldom lead to enlightened minds. As an ongoing initiative, this year too, MWC, Jaipur partnered with Akshaya Patra Foundation to sponsor the midday meal program for two schools in Rajasthan. Everyday around 450 children from Pipla, Mahapura, Kalwara and Bhamboria villages are benefitted through this initiative.

**Everyday around 450 children from Pipla, Mahapura, Kalwara and Bhamboria villages are benefitted through midday meal program.**

## Quiz Wizdom | Chennai

Mindquest 2016 is the fifth edition of the Mahindra World City annual open quiz. Over the years, it has become one of the most sought after quizzing programs in Chennai. It has not only reached out to quizzers and quizzing enthusiasts, but has also become a platform for upcoming quizzers across India. The fifth edition of Mindquest was organised at Mahindra World City, Chennai in February 2016 and saw participation from over 200 teams across schools, colleges and organisations.

## Celebrating the Joy of Giving | Pune

To celebrate the Joy of Giving Week in October 2015, the Pune CSR team organised a Gyandeeep visit for the Antheia project team. The team brought with them clothes and toys collected during Joy of Giving Week and distributed the same among the children. Around 23 children benefitted.

*The finalists at the Mindquest 2016*



*Green Army program aims to create an army of one million caring citizens*



*Advanced stitching course for 30 SHG women of Kalwara village*

# Modernising the Anganwadis

## THE CHALLENGE

Anganwadis were introduced in 1975 by the Indian government to combat child hunger and malnutrition.

A typical Anganwadi centre provides basic healthcare in Indian villages. This includes contraceptive counselling and supply, nutrition education and supplementation, as well as pre-school activities. Additionally, the centres may also be used as depots for oral rehydration salts, basic medicines and contraceptives.

**There are over a million Anganwadis spread across India.**

Despite being a noble concept, a large number of Anganwadis are marred by issues like poor maintenance, low ventilation, dilapidated flooring, unsafe drinking water, poor sanitation and less awareness among the villagers. The same was true for the Anganwadis in the villages near MWC, Chennai. As a result, they were being underutilised.



## INTERVENTION

MWC, Chennai in association with World Vision India took up a project of creating Model Anganwadis. Broadly, this modernisation project envisioned following amenities:

- Colourful wall murals
- Clean flooring
- Modern play equipment
- Basic furniture like tables and chairs

## IMPACT

The overall end result expected is an increase in enrolment of children. Around 5 Anganwadis were renovated, which benefits close to 100 children living in the neighbouring villages of MWC.





# Health

When cure becomes both costly and less accessible, prevention becomes a more practical focus area. Our health interventions are two-pronged: promoting awareness and encouraging prevention. These interventions - range from general health camps and eye check-up camps to cleanliness drives and health awareness drives.

## Camping for Good Health

We endeavour to make people healthy by conducting health camps, promoting cleanliness in hard-to-reach villages and areas near our construction sites.

The team at Bloomdale organised a free health check-up camp in association with Sahyadri foundation (NGO). The tests included blood pressure, BMI, HIV etc.

**155 members benefitted through this activity.**

At the request of the village panchayat, MWC, Jaipur conducted a general medical camp, in partnership with Aayush Hospital of Jaipur, at Bhapura village. In addition to general check-up like blood pressure and weight, treatment was given for cough, common cold and stomach infections.

**Around 130 people benefitted through this activity.**

MWC, Jaipur also organised a dental and general health check-up camp at Kalwara village, in association with Bharadwaj Dental Clinic. The dental services included cleaning of teeth, and treatment for tooth pain and discoloration.

**Around 114 villagers benefitted through this activity.**

In January 2016, the Chennai team in association with World Vision India organised a health screening camp for the villagers in the surrounding villages of MWC, Chennai. The objective was to provide free medical examination / check-up for villagers.

**Around 400 people benefitted through this activity.**

With an objective to take a health leap on the leap day, the Delhi team of Mahindra Lifespaces organised a health check-up and medicine distribution camp on February 29, 2016 for villages adjacent to the Luminare project.

**Over 350 people benefitted.**

## Partnering towards Eradicating Polio

MWC, Chennai in association with NGO World Vision India conducted Pulse Polio Campaign from 17th to 22nd January and 22nd to 24th February 2016.

Children under the age of five years were administered with Oral Polio Vaccine (OPV) by volunteers. The volunteers also went door to door, to administer the vaccine to the kids in the interior villages such as Veerapuram, Anjur, Thenmelpakkam, Paranur, Hanumanthai & other villages.

**Around 3,300 children benefitted through this activity.**



Health check-up camp at Kalwara village, organised by MWC, Jaipur.



A health screening camp for the villagers in the surrounding villages of MWC, Chennai.

## Donating the Elixir of Life

Every unit of blood donated, gives a hope of life to someone at the time of need. This year, our teams across India donated blood to show that they care.

Team Chennai organised a blood donation drive in association with the Government Blood Bank, Chengalpet on 1st October 2015.

**Around 100 volunteers donated and 81 units of blood were collected during this activity.**

The team at Antheia, Pune also organised a camp on 01st Oct 2015 in coordination with Lion's Club, Pune and Serological Institute of Blood Bank, Pimpri. **Over 26 employees, including workers, donated blood.** The team went one step ahead and also facilitated TT vaccinations to over 200 labourers.

MWC, Jaipur in association with Fortis Escorts Hospital organised a Blood Donation Drive as a part of Founder's Day Celebration. **Around 20 employees participated in this activity and were able to collect 16 units of blood.**

## Establishing a Culture of Health and Hygiene

Team Chennai in association with NGO World Vision India conducted cultural programs using traditional methodologies like Thappaatam, Oyilattam, mimicry, songs, skits and demonstrations to create awareness among communities on health, sanitation, personal hygiene and environment. Some of the health issues focussed were Dengue, Immunisation, Alcoholism, Anaemia, AIDS etc.

## Contributing towards a Cleaner India | Chennai

The Swachh Bharat Abhiyan is an ambitious and laudable effort, spearheaded by Shri Narendra Modi, the Prime Minister of India. The idea is to eradicate filth, which is a major cause for most of the diseases that afflict the downtrodden sections of the society.



Mahindra World City, Jaipur is in complete consonance with this campaign and undertook a number of cleanliness initiatives during the year:

- Conducted a cleanliness awareness campaign in an Anganwadi centre in Jhai village. **Students spoke about waste management and the importance of keeping the surroundings clean.** The team also distributed dustbins to the centre.
- Organised a cleanliness awareness drive in association with Delhi Public School at Public Central Chowk and a Government School adjacent to it. **The school students performed a street play to create awareness on the importance of keeping the surroundings clean and methods of segregating waste as biodegradable and nondegradable.**
- Conducted a cleanliness awareness camp with a motto of 'Cleanliness with awareness'. Around 8 volunteers and 80 students of Prempura Govt. School cleaned the areas in and around the school. **The students were given tips on 'Waste Management', and how to separately dispose of various types of garbage, for e.g. paper waste, food waste and plastic waste.** They were also educated about the illnesses and diseases that spread, due to living in unhygienic surroundings. The team distributed dustbins for all the classrooms and for the school campus.





## Skill Development

Healthy, educated individuals still require skills and employability to sustain a good quality of life. This makes skill development, one of the key focus areas of our CSR interventions.

The advantages of skill development are manifold and go beyond just livelihood opportunities. It rejuvenates and revitalises local economy, empowers youth and emboldens women.

Across sites, we organise training programs for school dropouts / unemployed youth and women in areas such as sewing & tailoring, doll-making & soft toy making as well as vermicomposting. Through our 'Skill Upgradation-cum-Entrepreneurship Development' program, we enable individuals to take up vocations like electricians, plumbers, electronic technicians, security guards, computer operators or beauticians.

## Training the Future

MWC, Jaipur along with its partner NGO TBI, has been conducting various training programs for the benefit of the unemployed youth, faculty members from institutions and for the engineering students looking to take up entrepreneurship as a career.

This year MWC, Jaipur donated a laptop, a desktop PC, and a printer to the TBI members for conducting the computer training programs as part of Skill Development for rural youth. This will also help in maintaining all training records, attendance, pictures and others collaterals for all Skill Development and Women Empowerment programs.



## Environment

Every seed and every sapling contains the promise, sustenance of life. At Mahindra Lifespaces, we have taken steps to conserve resources, reduce carbon footprint and promote afforestation.

### Planting Trees



Project Hariyali is Mahindra Group's flagship endeavour towards nurturing biodiversity. Initiated in 2007 with an objective to plant one million trees in a year, this initiative has been surpassing its target every year. As a part of Mahindra Group, we also undertake tree plantation drives every year.	Location	No. of tree saplings planted (FY 2015-16)
	Mumbai	5,000
	Chennai	33,000
	Pune	1,000
	Nagpur	300
	Jaipur	5,500
<b>Total</b>	<b>44,800</b>	

## Going Back to one's Roots

Since the past many years, the Mahindra Lifespaces team at Mumbai has been planting trees at a forest site near Mumbra. On 5th September 2015, a team of associates from Happinest (Boisar), Powai and Corporate Office went back to their green roots to take stock of the change achieved. The students and teachers of a local college also joined the team, since they were also celebrating Teachers Day along with the tree plantation activity.

**Along with planting of new saplings, the team also undertook an audit of the areas to make sure that the trees have been surviving. In one day alone, around 5,000 saplings were planted through this activity.**

**During the reporting year, a host of initiatives were taken up by Mahindra Lifespaces' teams across geographies to protect the environment. Some of them include:**

- In August 2015, tree plantation was organised at Durga Hills, Akurdi, Pune by Mahindra Lifespaces, Pune in partnership with Mahindra Composites, Pune and Patanjali Yogpeeth, Pune. In total, over 1,000 trees were planted. Additionally, books related to Ayurveda medicines and treatments were also given to our associates by Patanjali Yogpeeth, Pune.



- MWC, Jaipur partnered with Bhaskar Rural Education & Development Society – an NGO, and conducted a survey to identify areas that would enable maximum plantation and impact. Of the 5,500 sapling planted during the year, 4,000 were planted at the Nahargarh Biological Park, Kukas, Jaipur. The students of Bal Vidya Mandir School also joined in this plantation drive.

- The combined MWC and Mahindra Lifespaces team at Chennai, in association with World Vision India, distributed around 32,500 saplings to the families near Mahindra World City. The saplings to be planted - Lemon, Papaya, Drumstick and Amla, were selected in consideration of the nature of land and climate. Over the years, these trees will bear nutritional fruits which will benefit the malnourished children in the area.
- Bloomdale, Nagpur organised tree plantation activity on 16th January, 2016, in collaboration with NGO Bahudeshiya Sanstha & Khapri Corporation School. Over 300 saplings were planted at Khapri village. In addition to the teachers, the students and support staff of the school, and the Panchayat administration were also present for the activity.

## Catching them Young to Save the Planet

Last year, Mahindra Lifespaces, Mumbai launched the Green Army program in 13 schools across Mumbai in phase 1 to impart knowledge and practical skills to children, on how to conserve environment and make life more sustainable.

The core idea behind the Green Army campaign is to create a pool of 'One Million Caring Citizens' with sustainability embedded right from their childhood, so that they grow up knowing the importance of environment and sustainability in their lives. In the second and third phase of the program held between September 2015 and February 2016, we reached out to 8,000 children across 40 schools in Mumbai and Pune. Since its launch in FY 2014-15, over 10,600 children and 53,000 people have been impacted by the program.



## Giving Back to the Society



Giving back to community and integrating with them, gives a sense of worth and satisfaction to us. The same is true for our associates. It helps them meet a diverse set of people from different strata of the society and bring change to their lives. Our associates dedicate their time and effort for the welfare of the community through our program 'Esops – Employee Social Options'.

Here are some details about the number of Esops volunteers and hours of volunteering, as well as the target for the next year:

Location	Esops Volunteers FY 2015-16	Esops Person-hours FY 2015-16	Target Volunteers FY 2016-17	Target Person-hours FY 2016-17
Mahindra Residential Developers Ltd.	14	195	15	224
Mahindra Integrated Township Ltd.	19	271	21	312
Mahindra Bebanco Developers Ltd.	18	587	20	675
Mahindra Lifespace Developers Ltd.	189	3,950	208	4,543
Mahindra World City, Chennai	20	1,892	22	2,176
Mahindra World City, Jaipur	35	1,186	35	1,364
<b>Total</b>	<b>295</b>	<b>8,081</b>	<b>321</b>	<b>9,293</b>

# Independent Draft Assurance Statement

Mahindra Lifespace Developers Limited



To the Management of Mahindra Lifespace Developers Limited

Mahindra Towers, Dr. GM Bhosale Marg, Worli, Mumbai - 400018, India

## Introduction

Mahindra Lifespace Developers Limited ('MLDL' or 'The Company') has requested KPMG in India ('We' or 'KPMG') to provide independent limited assurance on its Corporate Sustainability Report ('the Report') for the Financial Year (FY) 2015 -16. The Company's management is responsible for the content of the report, identification of key issues, engagement with stakeholders and its presentation. KPMG's responsibility is to provide limited assurance on the report content as described in the scope of assurance.

## Assurance Standards

We conducted the assurance in accordance with Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, Under this standard, we have reviewed the information presented in the report against the principles of relevance, completeness, reliability, neutrality and understandability. Type 2, Moderate level assurance requirements of AA1000 Assurance Standard 2008 by AccountAbility. Under this standard, we have reviewed the nature and extent of adherence to the AA1000 AccountAbility Principles and the quality of publicly disclosed information as part of the Report limited to performance indicators/information required by GRI G4 Guidelines.

## Scope of Our Assurance Engagement

The Report was based on the Global Reporting Initiative's (GRI) G4 Guidelines 'In-accordance'- core option and included data and information for the period of 01 April, 2015 to 31 March, 2016. The reporting boundary included MLDL and its subsidiary companies mentioned in the Report.

### General Standard Disclosures:

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- |                                                                                                                                                                                                                    |                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Strategy and Analysis (G4 1)</li><li>• Organizational Profile (G4 3 - G4 16)</li><li>• Identified Material Aspects and Boundaries (G4 17 - G4 20, G4 22 - G4 23)</li></ul> | <ul style="list-style-type: none"><li>• Stakeholder Engagement (G4 24 - G4 26)</li><li>• Report Profile (G4 28 - G4 33)</li><li>• Governance (G4 34 - 36, G4 39, G4 42, G4 47 - 48)</li><li>• Ethics and Integrity (G4 56)</li></ul> |
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### Specific Standard Disclosures:

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- |                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                          |
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| <ul style="list-style-type: none"><li>• <b>Economic</b><br/>Economic Performance (G4 EC 2), Procurement Practices (G4 EC9)</li><li>• <b>Social</b><ul style="list-style-type: none"><li>• Labour Practices and Decent Work Employment (G4 LA1 - LA2), Occupational Health and Safety (G4 LA5 - LA6), Training and Education (G4 LA9 - LA10)</li></ul></li></ul> | <ul style="list-style-type: none"><li>• <b>Environment</b><br/>Material (G4 EN1), Energy (G4 EN3, G4 EN5), Water (G4 EN8, G4 EN10), Emissions (G4 EN15 - G4 EN18, G4 21), Effluents and Waste (G4 EN22 - G4 EN23), Overall (G4 EN31)</li><li>• <b>Society</b><br/>Local Communities (G4 SO1)</li><li>• <b>Product Responsibility</b><br/>Product and Service Labeling (G4 PR3)</li></ul> |
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## Limitations in Conducting the Assurance

Our assurance process was subject to the following limitations and exclusions:

- Verification of claims was limited to data and information presented in the Report for the period 01 April 2015 to 31 March 2016. Data and information in the Report outside this reporting period was not subject to verification.
- Any statement/remarks/comments indicating intention, opinion, belief and/or aspiration by the Company were excluded from the scope of assurance.
- Verification of financial performance indicators/information that was sourced from the Company's Annual Report FY 2015-16
- Determine which, if any, recommendations should be implemented
- Assurance visits were limited to the sites which are mentioned in the Assurance Procedure

## Assurance Procedure

Our procedures include assessment of the risks of material misstatements of selected performance indicators and disclosures and underlying internal controls relevant to the information published in the Report. Our procedures were designed to gather sufficient and appropriate evidence to determine that the selected performance information is not materially misstated.

We have undertaken the following procedures::

- Evaluating the Report's content to ascertain the 'In-accordance' core option as per Global Reporting Initiative's G4 Guidelines.
- Testing on a sample basis, the evidence supporting the data and information
- Evaluating the appropriateness of the quantification methods and models used to arrive at the data presented in the Report
- Verification of systems and procedures used for quantification, collation, and analysis of sustainability performance indicators included in the Report.
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used for data analysis
- Discussions with the personnel responsible for the evaluation of competence required to ensure reliability of data and information presented in the Report
- Discussion on sustainability with senior executives at the different plant locations and at the corporate office to understand the risk and opportunities from sustainability context and the strategy MLDL is following
- Assessment of stakeholder engagement and materiality assessment process for determining material aspects
- Interaction with the senior management at the corporate office and various site locations
- Assurance visits to sample sites mentioned below -
  - Mumbai Corporate Office
  - Mahindra World City, Chennai and Mahindra World City, Jaipur
  - Residential projects (Ashvita in Hyderabad Antheia in Pune, Aqualily in Chennai)
  - Affordable Housing Projects (Avadi, Chennai)

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement. Appropriate documentary evidence was obtained to support our conclusions on the information and data verified. Where such documentary evidence could not be collected on account of confidential information our team verified the same at MLDL's premise.

## Conclusions

We have reviewed the Sustainability Report of Mahindra Litespace Developers Limited. Based on our review and procedures performed as described above, nothing has come to our attention that causes us not to believe that:

- The report does present MLDL's sustainability performance covering its operations as mentioned in the scope.
- Material issues that have impact on MLDL and are of interest to its stakeholders have been highlighted in the report.
- The report is in accordance with the GRI's G4 Sustainability Reporting Guidelines.

## Observations

Following is an excerpt from the observations reported to the management of the Company. These do not, however, affect our conclusions regarding the Report stated above.

As per AA1000AS 2008 principles:

## Principle of Inclusivity

The Company engages with a diverse range of stakeholders on an ongoing basis and views from the stakeholders are taken into consideration. There are structured mechanisms for engagement with key stakeholders namely customers, employees, investors, suppliers & contractors. The engagement with the local communities, particularly in the affordable housing and integrated township businesses, can be expanded beyond CSR to align with the company's vision of sustainable urbanization and responsible development.

## Principle of Materiality

The materiality assessment process at MLDL includes the impacts of the company's activities as perceived by the organization and its key stakeholders. The company has carried out a structured materiality assessment for the residential and world cities business. However, MLDL may now extend the materiality assessment process to the affordable housing business.

## Principle of Stakeholder Responsiveness

MLDL is responsive to feedback received from the stakeholders. It is demonstrated in the policies and initiatives of the Company. MLDL may plan to communicate the same in their Sustainability Report by disclosing how they have incorporated stakeholder feedback.

## Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 (Revised) and AA1000 Assurance Standard 2008. 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) as well as the assurance firm (assurance provider) 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 behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

## Responsibilities

MLDL is responsible for developing the Report contents. MLDL is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of MLDL in accordance with the terms of our engagement and as per scope of assurance.

Our work has been undertaken so that we might state to MLDL those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than MLDL for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.



**Santhosh Jayaram**  
Partner, KPMG in India  
17th October 2016



**AA1000**  
Licensed Assurance Provider  
000-25

## General Standard Disclosures

Indicator	Description	Page Number / Explanation
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### Strategy and Analysis

G4-1	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	1, 2
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### Organisational Profile

G4-3	Name of the organization	4, 5
G4-4	Primary brands, products, and services	4, 5, 6
G4-5	Location of the organisation's headquarters	4
G4-6	Number of countries where the organisation operates	4
G4-7	Nature of ownership and legal form	5
G4-8	Markets served	4, 5
G4-9	Scale of the organization	5, 6
G4-10	Details on workforce broken down by gender, employment contract, employment type etc.	85-87
G4-11	Percentage of total employees covered by collective bargaining agreements	No unions
G4-12	Description of the organisation's supply chain	27, 30, 50-53
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	No significant changes
G4-14	How the precautionary approach or principle is addressed by the organization	Resource efficiency being the key material issue, the precautionary approach is being addressed through Green Buildings and Renewable energy 33, 56, 57, 62, 64, 65, 66
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	84
G4-16	Memberships of associations and national/ international advocacy organisations in which the organisation holds a position on the governance body and participates in projects or committees	15

### Identified Material Aspects and Boundaries

G4-17	Entities included in the organisation's consolidated financial statements with indication of coverage in the report	4
G4-18	Process for defining the report content and the Aspect boundaries	4, 21, 22, 23
G4-19	Material Aspects identified in the process for defining report content	23
G4-20	Description of Aspect Boundary within the organisation for each material aspect	21, 22
G4-21	Description of Aspect Boundary outside the organisation for each material aspect	Not Reported
G4-22	Explanation of the effect of any re-statement of information provided in the earlier Reports	No re-statements in the report
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	No significant changes from the previous report

### Stakeholder Engagement

G4-24	List of stakeholder groups engaged by the organization	23, 27, 28
G4-25	Basis for identification and selection of stakeholders with whom to engage	27, 28
G4-26	Organisation's approach to stakeholder engagement	27, 28, 29, 30
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns	28-30, 74, 76, 77

### Report Profile

G4-28	Reporting Period	4
G4-29	Date of most recent previous Report	Sustainability Report FY 14-15
G4-30	Reporting cycle	5th Reporting cycle for Standalone report
G4-31	Contact point for questions regarding the report or its contents	10th Reporting cycle as a part of the Group Sustainability report
G4-32	GRI Content Index	6

Indicator	Description	Page Number / Explanation
G4-33	Organisation's policy and current practice with regard to seeking external assurance for the report; relationship with the assurance providers; the highest governance body's involvement in seeking assurance for the organisation's Sustainability Report	All our sustainability reports get assured externally; KPMG is our assurance provider from year FY11-12 (first sustainability report)

### Governance

G4-34	Governance structure of the organisation; committees responsible for decision making on economic, environmental and social impacts	7, 8, 9
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Sustainability Structure 9
G4-36	Organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Sustainability Structure 9
G4-39	Chair of the highest governance body is also an executive officer	7, 8
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	7, 8, 9
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	9
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	MD & CEO and Executive Council Members
G4-49	Process for communicating critical concerns to the highest governance body	Monthly Operations Reviews (MORs), Executive Council Meetings (Quarterly), 9
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	No such critical concerns were communicated during the reporting year

### Ethics and Integrity

G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	10, 11, 12
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### Specific Standard Disclosures – Material Aspects

#### Economic

Indicator	Description	Page Number / Explanation
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#### Material Aspect - Business Ethics & Transparency

G4-DMA	Disclosure on Management Approach (DMA)	13
G4-EC 1	Direct economic value generated and distributed	49
G4-EN 29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Nil during the reporting year
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Nil during the reporting year
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Nil during the reporting year
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Nil during the reporting year

#### Environmental

Indicator	Description	Page Number / Explanation
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#### Material Aspect – Climate Change

G4 - DMA	Disclosure on Management Approach (DMA)	32
G4-EC 2	Financial implications and other risks and opportunities for the organization's activities due to climate change	49, 50
G4-EN 15	Direct greenhouse gas (GHG) emissions (Scope 1)	55
G4-EN 16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	55
G4-EN 17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	55



Indicator	Description	Page Number / Explanation
G4-EN 18	Greenhouse gas (GHG) emissions intensity	55
G4-EN 20	Emissions of ozone-depleting substances (ODS)	As a green building mandate we do not use ozone-depleting substances in any of our projects
G4-EN 21	NOX, SOX, and other significant air emissions	59

#### Material Aspect - Resource Efficiency (Material, Energy, Water, Waste)

Indicator	Description	Page Number / Explanation
G4-DMA	Disclosure on Management Approach (DMA)	60, 63, 67, 69

#### Material

G4-EN 1	Materials used by weight or volume	67
G4-EN 2	Percentage of materials used that are recycled input materials	50, 62

#### Energy

G4-EN 3	Energy consumption within the organization	60, 61
G4-EN 5	Energy intensity	61
G4-EN 6	Reduction of energy consumption	60, 61
G4-EN 7	Reductions in energy requirements of products and services	60, 61, 62

#### Water

G4-EN 8	Total water withdrawal by source	64
G4-EN 9	Water sources significantly affected by withdrawal of water	No such water sources are affected, 64, 65
G4-EN 10	Percentage and total volume of water recycled and reused	65, 66

#### Waste

G4-EN 22	Total water discharge by quality and destination	65, 66
G4-EN 23	Total weight of waste by type and disposal method	69
G4-EN 24	Total number and volume of significant spills	There are no significant spills during the reporting year

#### Material Aspect - Pollution (Air, Water, Land)

G4-EN 31	Total environmental protection expenditures and investments by type	72
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#### Material Aspect - Biodiversity

G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	70
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not in protected areas but around the projects having rich biodiversity, 70
G4-EN13	Habitats protected or restored	In and around the project locations having rich biodiversity, 70

#### Product

Indicator	Description	Page Number / Explanation
G4-DMA	Disclosure on Management Approach (DMA)	38, 39, 40

#### Material Aspect - Quality of products and services

G4-EN 27	Extent of impact mitigation of environmental impacts of products and services	32, 33, 41
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#### Material Aspect - Advertising & Marketing

G4-PR 3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	33
G4-PR 4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	No such non-compliances with regulations and voluntary codes

Indicator	Description	Page Number / Explanation
G4-PR 5	Results of surveys measuring customer satisfaction	Customers as Promoters Score (CAPS) has been improved over the previous year (FY13-14)
G4-PR 7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	Nil during the reporting year
G4-PR 8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Nil during the reporting year
G4-PR 9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Nil during the reporting year

#### Material Aspect - Infrastructure Facility around the Project Site

G4-EC7	Development and impact of infrastructure investments and services supported	35
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#### Material Aspect - Supply chain

G4-EC 9	Proportion of spending on local suppliers at significant locations of operation	50
G4- EN 30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	50, 51
G4-EN 32	Percentage of new suppliers that were screened using environmental criteria	53 So far 10% of new Suppliers have been screened using environmental criteria
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	50, 51, 53
G4-LA 14	Percentage of new suppliers that were screened using labor practices criteria	53

#### Health & Safety - Customers

G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	32, 33
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Nil during the reporting year

#### Social

Indicator	Description	Page Number / Explanation
G4-DMA	Disclosure on Management Approach (DMA)	74, 88

#### Material Aspect - Diversity & Equal Opportunity

G4-LA 1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	85, 86
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	80
G4-LA3	Return to work and retention rates after parental leave, by gender	Male-12, Female-4
G4-LA 4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	The Business is Different, hence not applicable. The members are aligned by way of PMS & the Business Process as directed. No Collective Bargaining Power in place. Communication is through the Town Hall meetings, Workshops
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	80 100% for on-roll employees
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	85, 86
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	The Ratio is 1:1 (Based on the data of March 2016 Salary) There is no discrimination by gender, grade/ location/ type of operations

#### Material Aspect - Health & Safety - Workforce

G4 - DMA	Disclosure on Management Approach (DMA)	81
G4-LA 5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	51
G4-LA 6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	87

Indicator	Description	Page Number / Explanation
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### Material Aspect - Shortage of Skilled Workforce

G4-DMA	Disclosure on Management Approach (DMA)	89
G4- LA 9	Average hours of training per year per employee by gender, and by employee category	86, 87
G4- LA 10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	77, 78

### Material Aspect - Human Rights

G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	84
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Hiring is done purely on the merit
G4-HR 1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	50, 51, 53
G4-HR 2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Human Right training has been planned for FY 16-17 across all locations
G4-HR 3	Total number of incidents of discrimination and corrective actions taken	Nil in the reporting year
G4-HR 5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	53 Factory visits during the year have been conducted in accordance with the criteria's to check the regulatory as well as child/ forced labour compliances
G4-HR 6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	53 Explanation is same as above
G4-HR 7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	Fy16-17 we aim to ensure that the security agency conducts the human rights training for the security personals
G4-HR 10	Percentage of new suppliers that were screened using human rights criteria	50, 51, 53 Plan is in progress
G4-HR 12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	45, 46 Plan is in progress

### Material Aspect - Community Engagement

G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	88-97
G4-SO2	Operations with significant actual or potential negative impacts on local communities	We don't have such operations with significant negative impacts. we carry out need & impact assessment studies for our community engagement initiatives

# Index for UNGC Principles

Principle	Category	Description	Page No.
Principle 1	Human rights	Businesses should support and respect the protection of internationally proclaimed human rights.	22, 83, 84
Principle 2	Human rights	Businesses should make sure that they are not complicit in human rights abuses	22, 83, 85
Principle 3	Labor	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	10, 83, 84
Principle 4	Labor	Businesses should uphold the elimination of all forms of forced and compulsory labor;	83, 84
Principle 5	Labor	Businesses should uphold the effective abolition of child labor; and	83, 84
Principle 6	Labor	Businesses should uphold the elimination of discrimination in respect of employment and occupation	10, 83, 84
Principle 7	Environment	Businesses should support a precautionary approach to environmental challenges;	19, 20, 21, 22, 23, 32, 33, 35, 49, 56
Principle 8	Environment	Businesses should undertake initiatives to promote greater environmental responsibility; and	32, 33, 35, 41, 49, 56
Principle 9	Environment	Businesses should encourage the development and diffusion of environmentally friendly technologies.	32, 33, 35, 41, 49, 56
Principle 10	Anti corruption	Businesses should work against corruption in all its forms, including extortion and bribery.	11, 12, 13

# Mahindra LIFESPACES

We are part of the Mahindra Group and have been at the forefront of transforming urban landscapes by creating sustainable communities.

With sustainability deeply engrained in our culture, green design and healthy living form the foundations of all our projects.

One of the first companies in India to launch the green homes movement, we are also pioneers in voluntarily reporting on our performance metrics with respect to the triple bottom line.

We are actively furthering the cause of sustainable urbanisation, through the development of green residential communities in large urban centres; through the creation of new economic centres of Livelihood-Living-Life and by enabling access to quality housing at affordable prices to a larger section of people.

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## Our Presence

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