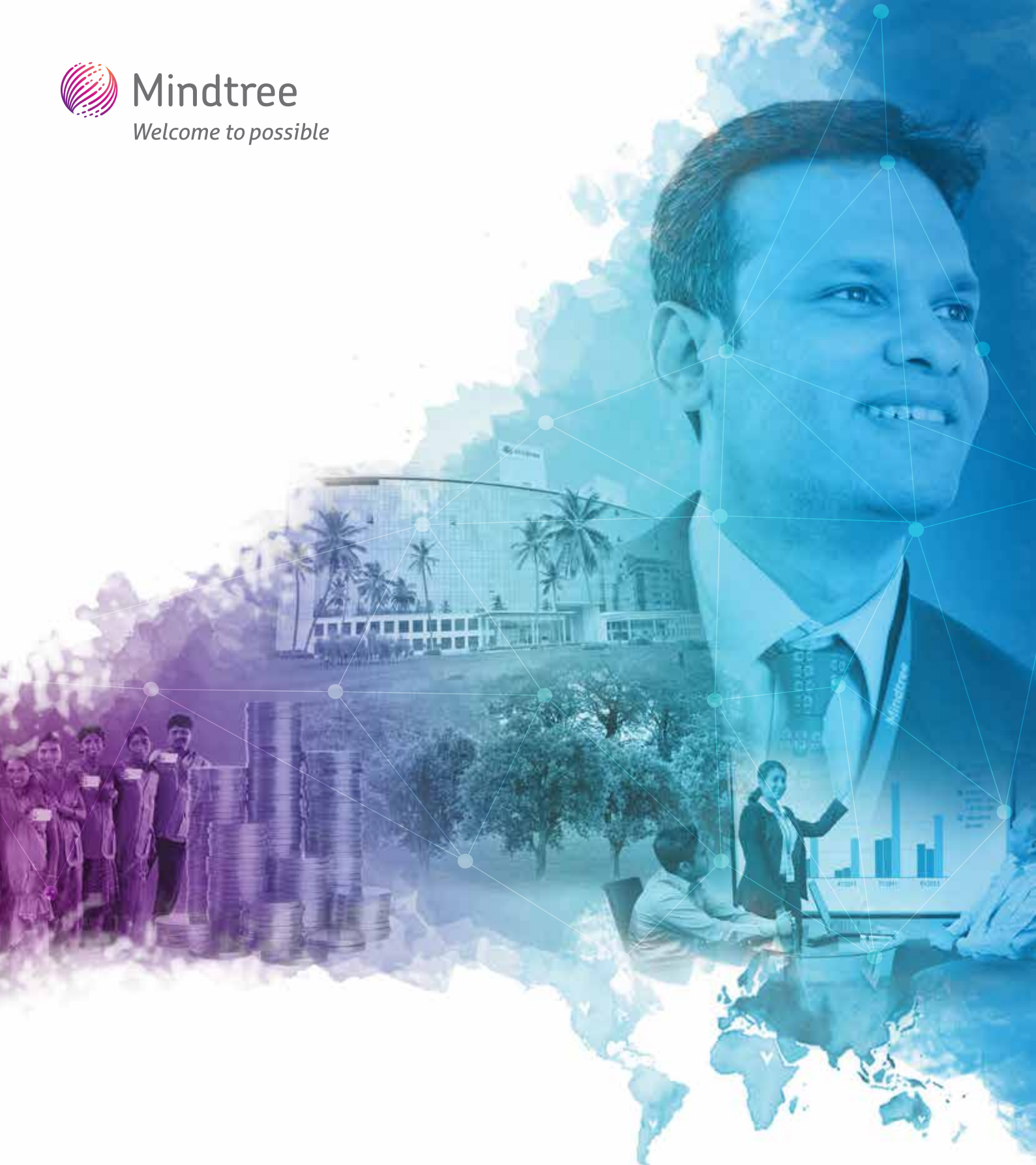




Mindtree

Welcome to possible



Sustainability Report

2013-14



We are Mindtree:

a people-focused environment
that nurtures individuals
towards higher growth and higher responsibility.

Sustainability is owned by the individual here.

Our second Sustainability Report
salutes and celebrates
the power of the individual for
sustainability impacts.



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Welcome to possible

Welcome to possible

Our mission: We engineer meaningful technology solutions to help businesses and societies flourish.

With revenues of USD 501.5 million generated by 12,969 expert minds, Mindtree Ltd., headquartered in Bangalore, is a global information technology solutions company, thriving on a culture which is a unique blend of expertise strategic thinking and a deep, human perspective.

Helping us see possibilities where others see a full stop are our values of collaborative spirit, unrelenting dedication and expert thinking, which make us an ideal strategic partner to over 40 Fortune 500 enterprises across India, the USA, Europe and Asia Pacific.

Set out to be a responsible and inclusive company from the very beginning, we have been committed to the idea and practice of sustainability. At the global level, we are committed to the ten principles of the United National Global Compact and at the national level, our intent and operations are aligned to the spirit espoused in the nine principles recommended by the National Voluntary Guidelines - Social, Environmental and Economic Responsibilities of Business (NVG-SEE), issued by the Ministry of Corporate Affairs, Government of India. We respect and prioritize both its principles and its core elements.

We embarked on a journey of reporting our sustainability performance in 2012-13. Following the framework of the Global Reporting Initiative (GRI), we published our first sustainability report in 2012-13, which is A+ report based on GRI3.1 guidelines of GRI.

We are happy to share with our dear stakeholders, our second annual sustainability report which captures our actions and impacts over the last financial year 2013-14.

The report follows GRI 3.1 guidelines and is in alignment with the UNGC principles and the NVG-SEE guidelines.

Since our social and environmental action is focused on our India operations, the report covers our environmental performance and social performance of the India operations while the scope of our economic performance reported here is global, as in our first report. There are no significant changes from last year in the structure or ownership of the organization or in the locations and markets served that have a bearing on the boundary or scope of the report. Measurement methods remain the same too in the year under reporting.

This GRI based A+ report is verified and assured by our assurance provider KPMG. The assurance statement by KPMG is included here, towards the end of this report.

Executive message

“Gen Y is a huge driver for advancing our sustainability vision.”

At Mindtree, we see sustainability as a smart way of doing business. Commitment to sustainability is increasingly becoming a hygiene factor in our relationship with our clients. In addition, with our younger talent pool, this has proved to be a differentiator and a motivator.

Leveraging our strengths in technology for solving large social and environmental problems is an important and a natural route for us to take, and our technology platform I Got Garbage (IGG) is an illustration of that approach. But more importantly, we are interested in seeing the ultimate impact on the lives of people as a result of our interventions. That is why we look at the success of IGG in terms of how it changes the nature of work and lives of waste pickers. Our technology-empowered social and environmental solutions will continue to address and integrate the softer issues in any key initiative.

Our short term priorities in the next year and a half would be about advancing our shift from resource-intensive processes to resource-conserving processes in the areas of energy and water and other efficiency-related areas, with considerable progress achieved on waste management. Renewable energy is going to be an important element in this plan. Our immediate focus is on such initiatives involving high capital expenditure and smart business sense with larger social and environmental sensitivities built into them.

In the medium term, over the next two to three years, we would continue to extend the alignment of our people with sustainability goals. The vision here is to inspire every individual to deeply engage with sustainability issues in their lives at their workplace and beyond.

A significant portion of our people is very young and our average age is consistently reducing. This is a huge driver for our social and environmental action ahead. Gen Y being relatively keener on their individual responsibilities towards the society and the planet, we are happy to see them bringing in the required energy and passion to it and we consider it an opportunity to engage with them on a set of wider and new issues. We are committed to creating an environment for them and are keen on providing encouraging platforms and effective media for the needed connect and action.

While we are prepared for our the short and medium term agenda, in the long term, we are looking at impacting behavioral change and higher responsibility by involving our partners in our value chain - by educating them, learning from them and aligning them with our broader goals and vision. In the next four or five years, we would like to see the whole eco-system more aligned than ever with sustainability goals and objectives.

Looking forward to unleashing more possibilities in 2014-15 for the society, the planet, the individual and the organization!

Welcome to possible.

Krishnakumar Natarajan - CEO & MD and
Subroto Bagchi - Executive Chairman



Highlights of our sustainability performance: 2013-14



Nurturing our people

We have now 12, 926 Mindtree Minds (an increase of 11.52%).

We are a zero fatality work environment.



Being inclusive


28% of our current total workforce is women.

A woman director on our Board from this year.

Ten more people with disability recruited this year, making the total 41.



Caring for the society



20 different projects in community welfare active this year.

Our Mindtree Foundation reached out to thousands of beneficiaries with individual focus.


A child adopted and groomed by Mindtree for years joined us as a Java programmer.

We continued to involve our Mindtree Minds in our social projects through our Individual Social Responsibility (ISR) projects.

Our technology platform I Got Garbage empowered 7000 waste pickers.



Caring for the environment



We reduced GHG (greenhouse gases) emissions per capita by 3%.

Reducing business travel, we decreased related emissions by 18.24%.

Energy consumption per capita per month marginally reduced by 0.5%.

89.68% of the waste generated is recycled.



Serving customers

Digital Pumpkin, Mindtree's innovation platform in collaboration with clients, nurtured over 50 brands this year.

Two European countries ensured safety of millions of passengers with our back-end infrastructure for railway and traffic control systems.

Our Network Operating Center integrated service management with monitoring tools to provide customers a consolidated view of applications and infrastructure.

Our integrated development center at Gainesville, Florida completed a successful year; we set up another one at Redmond, US.



Economic sustainability

Crossed the half billion dollar mark in revenues - our achievement in 15 years.

15% year-on-year growth in dollar revenues.

Crossed the 100 million dollar mark in operating profits.

Strong ROCE: net margins growth higher than revenue growth.

Crossed the Rs 100 mark on EPS.

Reached billion dollar on market capitalization.



Recognitions

Awarded 'India's Most Admired Knowledge Enterprise' for the seventh time.

Mindtree ranked 40th among the 535 participating organizations, moving up 7 ranks as compared to last year. This survey was conducted by The Economic Times and Great Place to Work® Institute.

Zinnov Consulting ranks Mindtree as a leading global product engineering service provider in its 'Global Service Provider Ratings 2013'.

Forbes Asia 2013 selected as one of the 'Best Under a Billion' companies.

Won Gainesville, Florida Chamber of Commerce 'Business of the Year' award for innovative practices.

Won 'SAP® 2013 Industry Mobile Application Challenges' at SAP's TechEd event for mobility solutions for the retail and logistics industries.

CNBC TV18 award for 'The Most Promising Company of the Year'.

Krishnakumar Natarajan, CEO and MD, is voted as one of India's Top 100 CEOs by Business Today – Pricewaterhouse Coopers.

Everest Group's research report on IT service providers for outsourcing names Mindtree 'Major Contenders' in the IT space.

Recognized by Euromoney's annual Asia company ranking as 'Best Managed IT / Software / Technology Company in Asia' and 'Best Managed Company in India'.

Ranked among top 3 Corporations in India, in all categories related to governance and investor relations by Asiamoney.

Gold rating at the 5th Annual Bridge Awards, in Florida, US, in the category 'Company - Growth of the year'.



Leadership

Strengthened top leadership by welcoming Paul Gottsegen to lead marketing strategy & alliances and Mark Wilsdon to lead European sales.

Welcomed N.S Parthasarathy and Apurva Purohit to the Board of Directors.

Way forward for 2014-15

- Aiming for a 3% reduction over 2013-14 in per capita energy consumption. Target: 194 kWh / employee / month.
- Aiming for a 2% reduction in GHG emissions. Target: 3.32 tons CO₂e / employee / annum.
- Aiming for a 5% reduction in Per Capita Water Consumption. Target; 1.22 kl / employee / month.
- Aiming for 3% increase in waste recycling. Target: 92.37%
- Further consolidating our energy monitoring and robustness of our data and reporting through analytics.
- Getting Mindtree facilities BEE energy star rating certified.
- Adopting solar energy by installing solar panels in all Mindtree facility rooftops to generate not less than 500kWp in the year 2015-16.
- Aiming at achieving 20% or more clean energy component (solar, wind, micro hydro) in the overall energy consumption – in a three year timeframe.
- Mindtree further extends the evangelizing of responsibility organization-wide.
- We pilot the idea of deeper integration of sustainability among our fresh recruits and lateral hires.
- We kickstart the preparation for our dream project of a Learning Centre dedicated to our people, which is coming up at Bhubaneswar. Sustainability would be an integral component of the plan.







Rooted in Sustainability

Overview - by the Head of Sustainability and Diversity

“Our report celebrates the power of the individual for sustainability.”

Practicing sustainability is not new to Mindtree. Reporting it is a recent step. Carrying social and environmental responsibility in its DNA, Mindtree has been a conscientious enterprise all along, believing in doing well by doing good.

We are happy to share with you our second sustainability report where we have increased the number and depth of coverage of several performance indicators over the last year.

The report content is generated with the support of an external and extensive research exercise which triangulated inputs from our internal stakeholders, external stakeholders and our externally verified performance data. The research has guided the theme for this report and has shaped the content, integrating the GRI framework and the cultural character of our responsible enterprise into the report.

The report sketches the essence of Mindtree’s cultural character which embeds sustainability within and tries to make explicit what has been implicit so far for all of us Mindtree Minds. It explains to you how we engage with our different stakeholders, what issues are material to us and to our stakeholders and how sustainability is positioned on the radar of our Enterprise Risk Management (ERM) and is built into corporate governance structures.

Mindtree being a people-focused enterprise nurturing individual growth, the report shares with you how it

creates an environment where individuals are developed into expert professionals and leaders with a heightened sense of responsibility and sensitiveness towards the society and the planet.

You will come across, in this report, several individuals sharing their experience and views on the difference our sustainability approach and initiatives have made in their lives - offering testimony to or reaffirming what we say here. We also take this opportunity to feature a few stories of individuals who have demonstrated the power and impact of individualized sense of responsibility which Mindtree strives to create in its people. In fact, it is the ‘individual’ who is the central theme of this sustainability report!

We further present to you, our endeavors in the areas of diversity and inclusion - areas we have been deeply working on for long. Gender is a theme growing in significance in sustainability today and it is time we took the focus to higher levels. Mindtree has been putting in efforts right from the beginning, towards mainstreaming people with disability. We are happy to share with you our considerable progress and future plans along this direction.

We also bring to you, highlights of our environmental performance - our initiatives and impacts in energy, carbon, water and waste management. We share with you, very briefly, a few elements of our financial performance - further details being available in our

annual report - and our ideology which views profits and purpose as a balance and not as a tradeoff. We assure you on the way we continue to make our social contributions through our foundation for niche and deep impacts, often involving our people in achieving them.

Going forward, we seek your valuable feedback on both our sustainability performance and on our

reporting of it as we look to evolving our journey on both fronts.

Please feel free to contact me for any queries or feedback. We look forward to hearing from you!

**Chitra Byregowda - Head,
Sustainability & Diversity**



Root of sustainability: tracing it back in time

The story of the birth of Mindtree and the story of the beginning of its sustainability journey are not different ones. It all began with Subroto Bagchi, then working with Lucent Technologies, dreaming up a knowledge-enabled software solution enterprise with a social sensitiveness.

This dream gripped his imagination, energy and time intensely and pushed him to explore it further. He chose to first share it with his ex-peer KK (Krishna Kumar, then CEO, Wipro Electronic Commerce Division), over a meal at Karavali Restaurant at Bangalore, where the duo met on June 17, 1998 and conspired to turn the idea into a reality.

Next few months saw them drawing exactly the kind of people they wanted on board. Towards the end of the year, when the world was holidaying over the Christmas season, this dream-team drove all the way from Bangalore up to Vizag, the place where the dream was to take root.

From Dec. 25th to Dec.31st, The Park Hotel at Vizag saw these top executives sharing rooms, 'camping like boy scouts' in the nights, occupying their conference room from morning to night, sitting across the scattered chairs, standing on the table tops at times - to make a point, deliberating passionately and animatedly. As the year drew to its close and the group left The Park, the enterprise was conceptually born - complete with its mission, armored with its visions and values.

The DNA of a responsible business was seeded at that stage itself - the mission of the new and still unnamed enterprise read:

"We will deliver business enabling software solutions, by creating partnership with our customers, in a joyous environment for our people."

Customer-focus, joyful workplace and people orientation were very much a part of the mission at the conception stage itself.

The multiple visions defined during that brainstorming included a revenue goal, an international scale for the company, shared wealth for its people (through ESOPs) and social contribution through commitment to primary education in the country - visions that could not have emerged out of anything other than an implicit ideology of inclusion.

In 1999, after Ashok Soota came on board as its chairman and the name Mindtree was chosen by the team, the company was still in search of its visual identity. Subroto Bagchi decided he wanted kids from Spastic Society of Karnataka to design the identity of the company. Much to his relief, he found warm agreement from all the founding members - another sign of the uniformity in its inclusive values.

The brand brief was made then, not to a professional design agency but to a group of children with disability from Spastic Society - 'fine minds trapped in a

disobedient body', in the words of Bagchi. Fine and creative minds they were, indeed, for they produced several creative options for the enterprise. Mindtree chose one among them, a blue brush stroke of a tree trunk with joyful yellow dots for foliage, standing against the backdrop of a vibrant red - a piece of soulful art by K. Chetan, a seventeen year old boy with cerebral palsy.

Mindtree embraced people with disability right from there and went on to recruit some of them in its very first bunch of employees.



Sustainability at Mindtree is really that old - as old as the enterprise itself! And it was to grow only stronger and more inclusive in the years to come.

Our approach to sustainability

Sustainability embedded

A successful organization is almost always born with the conviction in a certain ideology, conceptualized with a certain vision, driven with a clear set of values and is built and grown by people carrying its DNA.

The sustainability vision for such an enterprise is either embedded in the founding vision or is conceptualized later - being influenced by the same set of ideology, vision, values and people.

Sustainability was innate to our founding vision. Our organization was created in 1999 with the dream of becoming an international software solutions company thriving on customer focus, people-centric approach and a joyful workplace. Our inclusive ideology ensured our vision included distribution of wealth and social contribution to deserved causes.

The vision behind our organization continues to dream of creating societies that flourish. Our strategies and operations work together, trying to make this a reality.

Mindtree is an organization where the sustainability-embedded vision of the founders has inspired its people to share it and has encouraged individuals to own it. And that is how we believe it will sustain itself in the future too - shared as a culture and owned as individual responsibility.

Mindtree is one of the organizations which do not look at responsibility as an external mandate to

conform to or to respond to, but as an opportunity for growth through self transformation. We believe in look within, transform from within, sustaining that culture within and extending that culture of care to the external world. This is an organization where profit and purpose are consciously designed to meet each other. Responsibility here is an inbuilt and a self-driven expectation rather than an external, normative imperative.

Looking inward - our starting point

We have historically approached business responsibility with an inward-looking lens to start with, keen on creating significant change within our organization - in our people first and foremost. Creating a responsible organizational culture and creating responsible individuals is the first step to responsibility as we see and hence we dedicate considerable energy and effort for this purpose. Doing so, we believe, deepens the impact of our responsibility work as we extend it to the outside world - for the society and for the planet.

Diverse and inclusive

Our approach to sustainability believes in the ethics and effectiveness of diversity and inclusion. We bring in the much needed spotlight on these areas with the help of our diversity charter. We extend our non-discrimination stance beyond gender, to race, nationality, ethnicity and sexual orientation.

People-focused

We take care of our people under what we call our 'People Function'. Our responsibility vision binds us to not only the welfare and well-being of our people, but to their holistic growth as well. Much of our internal efforts go towards making this happen, right from induction to their growth as leaders. Sustainability remains an integral part of this task, as we think it should.

Enabled by the individual

Our sustainability performance and impacts, from ideas to execution, are all powered by the individual. While individuals wear the sustainability mandate here, we, as an organization, create the encouraging environment around them, allowing room for individualized paths for growth. Our people engage in individual social projects of their choice, some of them growing into intrapreneurs or entrepreneurs in their chosen areas of impact. Our social contributions too strive to empower individuals who come with great need and great promise.

For the planet

Our approach to sustainability as an enterprise cannot ignore the imperative of resource conservation and that implies initiatives in energy efficiency, water efficiency, waste treatment, emission reductions and the like. Interestingly, several of our eco-initiatives and ideas emerge from individually proactive thought, feedback and innovation which often further develop into organization-wide commitments. Our people are active participants in our ecological commitment, as community members and as individuals.

For the society

As an organization and as people who make this organization thrive on profits and profitability, we are also touched and troubled by a set of societal issues and needs - such as lack of education and housing, poverty and disability. We have committed our resources and capabilities to fill in some of these glaring need gaps of the society. Our Corporate Social Responsibility (CSR) efforts have been consolidated under the Mindtree Foundation since 2007 and with the help of several committed NGO partners, we continue to support social causes of urgency and importance, irrespective of our financial performance.

Our CSR endeavor has not pegged itself to a certain percentage of profits: we have contributed to social causes even when our financial performance has not been great.

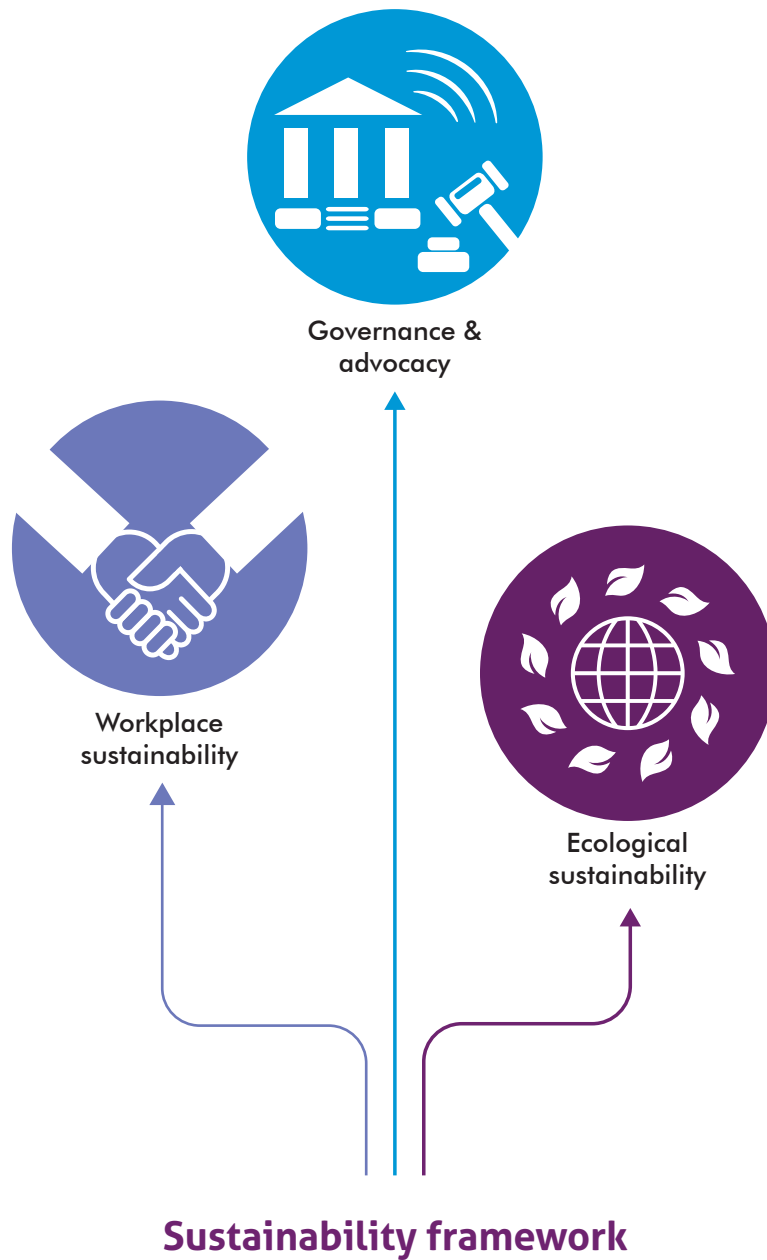
It must be acknowledged here that this was possible because our CSR is not strategic in its intent or outlook. While our ecological sustainability initiatives do examine the Return on Investment (ROI) factor, our CSR investments maintain a conscious disconnect from its appeal.

Institutionalising sustainability

Our sustainability policy and sustainability framework are our conscious steps in institutionalizing what has been implicit in our culture all along. Our sustainability framework is three-pillared, comprising economic sustainability, workplace sustainability and ecological sustainability.

Further deepening our framework are our two key charters - one on diversity and the other on CSR. Our anti-bribery and anti-corruption policy, non-discrimination policy and the whistleblower policy help us set and ensure the direction for our

evolution in sustainability. We are currently identifying more areas to strengthen our sustainability steps in a way that institutionalizes them in the future.



Engaging with you, minding what matters

Stakeholder engagement

Mindtree’s approach to sustainability is one that is inclusive. And inclusion implies an acknowledgement of contributions, concerns and significance of the stakeholders in its fold.

Being a people-focused organization, people are naturally our important internal stakeholders. We place our people - Mindtree Minds and their families - at the center of our stakeholder engagement approach while extending our commitment and engagement with customers, investors and shareholders, partners and suppliers, current and future generations, communities and NGOs, regulators and public policy makers and the environment.

Our stakeholder engagement platforms reflect our central commitment to our people. A part of our initiatives focuses on enabling internal communication and relationship to work effectively and a part of our initiatives strives to maintain transparency and openness at all the levels.

Using the power of dialogue and feedback, we have managed to create multiple platforms of engagement

with our internal stakeholders which bring in multiple effects and mutual benefits. The periodic engagements are carried out at different time intervals, offering a scope for continual feedback and integration.

The internal platforms help us to not only dialogue and engage with our internal stakeholders but also serve as vehicles for further strengthening our culture of openness, transparency, fairness and ethics. The platforms for internal stakeholders are designed for enabling dialogue between various levels, cutting across hierarchical norms and limitations when needed, thus enabling us to do justice to the values we believe are critical to our culture.

We regard our stakeholder feedback and our learning from these engagements as critical inputs in shaping the direction of our policies as strategies. You would see us further deepening our engagements with our external stakeholders, in times to come, as we look to strengthen our commitments along our entire value chain and society at large.

Engagement platforms				
Stakeholder	Ongoing platforms		Periodic platforms	
Employees	PeopleHub – content rich intranet portal	The intranet makes policies, practices, programs, people systems and applications available and accessible to Mindtree Minds, across the globe.	MiVoice	Employee satisfaction survey (annual)

Engagement platforms

Stakeholder	Ongoing platforms		Periodic platforms	
Employees	Genie	Provides online resolution and interaction platform for any queries	PACE - Performance Management System	Performance appraisal discussions (bi-annual)
	Senior management interactions and webcast	Open sessions by senior management address new changes within the organization	All Mindtree Minds Meet	A platform to interact with the senior management and voice opinions (quarterly)
			Open session	CEO interaction with middle management and above levels (bi-annual)
	Blogs and discussion groups	Konnect - Mindtree's social platform	Feedback Fortnight	An annual event during December-January with focus on organization-wide feedback capture
	Mindspace	CEO wall for direct communication from the CEO		
	Mindspeak	A platform for promoting equity at the workplace, where Mindtree Minds can dialogue on issues relating to career progression, promotion, favoritism / discrimination at the workplace, performance management and so on. People function representatives help bringing them to closure		
	Whistleblower	Mindtree's platform ensures a 'Fair and Equitable Workplace' by providing an opportunity to blow the whistle against any one who bypasses the integrity norms of the organization		
	Open door policy	Encourages accessibility, openness and transparency in communication. One can reach out to anyone, including the Chairman of the organization, to address concerns at any point in time		

Engagement platforms			
Stakeholder	Ongoing platforms		Periodic platforms
Employees	Skip level meetings	To help sort out concerns which one might not be comfortable discussing with the immediate manager.	
Customers	Project feedback through surveys		Customer Experience Survey – CXO Operational (annual)
	Customer visits		Steering committee meetings for larger customers (quarterly)
	Operational reviews		
Communities & NGOs	Monitoring and evaluation of communities and NGO's by Mindtree Foundation on predefined metrics. Periodic visits to communities, beneficiaries for feedback		
Partners & suppliers	Operational reviews, vendor meets		Supplier / vendor evaluation (annual)
Investors & shareholders	Dedicated email ID for investors, investor grievance committee		Annual report
			Annual General Meeting
	Participation in investor conferences / non deal roadshows		Quarterly shareholder reports / updates
			Investor / Analyst meets
Regulators & public policy makers	Workshops		Participation in NASSCOM & CII events
	Panel discussions		
	Steering committees		

Minding what matters:

Materiality

The effectiveness of sustainability effort depends on how well an organization addresses issues which are material to itself and to its stakeholders, in the business context of its industry. Material issues are, in one sense, critical drivers of a business.

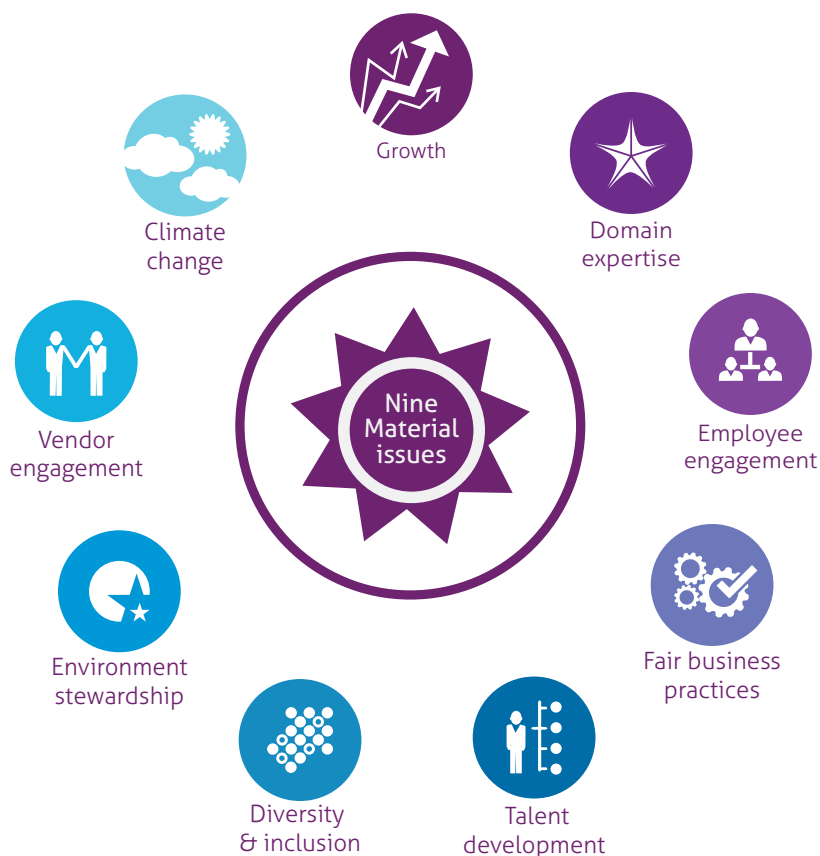
Recognizing the significance of material issues in the interlinked contexts of business and sustainability, Mindtree commits its focus to issues which are material - at the global level, national level, industry level and enterprise level. The scope of issues identified by us, therefore, span across these levels.

Mindtree also recognizes and respects issues that are material at the individual level. The final impact of material issues is felt at the individual level, after all, and Mindtree, being an individual-centric enterprise, factors in the consideration of the individual as well, into the process of determining materiality.

The process of determining materiality involves a thorough study of the external environment, industry issues, global concerns, risks and opportunities, expert opinions, consideration of stakeholder feedback from across engagement platforms and senior management views and reviews.

The material issues were identified based on interviews with senior management, a study of the external environment i.e., the issues faced by the IT / ITES sector, reviews of the customer experience survey and MiVoice (employee) surveys which are regular features of our periodic stakeholder engagement.

The exercise revealed a set of nine material issues to prioritize for goal-setting and action. For goal-setting, we combined environment stewardship with climate change.



Material issues were identified and were classified based on two axes as shown below:

Stakeholder interest:

- Low: Stakeholders are not concerned with / impacted by this issue.
- Medium: Stakeholders are moderately concerned with this issue.
- High: Stakeholders are very concerned with this issue or are negatively impacted by it and demand transparency.

Mindtree performance:

- Good: The issue has been addressed and has no / low residual financial, regulatory, strategic or reputational impact on Mindtree.
- Adequate: The issue has been adequately addressed and has medium residual financial, regulatory, strategic or reputational impact on Mindtree.
- Needs improvement: The issue needs to be focused upon because it has high financial, regulatory, strategic or reputational impact.

The materiality matrix

Stakeholder interest	High	<ul style="list-style-type: none"> • Transparency & disclosure • Service stewardship • Customer privacy & data security • Social innovation 	<ul style="list-style-type: none"> • Growth • Domain expertise • Employee engagement • Fair business practices • Talent development 	<ul style="list-style-type: none"> • Diversity & inclusion • Environment stewardship
	Medium	<ul style="list-style-type: none"> • Economic environment 	<ul style="list-style-type: none"> • Employee retention • Safe & healthy work environment 	<ul style="list-style-type: none"> • Vendor engagement • Climate change
	Low	<ul style="list-style-type: none"> • Advocacy 		
		Good	Adequate	Needs improvement
Mindtree Performance				

Material issues	Stakeholders	Short-term goal	Long-term goal
Growth	<ul style="list-style-type: none"> • Investors & shareholders • Customers 	To consistently achieve higher than industry growth rates	Better account mining from existing top customers
Domain expertise	<ul style="list-style-type: none"> • Investors & shareholders • Customers • Employees 	To be recognized as experts in chosen domains	To win higher revenue projects from existing customers
Employee engagement	Employees	To increase employee satisfaction and reduce attrition	To strengthen engagement and alignment of middle managers to implement programs such as Fun@Work and Proud to be a Mindtree Mind, engage high achievers, engage Gen Yers and focus on communication
Fair business practices	<ul style="list-style-type: none"> • Customers • Employees • Investors & shareholders 	To strengthen the culture of non-discrimination and fairness	<ul style="list-style-type: none"> • To address employee concerns about fair pay to eliminate partiality or favoritism, if any • Decentralization in performance management & compensation decision making process. The budget is shared at compensation planner levels (who are at mid manager level) to ensure decisions are taken at their level rather than at very senior levels • Grievance procedure instituted for grievance related issues • Process of promotion panels to decide on mid and senior level promotions continue

Material issue	Stakeholders	Short-term goal	Long-term goal
Diversity and inclusion	Employees	To encourage diversity further along several axes: gender, nationality, culture & disabilities	To improve gender ratios at middle and senior management levels
Talent development	Employees	Learning initiatives to be strategically aligned to organization's objectives and human capital needs	<ul style="list-style-type: none"> • Develop leadership, behavioral, domain and technical competencies and skills • Deliver an innovative and effective campus learning program • Extend all programs and certifications to global Mindtree Minds • Increased use of e-content in learning programs and certifications
Environmental stewardship and climate change	Current & future generations (impact on the environment)	<ul style="list-style-type: none"> • To achieve reduction in overall per capita energy and water consumption • To achieve reduction in carbon emissions 	<ul style="list-style-type: none"> • To institutionalize resource efficiency processes internally • To target better energy efficiency • To minimize carbon emissions as well as cost by: <ul style="list-style-type: none"> - Reducing overall resource usage - Making employee commute and transport more efficient
Vendor engagement	Partners & suppliers	To drive sustainability as a key agenda point with the supply chain partners	<ul style="list-style-type: none"> • Vendor meet planned for 2014-15 with the objective to recognize the supplier and service partners and familiarize them with Mindtree's brand identity, value system and integrity • Background screening of vendors on a random sample during pre-boarding stage • Continue to rate and provide feedback for vendors • Revise the procurement manual to accommodate the changes as per the newly launched vendor management portal (Ariba) work flow along with executive summary of Mindtree's procurement process

Sustainability, an enterprise-level risk

Risk management and sustainability

Managing sustainability is closely connected to managing risks. While some sustainability initiatives such as energy management, water and waste management and the like can be opportunities for savings and therefore a boost to the economic bottomline, there are several other factors, which, if ignored, could grow into risks in the medium or longer term.

For a growing enterprise such as ours, exposed to global level of external factors, a strong Enterprise Risk Management (ERM) is an imperative. One that includes and integrates sustainability thought and issues in its framework is a must. Our ERM has been evolving in that direction.

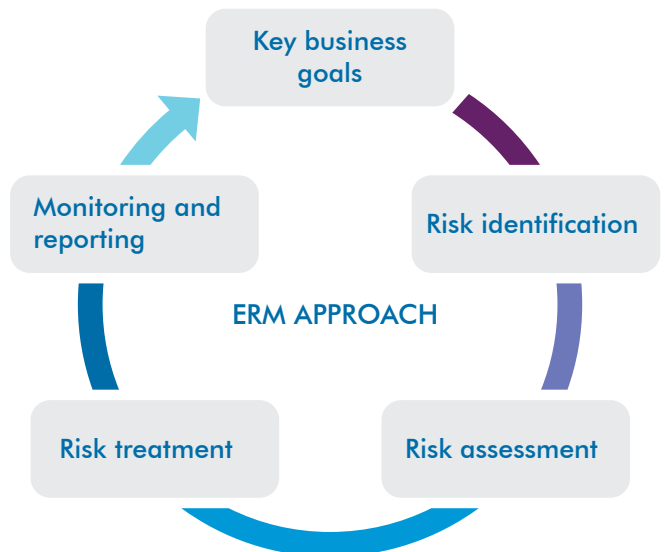
Mindtree framework for ERM is the result of an in-house endeavor to build its own framework, inspired by best features and elements of other frameworks such as COSO, ISO 31000: 2009 and the IRM Risk Management Standard.

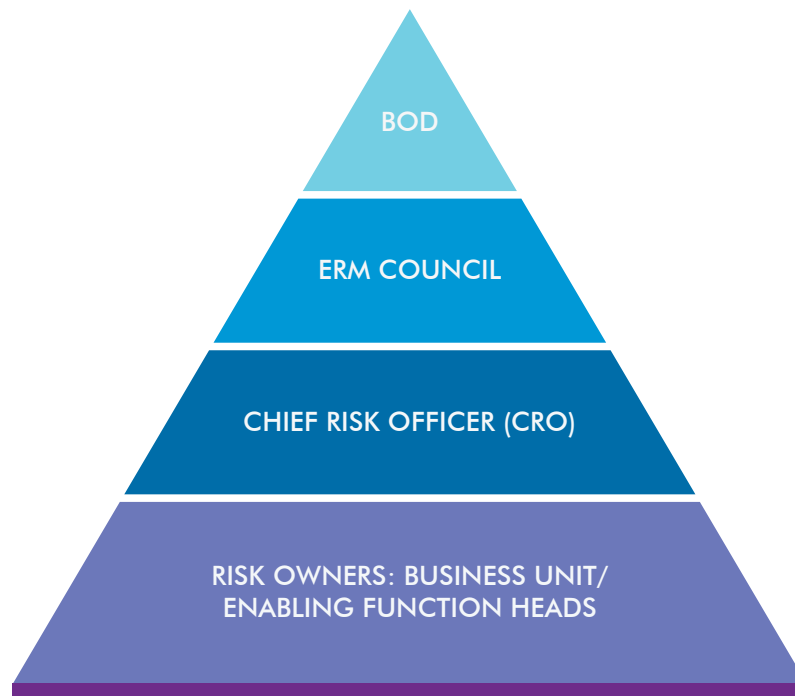
While we categorize risks into six major categories, the Mindtree ERM approach centers around the key business goals of the enterprise and goes through the steps of risk identification, assessment, treatment and monitoring & reporting.

This year, in 2013-14, we evolved our entire approach to risk management to another level. We documented our approach, published our ERM Charter, strengthened the governance around ERM and took steps ahead in implementing the charter.

Our ERM charter outlines the principles, key responsibilities and reporting requirements for risk management.

At the structural level, we have constituted the ERM Council which consists of the CEO, COO, CFO, the Head of Strategy and the Chief Risk Officer (CRO).





At an implementation level, in 2013-14, we created an exhaustive enterprise risk register, identified existing risk controls and implemented risk treatment measures.

A holistic risk rating model has been developed to monitor key customers across a range of risk parameters including delivery, people, revenue and credit risks to ensure we proactively monitor key accounts and can identify areas for attention.

While we have taken several other steps to evolve our ERM approach, an interesting one among them is an organization-wide initiative we launched: a risk awareness program which uses different mechanisms to target different internal audience through multiple channels such as blogs, executive email, comic strips, communications, LCD displays, infographics and interactive sessions to communicate risk awareness to Mindtree Minds. Supporting the campaign and drawing positive feedback is our ERM portal which is hosted on our intranet, accessible to all Mindtree Minds.

In 2013-14, we engaged a leading international risk consulting firm to evaluate the maturity of our ERM program and suggest a roadmap benchmarked to industry best practices.

Year 2014-15 will see us complete this process and start implementing the roadmap ahead. It will also be a year where we would be developing a model involving quantification of critical risks and rolling out risk management across the organization, ensuring organization-wide consistency in ERM.

Climate change and sustainability have been important part of our key risks and our approach to these risks includes various commitments including Carbon Disclosure Project (CDP) reporting and a range of eco-sustainability measures, which you will see in more detail, in the section which focuses on our environmental performance.

Governing ourselves

Corporate governance

Our endeavor on corporate governance is in line with recommendations by the United Nations Global Compact (UNGC) guidelines and the Organization for Economic Co-operation and Development (OECD) principles of corporate governance.

It is in our values that we find the anchor for our governance structures and processes. Values of strong ethics, honesty, integrity, fairness and transparency, we insist, should be apparent in the way we conduct business.

Our approach to governance goes beyond adherence or checking for deviances: we are an enterprise which evangelizes and advocates ethical values within the enterprise by setting an example at higher levels and ensuring a cascading effect downwards.

It is for this reason that responsibility for advocacy for us becomes a proactive mandate closely related to governance. Our committed work in advocacy in close association with several national platforms and forums has earned us the position of repute and leadership in this domain.

Our integrity policy

Mindtree commits to prevention, deterrence and detection of fraud, bribery and all other corrupt and unethical business practices. It is the policy of Mindtree to conduct all of its business activities with honesty, integrity and the highest possible ethical standards while vigorously enforcing its business practice of not engaging in bribery or corruption, wherever it operates in the world.

The policy ensures a strict adherence to integrity at all levels. We are committed to being a humane organization, given to high levels of empathy and sensitive considerations in all areas of human conduct. Yet, when it comes to integrity, we are guided by the absolutes in our values, which are non-negotiable. In other words, it means a zero-tolerance approach to breach of integrity.

Each employee is given an integrity policy booklet and is expected to know and follow it irrespective of geography, level or role.

We have now developed and deployed an in-house educative program in India on integrity. We are now looking at customizing it across our locations beyond India.

Our anti-bribery and anti-corruption policy

This commits us to prevention, deterrence and detection of fraud, bribery and all other corrupt and unethical business practices. All our units are covered and scrutinized on this expectation and all our people are trained in the behavioral expectations of the policy. We are committed to work against corruption in all forms, including extortion and bribery.

Anti-bribery clauses form a part of our agreement with vendors. The policy ensures that every Mindtree Mind and also vendors are adequately trained on anti-bribery and corruption norms and processes are in place to address any eventuality.

All our units and critical functions and processes are analyzed, monitored and audited for risks with

respect to corruptions or deviations from ethical norms. The scope of our internal audit is not restricted to financial reporting alone. The scope of the auditors covers 100% of all critical functions and processes such as procurement, payments, recruitment, exits, administration, people function, finance, financial reporting and compliance. No incidents of corruption have been reported in the reporting year.

The whistleblower policy

This policy only strengthens our stringent attitude. The policy opens a scope for disclosure and redressal of issues related to various aspects such as related party transactions, siphoning of funds, non-compliance of the law of the land, concealing legal mandatory disclosures, breach of fiduciary responsibilities, financial irregularities, sexual harassment, misuse of intellectual property, breach of integrity and any suspicious activity or event which indicates a potential threat to the security of Mindtree's assets and people.

Respect for human rights

Human rights is a value for us which cuts across all our policies and processes, a part of our training programs of all kinds, for all levels. As a business, we respect and support the protection of internationally proclaimed human rights. Our policies and monitoring mechanisms are designed to ensure we are not tolerant of human rights violations. All our Mindtree Minds are trained and sensitized on human rights, and the commitment extends to and covers our contractual workers such as security guards as well. As a matter of principle, we respect the right to freedom of association and collective bargaining. None of our Mindtree Minds are part of any registered trade

unions at present. No complaints of human rights violations were reported across our operations and locations in the reporting period.

Our supplier code of conduct and procurement processes too have established the required checks and balances to ensure there are no violations of human rights in our supply chain either. The checks and balances ensure the supplies and services we employ are free of child / forced / compulsory labor. Several of our CSR initiatives for children's education, in fact, empower the children to sustain their education, thus protecting them from perils of child labor.

The specific way we approach human rights is through building human sensitiveness at all levels. Our inclusion philosophy, our stakeholders would appreciate, is based on a strong respect for human rights.

Our philosophy offers us these principles to follow:

- Act in the spirit of law and not just the letter of law
- Do what is right and not what is convenient
- Provide complete transparency on our operations
- Follow openness in our communication to all stakeholders

The governance structure at Mindtree is 3-tiered, with shareholders appointing the Board of Directors, the board leading the strategic management of the organization and appointing the various committees, and the committees of the board and the executive management taking charge of the operations under the guidance of the board.

Our board is a fine blend of professionals from diverse backgrounds. Out of ten members, five are non-executive independent directors, four are executive directors and one is a non-executive director. The composition includes woman director as well, bearing testimony to our commitment to taking diversity to the top. The board is subject to a clear set of performance standards and is evaluated accordingly. Triple bottom line considerations are integrated into these standards and expectations.

High level of governance standards, contribution to strategy, understanding of the industry, capability for enhancing the excellence of operational efficiencies, sensitiveness towards stakeholder concerns and ability for stakeholder responsiveness are some of the key criteria set for effective evaluation of our board and committee members.

Various committees covering different key areas of attention provide the much needed oversight on all aspects of policy and strategy execution in those areas. We have also constituted a CSR committee as per the requirements of the Companies Act, 2013.

The governance committee members and their chairman decide their agenda, frequency of their meetings respectively, involving other committee members when required. The assessment of business

responsibility performance which includes CSR and sustainability is also conducted at a frequency decided by the board and the relevant committee.

The board maintains an active oversight on the triple bottom line performance of the enterprise including management of relevant risks and opportunities and adherence to national and global principles, standards and codes in all relevant domains including business responsibility. Our open channels allow a free flow of communication, of feedback or recommendations from our people right up to the highest levels.

Our 95:95:95 principle enables 95% of Mindtree Minds to have access to 95% communication, 95% of the time. Our open door policy makes all levels of hierarchy available and accessible to all other levels; this policy enables access to the Chairman and the Directors of the Board as well.

Mechanisms for the top management to ensure that conflicts of interest are avoided have reported no incidents of material significance in the reporting period.

Redressal and remediation systems to gather employee grievances have reported no grievances. Compliance is often a result of an effective governance system, and our compliance processes strive to leave no room for deviations. Our information security council, with its management system, ensures customer privacy and prevents concerns from developing into risks. There have been no customer privacy or security breaches in this year.

Our Intellectual Property (IP) awareness and trainings have been effective enough to prevent issues pertaining to IP rights.

Policy advocacy

As a responsible corporate citizen, our enterprise designs and deploys its governance systems within

the specified legislative and policy frameworks prescribed by the Government of India. Our leaders are on several industry platforms such as CII, NASSCOM and on several other public forums and platforms, addressing diverse segments of the society, with advocacy positions consistent with the national policy frameworks, often inspiring proactive commitments.

Board and Committees

Board of Directors

Subroto Bagchi Executive Chairman	Prof. Pankaj Chandra Independent Director
Krishnakumar Natarajan CEO and Managing Director	Ramesh Ramanathan Independent Director
S. Janakiraman Executive Director	N. S. Parthasarathy Executive Director
V. G. Siddhartha Non-executive Director	Apurva Purohit Independent Director
Dr. Albert Hieronimus Independent Director	Rostow Ravanan Alternate Director to N. S. Parthasarathy
Prof. David B. Yoffie Independent Director	

Board Committees

Strategic initiatives committee

Krishnakumar Natarajan
Chairman
Dr. Albert Hieronimus
V. G. Siddhartha
Prof. David B. Yoffie

Investor grievance committee

Dr. Albert Hieronimus
Chairman
S. Janakiraman

Administrative committee

Krishnakumar Natarajan
Chairman
Subroto Bagchi
S. Janakiraman
V. G. Siddhartha

Investor and corporate governance committee

Dr. Albert Hieronimus
Chairman
V. G. Siddhartha
Subroto Bagchi

Compensation committee

Prof. David B. Yoffie
Chairman
Prof. Pankaj Chandra
V. G. Siddhartha

Corporate social responsibility committee

Subroto Bagchi
Chairman
N. S. Parthasarathy
Prof. Pankaj Chandra

Audit committee

Ramesh Ramanathan
Chairman
Dr. Albert Hieronimus
V. G. Siddhartha
Apurva Purohit





Developing Expert Mindtree Minds

Perspective by the Head of People Function

“Creating a culture of sustainability both at the organizational level and at the individual level is integral to our sustainability vision.”

Initiating, facilitating and making progress on building a culture of sustainability within an organization is challenging, to say the least. However, it is quite important for organizations and undoubtedly so for Mindtree.

Before we get into what we do, it is pertinent to define what sustainability means to us and what culture means to us.

Business sustainability means managing the ‘triple bottom line’ – where decision making takes into account the financial, social and environmental risks, obligations and opportunities. And culture in this context means that all Mindtree Minds share a common belief and vision of achieving a balance between economic efficiency, social equity and environmental accountability.

While all this may be true in many organizations, what characterizes Mindtree’s approach is this: we hold this view to create a culture of sustainability both at an organization level as Mindtree, and at an individual level as Mindtree Minds. Evangelizing individual responsibility is an integral component of all leadership and educational programs we do at Mindtree.

What enables us to do this is the strong organizational culture we are perched on. Mindtree has instituted a

responsibility culture which is based on a set of values that are in turn based on a set of unshakable beliefs. It is these values which our stakeholder experiences - as a customer, as a Mindtree Mind and as a member of the society.

For example, while our rewards and recognition schemes have a positive incentive for responsibility, we have zero tolerance to issues around personal integrity. When it comes to ethics and integrity, matters are of only black and white here, with no shades of gray. Every Mindtree Mind undergoes a session on integrity as a part of the induction.

We are proud to have created an enterprise where transparency is recognized and lived as an important value. An open, two-way communication is made possible here across all levels of the organization. Our whistleblower policy with its emphasis on independence of its jury is a testimony to our commitment to fairness and justice.

Our diversity charter opens our doors far and wide to include and nurture people across gender, nationality, capabilities and orientations. We see it as our responsibility to create a nurturing environment, one of happy people with meaningful work, where everyone has an opportunity to unleash their full potential.

While we have made good progress in increasing our gender diversity, we still have some way to go on this front. To contain the number of women dropping out of the career ladder, we have created strong support mechanisms for our lady Mindtree Minds, and we're committed to increasing our efforts in better retaining of women talent through multiple ways and means.

While we appreciate the fact that our people have grown as responsible individuals, we would like to further strengthen our efforts at evangelizing individual responsibility within the organization.

[N.S Parthasarathy - President & COO](#)



Developing the expert Mindtree Mind

The expert Mindtree Mind is to be cultivated and cared for in a conscious way in order to be created.

The way we approach development of our people is akin to that of a gardener tending to his garden, planting the saplings or re-planting the plants and nurturing them by creating the right environment needed for their growth.

Orchard is our program for young minds who enter our enterprise from the campuses they graduate from. Fresh minds, just like saplings, are keen with curiosity, energetic with enthusiasm and tender in disposition. Orchard is their first brush with the environment and the care taken here determines their growth ahead.

We have 4-5 batches of 200-300 young minds entering our environment every year. The period of three months they undergo at Orchard is not designed to be a typical induction or orientation program, nor a training program. It is rather an exposure to an experiential, learning environment. This is designed so, on the basis of feedback from our delivery teams.

The capability-building mode focuses on 'doing' rather than on 'knowing'.

If Orchard must succeed in transforming campus minds into Mindtree Minds, we needed to move from a faculty-led, teaching-centric model to a learner-led, experience-centric model, we decided.

We have no 'teachers' for this program. It is our Project Leads who take three month sabbaticals to help these young minds learn. We insist that we expose our campus-fresh minds to

our sustainability character and culture right in the first three months. We make it mandatory for our fresh batches to pick and choose at least one from our wide range of sustainability and Individual Social Responsibility (ISR) projects, participate in the activities of their choice and write a report on their experience and learnings.

"We are happy to observe that freshers often find the experience of sustainability and ISR activities so meaningful that they volunteer for more than one project. Being able to 'choose' one's project makes a difference. Mindtree is an environment that allows you room for your choices in your growth right from the very beginning."



- Deepa Shekar – Senior Manager,
Culture & Competence (Campus Learning
Program – Orchard)

During 2013-14, we added many new elements to our pedagogy – development/maintenance projects, discovery phase, learning histories and so on. We also made some significant changes in the curriculum based on a capability-based design.



Orchard undergoing a transformation

We are piloting a model under Orchard, which tries to encourage development of their technical, social and business mindset at this initial stage itself.

This model would integrate health, ISR and sustainability dimensions too. Piloting this plan, our Orchard members, from mid-2014, are going through real-life projects on waste, water, energy and social issues in the Chennai campus. By next year, we would have consolidated our learning on this idea and scaled it to our pan-India Orchard program, which will move to our Bhubaneswar location. We look forward to sharing our experience of the same, with our stakeholders, in our next report.

We insist that we expose our campus-fresh minds to our sustainability character and culture right in the first three months.

Arboretum

This is our on-boarding platform for experienced talent pool, our lateral hires. Before they get on to their projects, Arboretum acclimatizes them to the new environment, exposing them to the Mindtree culture, helping them to absorb and assimilate the essentials on a self-learning mode. Senior leaders get involved in the process too, as a part of the task of assimilation.

Integrated into this induction is the exposure to Mindtree's initiatives on social and environmental responsibility. This is built in as an essential part of the assimilation. Going forward, Arboretum would design interesting visual and educative modules on sustainability actions and imperatives for the benefit of the lateral hires.

Culture & competence

At Mindtree, training and development function is conceptualized as culture and competence function. The idea is not just to 'train' minds to meet the organizational goals but to develop them as competent and complete individuals and to aim at an enculturation of them into our strong work culture and ethos. These broader goals naturally have a bearing on the design of our programs and on the emphasis we choose to lay on a set of core parameters or practices.

While technical training is the most obvious part, we insist on a role-based training here. The strong point about our training is the depth we bring to it. The trainings are designed to be closely aligned with project needs, focusing on skills development while keeping the rigor and complexity at challengingly high levels.

Our trainings and certifications include domain-based certifications, trainings based on changing project needs and transformation-oriented ones. They also include the ones with leadership tracks and those offering a horizontal support such as e-learning.

Our project management certification courses have evolved over the years and our in-house certification

courses are preferred to some external courses in many instances, by our people.

In this year, we formulated a new policy for our certifications, covering a wide band of employee levels from delivery roles. We redesigned and re-launched a few courses.

We sustained and further extended our behavioral certifications, domain certifications and technical certifications during the year. In line with our goal of certifications to be available world-wide, we launched a course in Gainesville.

Going forward, we have drawn our plan for progress for our learning & development area as a whole for the year 2014-15. That includes, apart from sustaining and extending current programs, increased attention to creating e-content, digital classrooms, conducting effectiveness study and also scaling our learning programs to our new endeavor at Bhubaneswar.

"The idea is not just to 'train' minds to meet the organizational goals but to develop them as competent and complete individuals and to aim at an enculturation of them into our strong work culture and ethos."



- Shiva Kumar GV – Program Director,
Culture & Competence

Communication & culture academy

The academy focuses on training Mindtree Minds on behavioral and leadership skills. Mindtree considers communication as a key competence across levels since it is a prerequisite to play any role effectively. Hence we run exclusive communication programs across all levels in the organization. Programs like COMM 101 are tied to promotions to ensure that communication is taken seriously and the essential set of communication skills to interact with teams and customers is predetermined at the entry level itself. The leadership programs are designed around people and customer centricity. These programs are designed to equip Mindtree Minds with skills required to play their roles more effectively and to make a positive impact.

Experience-sharing from participants in project management courses

"MCPM-1 showed me The Big Picture of program management. Yes, it definitely influenced my work in all aspects."

- Ramesh Kumar MS

"I liked the structure of the program. Applied sessions really worked well for the group as it was close to reality. Emphasis was given to both development and maintenance projects. During the session we got lot of inputs from experts as well."

- Satish Subbaiah

"It was a refreshingly new concept. Felt great that Mindtree is investing money and efforts. In my previous organizations, the applied part, the interactions and group learning was missing. This MCPM training however fits the bill."

- Vaibhav Munshi

"MCPM-1 course structure, in my humble opinion, is a very well structured and focused program aimed on giving the right direction to project management thought process. Overall, the program has exceeded my expectation and I believe I have enhanced my know-how on project management."

- Deepanjan Dhar

Increase in average training per employee per hour: 24 hours to 37 hours

Category / level / grade of employees #	Total no. of employees per category			No. of hours of training per category			Average hours of training per year per employee		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associates	7,400	3,313	10,713.00	3,27,453.00	1,64,584.00	4,92,037.00	44.25	49.68	45.93
Middle management	1,833	270	2,103.00	18,103.25	3,018.20	21,121.45	9.88	11.18	10.04
Senior management	110	6	116.00	267.00	8.00	275.00	2.43	1.33	2.37
Top management	21	1	22.00	-	-	-	-	-	-
Subcontractors	727	222	949.00	1,400.00	168.00	1,568.00	1.93	0.76	1.65
TOTAL	10,091	3,812	13,903	3,47,223	1,67,778	5,15,001	34.41	44.01	37.04

Grooming future leaders

Expert minds can be created with rigorous trainings but expert minds with leadership capabilities can be groomed only with effective coaching and mentoring.

Given the fact that ours is a knowledge-intensive sector with a relentless demand on continuous learning and innovation to stay ahead of the curve, we are expected to develop our talent pool not only with the required knowledge repertoire but also with leadership potential.

Mindtree has hence found it worthwhile to lay a special emphasis on developing the latent leadership potential of this level, not only to groom them as good leaders for the enterprise but also for their own growth as individuals. Responsibility towards the planet, the society and fellow human-beings is an integral part of this growth.

Mindtree's approach to people development embraces the broader responsibility of developing the individual holistically, beyond developing him / her to meet the organizational objectives.

Our talent development and leadership grooming programs are designed to render justice to this broader goal. Expert minds can be created with rigorous trainings but expert minds with leadership capabilities can be groomed only with effective coaching and mentoring. Mindtree has been deeply involved in this endeavor for years, choosing to develop its own frameworks and pedagogy suited for

middle levels rather than adopting or importing ready-made solutions practiced elsewhere.

In 2007, we consolidated our goals and efforts in this direction. We conceptualized our mentoring approach - MentorMe and methodology and launched them in the form of a defined framework to guide us forward. This was one of the earliest attempts in this industry to develop and formalize an in-house mentoring framework based on a home-grown model for holistic development for Mindtree Minds.

We have since then revised and refined our framework and methodology. We are happy to see it function effectively today, integrating growth aspirations of individuals as well as that of the organization. This insistence on integrated growth has naturally placed mentoring and coaching at the heart of leadership development.

The pedagogy focuses on experience - based learning and one-on-one mentoring and coaching, refraining deliberately from group coaching.

Based on our learning throughout these years, our programs have changed from orientation courses to experience-based mentoring. They have now transformed into self-driven, structured learning

modules. Our approach has evolved, in other words, from being program-focused to one that is initiative-led. The individual initiative plays a significant role here in charting out his/her course of growth as a leader, strongly supported by the one-on-one mentoring and coaching framework.

Ours is a rigorously developed framework but not a numbers-driven program. Our numbers in these engagements have, in fact, been falling: from 400 pairs in 2009 to 70 pairs of mentor-mentees under our open programs. This had to be done to bring in a better focus and a deeper impact to our initiative without compromising on our 'no group mentoring' motto.

"Today, our one-on-one mentoring platform has certainly resulted in several positive impacts in relationships across levels apart from better leverage of leadership potential in our people. Also, mentees go on to become mentors themselves - not necessarily in the formal sense. This results in a sort of mentoring culture itself. And this is the true and larger impact of a deliberate and deep one-on-one focus."

- Meenalochani Kumar – Consultant,
Competencies & Emerging Leaders

Emerging Leaders Program (ELP)

The ELP program at Mindtree addresses a part of its mid-level as 'Emerging Leaders'. This is a holistic intervention for our middle management, in place since 2007, which covered 52% of our mid-level

bands in the last year. The three focal points of the program are: connect, careers and learning.

Connect

This platform is designed with the objective of learning from emerging leaders or leaders outside Mindtree. The purpose is to meet the challenge of cultivating the culture of learning and listening from other leaders.

The platform invites external speakers from varied industry segments ranging from medicine, IT, entertainment and social entrepreneurs speaking on their leadership experiences and insights.

This is a diverse and interactive platform which has not only opened our people's horizons to new areas but has also helped us build better connect with our internal leaders, improving communication and co-learning between managers and super managers.

Avant garde

This is a guided innovation program which provides visibility and creates value for emerging leaders. Tickling the 'innovation nerve' of the emerging leaders and making them 'think out of the box', the program elicits ideas from anywhere and everywhere, which promise potential benefits in revenue, people development and operational excellence.

While Mindtree runs an organization-wide initiative for innovation, ELP feeds it as a fast-track, contributing as much as one half of all the ideas from across the enterprise. Facilitated by an external coach and guide, the program produced 56 ideas while the entire enterprise generated 50 ideas in the year being

reported. The prioritized set of ten ideas has entered the next level of exploration for development in the year 2014-15.

Careers

Emerging leaders are known to have an intense desire for career-clarity. This has been addressed through Career Scape, our internal career portal that provides a landscape of careers across the organization. This portal offers clarity in terms of career tracks and roles for emerging leaders as much as for the rest of the organization. Each role has defined Key Result Areas (KRAs), competencies required and learning associated with the role. The intent is to make careers meaningful and insightful for every Mindtree Mind.

Learning

Emerging leaders go through our multi-pronged approach to learning, ranging from blended learning and classroom learning to industry exchange programs, simulation and gamified learning. The learning coverage for the target segments (C6 & C7 Mindtree Minds) was 52% in Year 1.

The Avenue Program is a tiered learning approach that focuses on a multi-level exploratory approach beginning with the self, then moving to teams, to organization, industry and finally, learning from society. Action learning and dialogue circles are used as key components to create 'insight' here. Group coaching as a concept has been used extensively along with projects that enable learning application. E-Learning programs provide learning anywhere anytime. 18% of emerging leaders who have taken the e-courses vouch for their effectiveness, informativeness, relevance and ease of use.

Some of our unique learning programs

My persona is a program on self-branding, equipping a mid-manager to identify his/her strengths and focus on personal branding.

Managers as coaches is a program which equips managers to be a coach to their team members, instilling values of listening and the art of coaching. Our emerging leaders say that this is a learning which helps to connect them through their career and that sharing insights with two other Mindtree Minds enhances their performance.

Negotiation skills and life skills programs to handle stress and manage work-life balance and **Cross-cultural programs** for emerging leaders who travel or interact with global clients.

Emerging leaders speaking of their takeaways

"The ELP event calendars are something I am always awaiting eagerly. Leader Talk series always provides a better perspective and fresh insights –inspirational ones, The self-gear has helped me to re-invent myself."

- Ravishankar MP

"ELP initiative has helped in orbital maneuver from knowing leadership to practicing leadership. The activities carried through the programme helped identify and address the leadership indecisiveness. The learning is a stepping stone for reaching self and organizational goals."

- Chakravarthy

"It is transformational. I will describe it as 'emerging leaders journey from good to great', a comprehensive focus from self to social (me, team, organization, industry, society). It enables the leader to be effective and efficient. Unique and best-in-class program from Mindtree. I recommend this to all emerging leaders in Mindtree. Thanks for this opportunity."

- Leelavathi GH

"Excellent conducted and coordinated, course content has been designed with a great detail and has ensured that topics are interesting and at the same time the objective is also met. For many Mindtree Minds, some of the topics were new. Good set of exercises. I liked the initiative and am thankful to Mindtree's senior leadership for investing in this program. I am reaping huge benefits by applying the circle of control, influences and concerns. In fact it has been stress release tool for me."

- Sandeep Ganpat Rao Kulkarni

Leadership development program

Top leaders of the enterprise are in the nurturing hands of the Chairman, Subroto Bagchi, who plays neither the role of a coach nor that of a mentor to them, but that of a 'gardener'. This is reflective of the individualized care and growth intended and planned at this enterprise.

The program covers the top layers of the enterprise, comprising the levels of GM, VP and CXO - 140 top Mindtree Minds in all, and involves on-boarding, integration, transition, talent review and leadership development components of the challenge. The leadership imperative at Mindtree expects the leaders to be strong on four key attributes which we call 'agility factors'. They are agilities with respect to mental, people, change and results. We expect our leaders to be strong on at least one of the four competencies: as a coach or a mentor or a ninja or a rainmaker. Our vision of leadership development sees a leader emerging out of his/her strength on the four agility factors, combined with at least one of the four competencies and catalyzed by the extent of self-awareness he/she brings into the whole process.

Our program for senior leaders is an array of careful designs and structures with clear emphasis on review and outcomes.

Succession planning is clearly an area we have developed a keen attention on, since we believe it goes a long way in ensuring leadership sustainability at various levels and functions at the top. Succession planning is a matter which is of high challenge for our industry and other industries as well, as scale and complexity of business are bound to grow exponentially in India. This is also a matter of growing concern for the stakeholders today, reflecting in much discussions and debate in the media. Our approach is to lay a conscious emphasis on succession planning and build it into the larger framework of leadership development.



“We recognize and acknowledge that succession planning is an issue of increasing significance in our context and times. The leadership programs we design and follow are designed to proactively mitigate any concerns with respect to succession planning in leadership.”

- Vidya Santhanam - Associate Director,
Organization Development and
Organization Engagement

Leadership on-boarding & integration programs of Mindtree aim at melding new and existing leaders to welcome and assimilate them into our organizational culture, teams and their challenging roles. On-boarding mentors are in charge of the process of assimilation to make it happen with ease and certainty.

Leadership homing - our leadership integration initiative, is conceptualized to integrate new leaders into our ecosystem and to create a 'social contract' of leaders with Mindtree.

Our strategic talent review for leaders is based on role review, development focus, succession, leader's performance potential and 360 degree leadership assessment. Leadership assessment for 2013-14 covered and discussed 75 leaders and went through a detailed process of talent review. The assessment places each of them on a 3*3 potential assessment matrix on potential and performance dimensions. Our top leaders go through a thorough developmental feedback and coaching process based on the review.

Engaging the individual in performance

Engagement of people is a matter of getting several interrelated concepts right.

One of the most important measures of our organizational performance is customer satisfaction. Our Customer Experience Surveys (CES) consistently show increasing, high level performance scores over the years across multiple criteria such as satisfaction, loyalty, advocacy and value for money. This is a reflection of how engaged our people are in customer service and the power of the back-end support that enables it. In a knowledge-driven service industry such as ours where over 90% of business accrues through repeat business with satisfied customers, engagement for performance, naturally, is a major business driver. For organizations where 'people' are more than 'employees', engagement must take deeper roots. For us, this implies looking at an individual holistically and nurturing him/her from entry to exit with the help of various enabling systems and supports.

Engagement of people is broadly a function of getting several different and interrelated concepts right. It includes setting and interlinking a rigorous Performance Management System (PMS), fair and

motivating Compensation and Benefits (C&B) system, dedicated focus on retention mechanisms, multiple platforms for people to engage themselves meaningfully, holistic health and safety programs, effective grievance redressal to smoothen out issues in time and a Rewards and Recognition (R&R) system to keep people thriving. Underlying them all is our emphasis on maintaining a culture of human sensitivity, which we consider as an imperative.

Performance management

Our Performance Management solution, PACE is a next generation practice. The process emphasis is on decision-making at managerial levels.

We follow the concept of right to feedback to enable Mindtree Minds to get feedback from all the managers they have worked with. This system allows managers to cascade goals to ensure there is alignment in goals at all levels. The cascading of goals was introduced as a system feature this year. 7% goals were cascaded down. Our annual performance appraisals aim to cover 100% of eligible employees.

2013-14: Performance reviews			
	Male	Female	Total
Total number of employees	9,325	3,545	12,870
Total number of eligible employees	6,563	2,570	9,133
Total number of employees receiving regular performance appraisals (annual appraisals released)	6,546	2,519	9,065
PERCENTAGE	99.7%	98.0%	-

The entire performance management process is implemented by an online package - success factors

The 360 degree approach we follow offers a unique opportunity for managers to find out how their managers, their colleagues, their direct reports, their fellow team members, their internal and external customers and their suppliers perceive their behaviour.

The 360 degree feedback program has been a part of Mindtree's performance management system since 2008. In 2012, Mindtree underwent a repositioning and realigning of its brand and values. Keeping in line with this change, the 360 degree feedback program also underwent changes. Till 2012, the 360 degree feedback program evaluated Mindtree Minds on a values-based behavioral assessment instrument common to all. The revised 360 degree feedback program involves a shift from a values-based form to a values-led form. The outcome of 360 degree feedback is for purely developmental basis and has no bearing on appraisals or reviews.

Mindtree Minds are empowered through the 360 degree feedback system to take charge of their own growth. The feedback report is designed to help people choose their development areas easily. The report provides a detailed analysis of the feedback, gaps between self-assessment and others' assessment, probable development areas to choose and a snapshot of the comparison of feedback with that of others.

As a result of the feedback received, individuals get to set their Individual Development Plan (IDP) by choosing 2-3 areas they would want to work on and they take 12-15 months for developing those plans further.

During the process, the Mindtree Mind goes through the steps of analyzing the report, interpreting the results, understanding the advantages of the report, knowing one's blind spots and strengths and uncovers one's unknown/hidden areas for development. The individual then starts working on the IDP vetted by the facilitator.

Our **C&B system** is also backed by the success factors. The focus of our compensation system is to pay for performance; position ourselves competitively to attract and retain talent and ensure fairness and equality in compensation. Our keenness on timely payment cuts across types of employment and ensures no incidents of delay in payments.

Our **R&R systems** are based on intrinsic motivational values. Internal awards system includes the prestigious chairman's awards for different categories. Social impact of individuals is one such category where Mindtree recognizes and applauds individuals with socially impactful accomplishments. Our R&R systems do not solicit self-nominations. **It is always peers or superiors who nominate individuals for such recognitions.** We are happy as an organization to have set and promoted this culture of humility for the self and of rejoicing in the accomplishment of others.

Our pillars program is meant for nurturing star performers. Those who consistently achieve high performance ratings are invited to this club which takes them through a specially designed path of experiential learning, certifications, recognition and mentoring by senior leaders.

Multiple platforms of engagement

Several initiatives are planned to enhance engagement levels in our people. Our initiatives such as **MiVoice, FunDo Club and Mindspace** work towards deepening engagement levels while keeping the joy alive at the workplace. We participate in the '**Great Places to Work**' survey, which keeps us surpassing our own benchmarks. We have an exclusive charter on this theme, called **Fun@Work Charter**.

Retaining our people

The effectiveness of our engagement efforts reflects in our satisfactory retention levels and low attrition levels shown in the relevant data table. Further complementing our keenness on containing attrition

and improving retention levels is the effective work by our **Employee Retention Council**. This is a mechanism which explores the intended exits with much care and concern, addressing the causal issues behind intended exits - including the ones at very early stages of employment - to the best extent possible, trying to restore the commitment levels of the people in exit.

The innovative and empathetic approach of the Council has been effective in reversing 149 exits in the year 2013-14. That is, 149 people were retained after they had resigned, due to the efforts of the Retention Council in addressing the causes in a mutually effective way.

Total number of new employee hires leaving the organisation in the reporting period by category, region, age & gender 2013-14			
Categorisation	Male	Female	Total
By employee category			
Associates	233	124	357
Middle management	38	9	47
Senior management	0	0	0
Top management	0	0	0
By region			
India	250	124	374
UK	0	1	1
US	20	8	28
Others	1	0	1
By age			
< 30	201	115	316
30 - 50	68	16	84
> 50	2	2	4
TOTAL			404

Total employee attrition by category, region, age & gender 2013-14

Categorisation	Male	Female	Total
By employee category			
Associates	1,213	597	1,810
Middle management	440	103	543
Senior management	9	1	10
Top management	3	0	3
By region			
India	1,498	671	2,169
UK	10	3	13
US	130	27	157
Others	27	0	27
By age			
< 30	929	479	1,408
30 - 50	709	218	927
> 50	27	4	31
TOTAL	1,665	701	2,366

Engaging from the entry level

Engagement factors are designed to be at play right from the stage of entry. A great many sustainability practices, we have found, result in better engagement and higher motivation. Our practice of local hiring across levels and locations, for example, is a good practice boosting engagement levels. We place an emphasis on local hiring at the senior levels too, to the extent possible.

Also, we have maintained healthy ratios between our entry level wage and local norms, ensuring there is no bias across genders. Our net of benefits covers our people quite widely. There are no incidents/cases of discriminations of any nature including human rights,

being reported in our full-time, part-time or contractual workforce.

While there are no trade unions or collective bargaining platforms within the enterprise, workers are sufficiently represented in several committees and forums such as health & safety committee, food committees, emergency response training and the like, where they are likely to be directly affected by the decisions and where their involvement is important. 8% Mindtree Minds are involved in such committees across our locations in India.

People employed with us full-time avail of a set of standard benefits across India and US locations,

with UK and Rest of the World showing insignificant variations: group term insurance, healthcare-medical insurance, disability (cab) facility, parental leave, retirement provision, stock ownership (as approved by the compensation committee), counseling program

(B +ve), wellness program (HMHB), personal accident insurance, special needs leave, emergency medical fund, loans and advances, reduced working hours and sabbatical.

2013-14 (Rs. per day)	India		UK		US	
	Male	Female	Male	Female	Male	Female
Entry level wage	1,160.0	1,160.0	132.0	136.0	240.0	240.0
Local minimum wage	339	339	110.4	110.4	213.1	213.1
RATIO (ELW:LMW)	3.42	3.42	1.20	1.23	1.13	1.13

Health & wellness

Our India locations being OHSAS 1800:2007 certified, we have a system-level monitoring going on health and safety. A comprehensive Environment, Health and Safety (EHS) policy and a corporate wellness program keep us maintain focus and vigilance on health and safety-related matters.

We call our wellness program 'Healthy Mind Healthy Body' (HMHB) and we have built it on four pillars as shown in the picture below: health benefits, physical wellbeing, psychological wellbeing and education awareness. Our management system OHSAS, our

holistic corporate wellness program and our policies and practices for work-life balance work together to maintain and enhance the well-being of our people. B+ve, our employee assistance program, gives a platform for neutral and objective assistance from qualified counselors, with confidentiality.

Our health portal is a one stop shop for all health related queries. It has a host of health related articles, online chat sessions with dieticians and exercise finders. A detailed list of health and well-being programs is provided in the table below.

Highlights of health & wellnss services: 2013-14	
Various health & wellness services	Number of sessions / people benefited in 2013-14
1. Employee Assistance Programs (EAP) - Counseling services	3943
2. Onsite first aid center	1750
3. Ergonomics trainings	Over 300
4. Health camps	2500
5. Health assessment tool, webinar sessions	550
6. Stress buster session - 'excessive happiness'	1500

We also have an online solution for health with referral networks and support systems available. Over 10 webinars were conducted in which over 550 participants participated.

Work life balance being considered by us as key to health and wellness, 12 work life balance sessions were conducted with over 850 minds participating. The topics of the workshops were need based and focused on managing stress, relationship, shift management and so on.

We have introduced laughter therapy as a tool to manage stress and practice happiness at work place.

We have piloted 20 sessions in Bangalore and Chennai with over 1500 Mindtree Minds participating in these programs and are glad to see beneficial effects reported by them. We have proposed to scale and sustain these initiatives across all locations.

We had no serious accidents or injury or fatalities during the year under reporting. 31 of our people had minor health complaints or injuries during the year - which included their personal health issues and seven cases of minor injuries, due to which 28 of them took leave leading to 76 days of absenteeism.



Knowledge management and sustainability

Our people and sustainability-related goals are integrated into our knowledge management and they come alive in action through various communities thriving within the organization.

Communities are opportunities where we link and informally nurture groups of like-minded people, encouraging them to share, exchange, bond and build on ideas. Several of our 'green ideas' have emerged from these communities. Over 50 communities are vibrantly active in Mindtree today.

The vibrancy and the impact of our communities are a source of study and inspiration for people even outside our enterprise. The study on our communities by Harvard Business School is a case in point. (Garvin, David A. and Rachna Tahilyani. "MindTree: A Community of Communities." Harvard Business School Case 311-049, August 2010, Revised November 2011; Link: <http://www.hbs.edu/faculty/Pages/item.aspx?num=39280>)

"We at Mindtree firmly believe that when control is softer, there will be more self-organization and collaboration. Our KM communities are a vibrant example of our belief system."

- Sajeew VK - Program Director,
Knowledge Management

A few examples of our communities:

The Green Community, a group for the ecologically concerned gets busy throughout the year running awareness campaigns – through fliers, posters, mailers, arranging talks by experts on social issues, working on ecological issues directly, planning projects and executing them.

The Dhriti Community is platform for women Mindtree Minds focusing on their exclusive challenges and issues, trying to address them, motivating them not only to be assimilated well into the organization but also to enhance their potential. This community is very crucial for our organizational goals of enhancing our gender diversity performance further, of increasing the number of women especially at senior levels and of providing them with the right support to achieve it.

Engaging the supply chain

Extending our values and governance norms to our supply chain, we have committed to applying our supplier code of conduct on our vendors.

Our vendor base has grown to over 2000 in the last 15 years and we have moved to a more systemized, automated vendor management portal, Ariba, for reasons of efficiency and effective control. Several of our oldest vendors are still with us and we are proud to continue to avail of their excellent services. These old relationships are proud partnerships that we cherish as we continue to strive to develop our hundreds of new vendor relationships into such effective and enduring partnerships as well.

Extending our values and governance norms to our supply chain, we have committed to applying **our supplier code of conduct** on our vendors. Our checks and balances at the evaluation level and our supplier code of conduct at the policy level ensure that there are no human rights violations with labor (such as forced labor or child labor) across our vendor base.

In the reporting year, we carried out vendor assessment and evaluation by visiting the site office of a set of our vendors before we enrolled them, assessing them on physical infrastructure, working conditions, use and type of labor, respect for human rights, quality of infrastructure and tools, materials used and sustainable practices.

While we have planned a supplier meet once every three years to align them with our brand identity and culture, we have started pre-board evaluation process on a random sampling basis. Our procurement manual

is underway too. The vendor feedback system we have instituted - a hotline to our Chief Financial Officer (CFO) - has received no complaints this year just as the previous one. We are moving towards a more rigorous supplier rating system and also towards green procurement wherever possible. Our enterprise level commitment to LEED standards on our new buildings is naturally ensuring green procurement and practices of local sourcing.

With a large supplier base that is growing every year, we see both challenges and opportunities for integrating a sustainability agenda in procurement. We are keen on ensuring gender diversity across our supplier base, encouraging and sourcing from women entrepreneurs.

We plan to strengthen our sustainability commitment further in the area of supply chain management in the years to come and would be sharing our progress on the same in our next report with information on number of vendors screened and rated, number of women vendors we source from, the extent of our 'green procurement' and so on.

Our inclusive philosophy regards our suppliers and service providers as our valuable partners in our sustainability journey. We commit to strengthening our engagement platforms along our supply chain as growth expands our supplier base.

**Prem Chandavarkar - Managing Partner,
CnT Architects, Bangalore**

We have been working with Mindtree right from the time of their inception. We worked on their very first facility at Basavangudi in Bangalore 15 years back and went on to do several interior and architectural projects later on. The work we have done for them at Whitefield, Bangalore and the new one at Bhubaneswar are designed to be LEED certified on architectural as well as interior design. We had the opportunity to do our bit of CSR by contributing with our architectural competence when Mindtree Foundation funded a home for the destitute for Missionaries of Charity.

Mindtree is an inclusive company with an uncompromising attitude towards social values. And we have not seen that change or dilute with their growth. Their work in CSR and environmental responsibility are fairly known to all. They are also keen on designing their workplace beyond functionality and branding, to communicate their culture and values. We appreciate their recent re-branding as an expertise-driven, customer-focused company and we are sure they are on a fast trajectory of growth ahead.

In this new context, if they want to remain an IT company with a difference, they may have to look at how they manage scale by institutionalizing certain key capabilities in innovative thinking, nurturing, value-based implementation and so on. If this results in these capabilities getting rooted down the line across all levels of the organization, they are bound to touch new heights on the same strong foundation. And we look forward to remaining their trusted partners.

**KB Nagaraj - Director,
i4 Communications Pvt. Ltd., Bangalore**

We have been the networking partners for Mindtree from day one, in our earlier identity as ACS and we continue to serve them through our new company i4 Communications. We have handled the passive networking assignments for all their locations and will be doing their Bhubaneswar facility as well.

We know people in Mindtree from the time even before it was set up. But Mindtree is too professional to let any of us relax in that comfort zone. They are tough, meticulous and rigorous to the last detail in everything. They demand best quality at most competitive prices and are uncompromising on their values. They are at the top of the charts when it comes to integrity and honesty. At the same time, there is an underlying respect for this relationship which goes a long way back, a humane consideration and a certain sensitiveness which is very unique to Mindtree.

It feels great to see the phenomenal growth of this ethical organization in just a decade and a half and to appreciate how they are able to maintain that level of integrity with no room for loopholes. As they continue to pursue their future goals, we would be happy to continue to offer our service expertise to them.

**Suresh Kumar - General Manager,
Bluestar Ltd.**

We have been providing mainly air conditioning solutions to Mindtree in Bangalore, since 2006, occasionally offering our support and expertise in areas such as water softening systems, energy audits and facilitating for their requirements outside Bangalore through our channel partners. We work

with a lot of companies, big and small and we undertake projects of various sizes with our customers. Feasibility of commercials and excellence of service delivery are bottomline expectations in all of these relationships; and Mindtree is no exception. They are highly stringent on setting the budget and service standards.

What distinguishes Mindtree is the way they treat their vendors. What marks vendor relationship at Mindtree is 'respect for the individual'. We have experienced it throughout our engagement with them and this is true for their top as well as operational levels. Ultimately business is not all about money. We have customers of larger deal sizes for sure, but the respect with which we are held here is something that we greatly appreciate and value.

Now that Mindtree sets higher growth targets, with higher scale must come higher efficiencies through automation and software-driven systems and processes. On the flipside, these processes at times may not consider inconveniences of a vendor the way people-driven systems can. Going forward, Mindtree may have to study the human costs of being too process-oriented and mitigate those with appropriate mechanisms in order to keep their human touch intact. This is perhaps an inevitable step for any company scaling rapidly.

Vishwanath V. Katti - MD, Guardwell Detective Services Pvt. Ltd., Bangalore

Guardwell's relationship with Mindtree dates back to the early phase of Mindtree's operations where we placed six security guards on their premises. Now this number has gone up 190.

The way this business account of ours has flourished makes us view it as a relationship rather than as a mere business. When business becomes a relationship, benefits can go beyond commercials.

We are happy to acknowledge that our association with Mindtree has brought about a sea change in the work culture and ethics of Guardwell. Guardwell in turn strives to enhance its service quality and standards in different ways to benefit its valuable customer.

As a part of our endeavor to add value to this important relationship, we have invested a well-trained skilled work force at Mindtree in keeping with the changing times. We have trained almost 50% of our guard-force of Mindtree in SSSDC (Security Skill Sector Development Council, which is the program initiated by Government of India in the National Skill Development Council) Certification over the years and we intend to cover the remaining in the coming year. We are working on ways to improve our preparedness and response time in emergencies.

To enhance the output of the guard-force, Mindtree and Guardwell have worked together over the years in the mode of esprit- de-corps - by way of Guard Sabhas, joint celebrations of Independence and Republic Days, recognition & rewards and friendly cricket matches. These engagements have not only enhanced the output and involvement levels but also brought people of Mindtree and Guardwell into the folds of a rock solid fraternity.

S.Venkataraman - Senior General Manager, India Operations - Support Services, Compass Group (India)

Our association with Mindtree goes back for nearly a decade now, with us providing workplace hygiene solutions and building utility services across Mindtree offices in Bangalore, Chennai and Hyderabad. This is an enriching and valuable relationship for us and we are happy to be working in partnership with a progressive and like-minded organization such as Mindtree.

We have approximately 275 of our employees providing service across Mindtree locations. More than 30% of them are women. Our employees are actively involved in Mindtree's initiatives in energy, waste management and other environmental activities and initiatives of Mindtree Foundation have indeed touched their lives.

Compass Group (India) partners over 420 client locations in providing world class food and support services. In an industry like ours where most traditional mindsets see our association as that of a contractual service provider or a vendor, Mindtree is an exception and builds its vendor engagements on a relationship-based model which is beyond commercials and core deliveries.

To site an example, the Head of procurement goes through the minute details of the salaries we pay to our people and makes his recommendations instead of just handing down a broad package and leaving the details to us. The team at Mindtree knows most of our staff and their families and understands their issues surprisingly well. The Chairman insists on having lunch with our staff on the first of January every year and joins them in an annual picnic! What's more, we have even changed our policies to pay our salaries for staff onsite, in alignment with Mindtree's payment cycles. As a result, our employees across Mindtree locations have a sense of belongingness and have reported the lowest attrition percentage amongst our clientele.

Going forward, considering the growth trajectory that Mindtree is on and the humane values that Mindtree lives by, we are confident of maintaining speed of execution, not compromising on quality and partnering with Mindtree in this trusted relationship during our journey ahead.

Being diverse and inclusive

Our approach

A social conscience with human sensitivity was an integral part of the mission right when this enterprise was conceived as an idea in 1998. From the very beginning, we were sure it is our conviction in social conscience that would be the chisel for shaping the character of this enterprise and the core material that would hold, in times to come, the fabric of its culture.

Our adherence to this conviction irrespective of the vagaries of our financial fortunes, helps give us a human face, we hope, in our quite faceless industry.

Our philosophy of inclusion, diversity, our approach to people as people (and not as resources) and the dedicated focus we reserve for the individual emanate from our desire to keep this human face intact. This, in fact, is the very basis of our responsibility vision. It is this vision that guides us towards inclusive policies, frameworks and charters which can keep us on the track.

Inclusive

From the very beginning, inclusion was in our ideology. Diversity was our conviction. People with disability were part of our first few employees and they still are, contributing in meaningful ways, being a valuable part of our enterprise.

Inclusion of people with disability is a conscious step by us, in line with our respect for the individual and our trust in his/her power to create value at different levels.

Our organization has not only created a safe and accommodative environment for them to work in and contribute to, but has also learnt subtler sensitivities in the process, thus leading to a deeply empathetic culture. We believe our inclusiveness has not only helped the people included but has also helped us to become better individuals.

Diverse

Inclusion and diversity are closely related concepts affirming each other. Our inclusive approach naturally makes us a diverse environment and vice versa.

In our experience, the diversity in our enterprise adds a richness of talents, perspectives and results in multiple values being created. The diversity we thrive on spans across race, religion, ethnicity, nationality, gender and sexual orientation and includes people with disability.

For us, people are not 'resources'.

They are 'people'! Societies can flourish only when people thrive; and people thrive only when organizations nurture them.

For us, hence, workplace sustainability takes crucial significance. It is here that we get our first chance to cause impacts and transformations of the deepest kind - the most sustainable ones perhaps.

Our people are the source and the reason for our brand and for its value. Our brand is built on these expert Mindtree Minds who are dedicated to what they do and collaborate in many ways to bring out

value. Yet, they are not 'capital' or 'resources' for us. Because our people are more than resources for us, **we have chosen to call our human resource function, a 'people function'.**

People are 'individuals'.

People are diverse and unique- which makes them 'individuals'. Like each seed has a unique potential and needs a right care, people need individualized paths to growth. Mindtree is mindful of this need and it constantly builds and evolves systems and programs, practices and processes to achieve satisfactory levels of individualized nurturing for growth-both professional and personal.

On the professional front, it shows itself in its on-boarding programs, on the job training and development, leadership development programs and coaching and mentoring initiatives. Overall personal development endeavors form the background for many of our programs and practices- volunteering, Individual Social Responsibility (ISR) activities, rewards and recognition forums, community activities and the like.

We believe, our first and foremost step into sustainability is to ensure that our expert Mindtree Minds develop empathetic hearts and relate to the world through a human face. Hence we invest our attention in making this transformation happen within our organization.

Organizational enablers

Our policy on non-discrimination and policy on equal opportunity of employment anchor our efforts further. Together, they open up space for our diversity and inclusion goals.

Insisting on neutrality with respect to gender, nationality, ethnicity, disability and sexual orientation of people, they make our workplace a diverse and an inclusive one.

While our policies give us the important direction towards these goals, our charter on diversity gives us a framework to formulate our strategies, action plans and initiatives.

Mindtree's diversity charter



Gender diversity

Our sector, being a knowledge-intensive one, allows and enables us to be gender-neutral with respect to our talent pool. To actually achieve it, however, needs a conscious approach to gender diversity. On one hand, this calls for incentivizing recruitment of women across levels and on the other, it presents the challenge of creating a suitable work environment, conducive terms of employment, support systems and career tracks to retain and grow them into leaders that they can be.

Mindtree commits itself to addressing gender diversity and all the challenges it brings, in multiple ways, since we believe in creating a world of equal opportunity and we greatly value the contribution women bring in to our enterprise.

Women formed 16% of our people in 2004. Ten years from then, they form 28% of our talent pool now. This has been a result of a combination of factors: policy guidance, strategic push in talent acquisition, special support mechanisms for women, engagement forums, career tracks, coaching and mentoring for growth and so on.

We have started special recruitment drives for women, special incentives for recruiters who source women candidates and additional incentives on employee referrals for recruitment of women. As we strive to better our gender diversity status at senior levels of management, we are happy to announce a woman director into our Board of Directors during the year 2013-14. This takes our gender-focus to new levels, while strengthening the aspirations of our capable women Mindtree Minds.

Work-life balance being a critical requirement especially for women, we offer benefits and terms to enhance it.

- Flexi work, part-time work, work-from-home and compensatory offs- the options we offer are a step to bring about better balance between work and life.
- Special Needs leave of 365 days without pay - this leave can be used after a minimum tenure of one year, in a block period of six years and needs to be used for a minimum duration of 90 calendar days. More than 800 women Mindtree Minds have availed of this benefit.
- Support mechanisms such as child care crèches, Baby's Day Out facility, ensuring safety and security during transport are our small but firm steps which go a long way in smoothening our women's work-life balance challenges.
- Employee network groups active in the organization while in general help women to mainstream themselves into the organization, the exclusive one, Dhriti, has developed into an active community forum where they share and learn from each other and from experts and undergo self-development programs and career-shaping guidance.

A combination of our policies, benefits, support systems and good engagement mechanisms play a role in proportion of women returning to work after maternal leave. **We are proud to see a 100% return.** 82% are still engaged with us even after a year.

Going forward, some of our plans for improving gender diversity include:

- Enhancing the number of women at middle and senior levels
- Train women for jobs that have traditionally been a 'man's domain'
- Spread diversity recruitment goals among wider groups across the organization.

Including people with disability

We included ten more people with disability in the year 2013-14, taking their number to 41 in all. In fact, they are 'specially-abled minds' for us.

Right from our early days, we found it satisfying and meaningful to work with people with disability both within the organization and outside. Our earliest logo was designed by a boy with cerebral palsy – from Spastic Society of Karnataka (SSK). Our walls continue to be adorned with wallpapers which are paintings by children from SSK or from Spastics Society of Tamil Nadu (SPASTN)

Assimilating people with disabilities takes action and involvement at several levels - the right infrastructure needs to be made available, technology to be leveraged to facilitate their functioning, work to be redesigned at times to accommodate their special needs and so on. Most importantly, right sensitivity is to be consciously built into the organization-wide environment and its culture.

We have designed and modified our physical, emotional and social infrastructure to effectively embrace the challenges present in including people with disability.

Physical infrastructure

Mindtree campuses are built such that people with disabilities can maneuver without assistance: There are specially built rest rooms available on every floor. Ramps are built at all entrances to enable easy movement. Power wheel chairs are provided for the people with mobility disabilities.

Social infrastructure

Our policy of Reasonable Accommodation (RA) guides us in making modifications wherever needed in terms of work profiles or job descriptions of people with disability so that they are capable of using their potential.

We have emphasized the building of much-needed sensitivity to assimilate people with disabilities into our enterprise. Our culture does not permit us to see this assimilation as we 'helping' the people with disability but as a way for us to be inclusive, diverse, empathetic and therefore, humane.

As we stand to receive much appreciation and admiration from some of our stakeholder segments for our inclusive efforts towards people with disability, we are keenly aware there are still more things to be done in this regard by business organizations including us, to pace up the process of mainstreaming people with disability. You will be seeing more action from us certainly in the near future evolving us further in that direction.

A look at our people-mix, new hires, maternity / paternity leave availed, salary ratios:

Categorisation 2013-14	Male	Female	Total
By employee category			
Associates	5,789	2,836	8,625
Middle management	3,493	748	4,241
Senior management	37	1	38
Top management	21	1	22
By employee category			
Permanent	9,340	3,586	12,926
Contract	726	223	949
By employee category			
Total number of employees in FTEs	9,340	3,586	12,926
Full time employees (headcount)	9,340	3,586	12,926
Part time employees (headcount)	0	0	0
By region			
India	7,866	3,400	11,266
UK	168	25	193
US	955	126	1,081
Others	351	35	386
By age			
< 30	4,889	2,552	7,441
30 - 50	4,380	1,022	5,402
> 50	71	12	83
TOTAL	9,340	3,586	12,926

Total number of new employee hires by category, region, age & gender

Categorisation 2013-14	Male	Female	Total
By employee category			
Associates	1,880	739	2,619
Middle management	560	106	666
Senior management	10	0	10
Top management	2	0	2
By region			
India	2,265	791	3,056
UK	8	3	11
US	139	44	183
Others	40	7	47
By age			
< 30	1,638	681	2,319
30 - 50	792	157	949
> 50	22	7	29
TOTAL			3,297

2013-14	No. of employees entitled to parental leave	No. of employees that took parental leave	No. of employees who returned to work after leave ended	No. of employees who returned to work after leave ended and were still employed after 12 months	Return to work rate	Retention rate
Maternity leave	All full time women employee	255	255	208	100%	82%
Paternity leave	MindTree Minds who become father with a child birth or in cases where his wife undergoes pre-mature termination of pregnancy are entitled for the paternity leave	604	604	523	100%	87%

As on 31 mar 2014: ratio of basic salary and remuneration of women to men

Employee category	India	UK	US	Others (in USD)
	Female vs male ratio	Female vs male ratio	Female vs male ratio	Female vs male ratio
Basic salary				
Associates	0.95	0.98	1.01	1.12
Middle management	0.84	1.00	1.01	1.00
Senior management	0.93	1.15	1.18	1.15
Top management	0.97	-	-	-
Remuneration				
Associates	0.95	1.0	0.98	1.15
Middle management	0.84	0.9	0.96	1.01
Senior management	0.93	1.1	1.14	1.20
Top management	1.03	-	-	-

Shadowing - a valuable practice

Our way of inculcating human sensitivity

Integrating human sensitivity in a young professional and service attitude in aspiring leaders is not a matter of teaching but learning. It can neither be mandated nor inserted into the code of conduct. Apart from setting examples at senior level conduct, we resort to a 'shadowing' practice for this purpose.

On the 'Shadowing Day', our Campus Mindtree Minds 'shadow' our support staff - our security guards, cleaners, drivers, coffee boys and others. They actually follow them throughout this day, spend time with them observing

them and their work, not to find faults but to appreciate the challenges and the hard work involved and to understand their realities - in other words, to get into their shoes for a day and live their life.

3000 of our campus minds have shadowed our support staff so far since last two years across our three locations.

Touched and transformed by the experience, our youngsters have gone ahead to write blogs on their experience in our community portal Konnect. It is evident that the experience has taught them what no amount of teaching or preaching could possibly do.

This is what they say after a day of shadowing:

"That day I found how the system works; and how, in the system each and every individual is important and every job has its own importance. Because only software engineers can't build an organization. This has made a major impact on my personality. Now I smile whenever I see a security guard or any of the associates."

- Murali

"Men like Thirumaya (a support staff member) don't need anything from us, they just need respect which they deserve. A smile and a 'thank you' is enough to make them feel and realize that they are important."

- Chandan

"It was like a crash course on learning about being content in life, being loyal, being optimistic, being humble, handling responsibilities and lots more."

- Monica

"I learnt that nobody's job is too small or too big, everybody works hard to do their job. Respect one another all work hard equally."

- Mithali

"Daily we see them like strangers. But now, in one day, that stranger showed me her real splendor!"

- Sandeep

"Out of the conversations I had with a support staff employee one phrase caught my mind "Sir, It's 'us' because of 'you' and 'you' because of 'us' ". That indeed was an experience."

- Sujay

"My humble request to all Mindtree Minds: Please do not spit chewing gum on the floor or inside the toilet because I saw my friend Manteswamy (cleaning staff) lifting the chewing gum from the toilet. It was like hell."

- Chandrakantha

"The coffee boy was giving people their daily coffee or tea to help them work better, so he was serving the people! And (this way), he was serving the Company to make better products. That's the big picture behind the work of the coffee boy!"

- Ananya

"I feel service should be from bottom of the heart and without much expectation. Smiling and wishing not only bind people together but also keep us happy round the clock."

- Shreyas

Throughout the enterprise, our senior leaders encourage the practice and vouch for its outcome:

"Shadowing experience is good for us to appreciate the people around us and bring out the human part of us. It is as good as appreciating what your mom does at home."

- Venkatesh Balasubramanian,
People Function Director

"Shadowing is a great opportunity for campus minds to know that learning can happen anywhere. In fact, we can learn a lot from people who we usually see around but hardly get to talk."

- Rishin Chakraborty - Associate Director,
Culture and Competence

"Shadowing is one of the greatest opportunity a campus mind has to learn what hasn't been taught at home or in the curriculum. The experience here will teach you the reality of life."

- Abraham Moses - General Manager,
Head - Mindtree Foundation

Women-speak: gender equality in Mindtree

Sharmila Saha - Vice President,
Digital Surveillance



“It is important to address invisible inequality in gender.”

IT industry is known for the impressive number of women it employs. In leading companies today, the proportion in the total talent pool varies between one quarter and one third. Most leading companies follow policies and practices to make this possible and are looking at encouraging it further, I am sure.

There are two levels at which gender equality is addressed: one, at the policy and practice level and another at the mindset level. I've been with Mindtree since 2000, just after its inception, that is; and I think I know it well enough to say that this is a company which addresses it at both levels, quite well.

Apart from having supportive policies and options such as flexi time, work from home or special leave and the like, Mindtree culture understands the

importance of quality time with kids and family. The preciousness of the evening time with kids and family is something that is not only unquestioned here but in fact something respected. This is extremely crucial when you have very small children at home. It keeps women's lives balanced and helps them to enjoy both worlds and be equally engaged in them.

In gender equality as it is practiced today, it is possible to have 'apparent equality' going on, with 'invisible inequality' hidden within that. It is easier to recruit an impressive number of women and give them supportive policies and benefits but it is difficult to get rid of a certain conditioning from the mind. How far a policy can take a woman when minds around still have old conditionings in them? There is no such latent barrier here at Mindtree. For example, when a promotion or a big opening comes up for review, thoughts such as "This is a woman under review here; can she take it up? Will she?" never come up here in the review panel. If the woman meets the criteria, the opportunity is offered to her. This is the real meaning of 'equal opportunity' - which is free of any mental conditioning. The woman may then take it or not take it; and not taking it may involve reasons or responsibilities of her being a woman, but that's beside the point here.

Gender sensitivity should recognize that women do not speak up as much as they should in their work-world. Being conscious of this fact, Mindtree has created forums and practices which create opportunity for women to speak up, discuss and dialogue openly, freely.

This sort of 'open space for women's voice' is very crucial in making gender equality actually 'happen' on the ground and not remain at the level of 'policy' or 'intent'.

Also, supporting women at work in different ways does not and should not mean 'preferential treatment'. Mindtree culture is very much about meritocracy. Once the supportive and empathetic environment is created for you, that you are on an even ground to play and will be evaluated accordingly, is very clear here. And this is exactly what women need: a level-playing ground and then a fair evaluation!

Jyothi Bacche - General Manager, Data Analytics & Solutions



"The overall context should remain fair to both women and men."

Mindtree's approach to gender is very rooted in reality. Any gender-focused set of systems and policies should be within the overarching principle of

meritocracy and at the same time designed with the existing social and cultural realities in mind. These realities could change from country to country.

Prior to joining an IT company which Mindtree acquired in 2004, I worked in the IT sector in the US for ten years, in a culture that takes gender equality for granted at the workplace, where it's not much talked about any more. The very idea of focusing and deliberating on 'women-friendly policies and practices' was hence a bit foreign to me. The day I joined Mindtree happened to be 'Women's Day' and I can't say I was very comfortable with my having to speak on the topic when I did not really appreciate the real need and significance of it.

But then as I settled in with my job and life here in India, I began to see its significance. My experience in India has made me revise my position on this subject now. Not having to focus so much on women-friendly policies is the ideal way to be. But when social realities are not ideal, we do need these policies in place. As a woman leader, I cannot ever escape noticing that my female team members have a greater share of housework when they head back home. While society must definitely lower the barriers and burdens for women, which is happening now for sure in some ways, the system of corporate context must reduce the stress points and increase the enablers for women.

I think Mindtree gets it very right. When an organization has so much regard for the individual, gender sensitivity becomes a part of this approach and not something needing an external learning. A lot of women's issues are heard here not because one

wants to be seen as women-friendly but just because every woman is an individual with a particular need or issue, some of which could be because of her role as a woman. Beyond policy, beyond system and beyond norms, there could still be issues and needs for any individual- women in particular; and I've seen instances of Mindtree lending an empathetic ear and a supporting hand in such cases even when it is not so easy to offer it.

Having said that, India needs women-friendly policies and practices at the workplace and it is

very important to promote them, let me also add that it's equally important to have governance around women-friendly policies in way that they are not misused. Governance should get more nuanced and not be one-sided favoring women. In fact, women leaders should take a lead in ensuring this happens. I think it is more possible and easier for them to do so than it is for men. Women leaders who have come up the ladder have a responsibility in ensuring that the bigger context and the system with the women-friendly policies plugged within, remains a fair one at an overall level to both men and women.



Sustainability - An Individual Responsibility



Change maker

Meet Prakash Selvarajan, who plays dual roles in his life - a Technical Manager at Mindtree and a social entrepreneur with his fingers dipped in different social issues.



Restoring dropouts

For the last eight years out of the 11 years that he has been with Mindtree, Prakash has been running an NGO, The Rising Minds, in his hometown Kumbakonam in Tamil Nadu, which he set up to look after the education needs of deprived children from around the town. Break from office work all these years has meant looking for school drop-outs, orphans in need of education, talking to the headmasters of government-aided schools for enrollments, raising funds, paying fees and putting the kids into schools. Dropouts are maximum after the VIII standard since education is free until the VIII in these schools.

Financial assistance has come from India and abroad through personal contacts. The Rising Minds has

helped 150 such kids to continue their studies upwards from standard IX to college level.

Promoting health & hygiene

Prakash, a marathon runner, has also plans for promoting health and fitness as an early habit in his hometown. Next year, The Rising Minds plans to launch a yearly campaign, getting people from all age-brackets to run for their health.

His group of marathon runners, ten in number, has also launched into another social initiative - of contributing to keeping Indian trains garbage-free. Trains have no dustbins - except in AC coaches; and passengers throw garbage right out of the window. Cleaning the railway tracks all over India will be a mammoth task if it is to be taken up some day. Prakash and his team have petitioned to the government and through Change.org, received an acknowledgement from the PMO, but the action expected is uncertain still.

The team has decided to do its bit anyway, in the meanwhile, on an individual basis. Each team member, whenever he travels by train, carries an empty rice bag with him. When he boards the train, he ties it in the area connecting two coaches and requests the passengers to put in their garbage in that bag and not throw it out of the window. Most of them oblige. At the station where he alights from the train, he unties the bag and carries it outside the train and deposits it in the garbage spot of the station.

All ten of them have been doing this work every time they travel. The size of impact may not be huge but this is not about it. This is about doing one's bit to change behavior of at least a few people around, about being a part of the solution in a small way and thereby making a difference at the individual level even while pushing for change at the systemic level.

With Mindtree's green community

It is not surprising that apart from his individual social projects, Prakash has been an active champion of our green community. There is probably no green event in which he has not been involved. Out of numerous voluntary social and environmental activities he has involved himself in, the most remarkable one is the one he championed for water conservation.

Water leakage through faulty taps is an invisible source of water wastage, which many of us could be either blind to or are helpless about. Prakash found out that while lack of awareness about fixing the leaky taps was an issue, it was not the only one. That

plumbers are hard to come by is an urban reality, especially in Bangalore. Even those who wanted to repair their taps often are not able to do so. So, our technical manager decided to turn plumber in the weekends.

Prakash went about his locale, Raja Rajeshwari Nagar - an area on the way to Global Village where Mindtree is situated in, speaking to residents and offering free service to conserve water. His Sundays were spent in people's kitchens and bathrooms, fixing their faucets, in some cases, even replacing their old ones with the new ones they bought and kept-waiting for him. Over eight months during the year, he helped 350 homes to secure their taps, with the support of Mindtree.

A social entrepreneur in his heart, Prakash tries to balance his profession and passion today with the support of Mindtree as he waits to carve out his journey ahead.



I Got Garbage, a Story of Collaboration between Two Entrepreneur Groups - Technologists and Waste Pickers

I Got Garbage is a group of techno-entrepreneurs who came together under the supportive environment of Mindtree to support another group of entrepreneurs - Bangalore's waste pickers.

Mindtree built a technology platform 'I Got Garbage' to bring together businesses, government organizations and social entrepreneurs to transform the loosely organized Indian rag picking community into organized waste management service providers. The platform presently partners with 8 social business partners and 5,200 waste pickers to provide a more efficient and structured waste management system.

This unique, innovative waste management supply chain improves the working conditions of rag pickers, protecting them from exposure to hazardous chemicals and infectious diseases. Now, instead of scavenging for recyclables on garbage heaps, they can

collect waste directly from residential and business sources. The approach increases the overall efficiency of recyclable recovery, creates a more stable, safer work environment for thousands of people and helps cities manage waste better.

"I Got Garbage" is a cloud based technology platform to build innovative waste management business models where waste-pickers can take a leadership role. It provides a digital marketplace for citizens to procure waste-picker services, as well as an operations management platform for waste-picker turned recycling managers to run their businesses efficiently.

(*As previously published in our annual report 2013-14)

Dignified livelihood for waste pickers and less landfills for all.



*For current updates on the project, please see www.igotgarbage.com

* Watch a short video on I Got Garbage model: <https://www.youtube.com/watch?v=qEmGsT76vo8>



Activist-entrepreneur

The center collects waste from 5000 houses every month, sorts it and diverts ten tons from the landfills by recycling it.



Veena Rajappa is General Manager, Delivery, at Mindtree, Bangalore. She is a social entrepreneur in her own right, with a commendable accomplishment, which we were happy to formally recognize by conferring on her, our Chairman's Award for the Social Impact category for the year 2013-14.

Apart from holding the responsible position of a delivery partner for a customer at Mindtree, Veena runs a waste collection center in the city, complete with first mile collection of solid waste, segregation, disposal and recycling. The center collects waste from 5000 houses every month, sorts it and diverts ten tons from the landfills by recycling it.

Professionals turned into entrepreneurs often talk of an enormously inspirational trigger, a moment of truth that changed them forever. For Veena, it was a video on Vellore Srinivasan's model of solid waste management. And the accidental brush with the video happened when she was counseling a batch of 70 fresh entrants on the campus and was organizing a

cycling event for them. Veena always felt somewhat troubled by the issues urban growth left behind in its trail - the increase in high-rise buildings in her locality, the chirping of birds subduing and the sight of garbage piling up on streets. And this video told her exactly what to do about it. "It changed me permanently", she says with a smile a certain gratefulness brings.

For a professional, a big project starts with a small pilot. And a pilot in this case meant door to door advocacy, collection of waste, storing it, sorting it and getting recyclers to dispose it off. She could go door to door and also get recyclers in. She could also rope in a few volunteers, she knew. But she needed a place to store it all and work through it before the recyclers came in. It was too early to ask support for a place. So, a part of her house had to be converted into a garbage store. Looking at her doggedness and the support she had from her father, her mother eventually gave in and agreed.

In 2011, Veena launched her pilot. She went about educating people in the neighborhood, requesting and teaching them to segregate wet and dry waste, collecting their dry waste at intervals and storing it all in her house. Waste from 250 houses got sorted there and then got picked up from recyclers.

The success of the pilot brought in some support. While the project was self-funded, volunteers came from engineering colleges around and from the

Mindtree campus. Now, ITC lent a hand too, by picking up some stuff to the landfill. After much efforts and a long wait, BBMP finally designated a place for her work in that ward.

When BBMP gave her the key to the place, the relief experienced by Veena was only short lived. The neighborhood rose up in protest, saying, a waste collection center would end up stinking the whole area. No amount of talk would convince them, and so, Veena invited them over to her center and showed them around. They went back surprised, their fears allayed.

Volunteers from engineering colleges have been great allies. A lot of them are ecologically cued in and they take to the job of waste collection and even segregation with a willing and caring heart. Mindtree mobilizes volunteers from its people too. **“Whenever I’ve been in dire need for hands and feet, I’ve simply asked Mindtree and I’ve found a**

group of volunteers action-ready at my door”, Veena says, speaking of the kind of timely support she has from her company, the sustainability team and other colleagues.

At a time when the initiative needed several entities such as the corporator, BBMP, recyclers and others to recognize its significance and offer support, Mindtree played a key role by bringing them all under one roof. Waste collected from 5000 houses gets sorted by BBMP staff at that center. They are paid for by Veena, from the revenues from the recycled waste. This self-funded, private-owned and volunteer-supported venture is recognized as one of the BBMP collection centers in the city.

Now with her staff experienced in operations and her father supervising operations during the week, Veena focuses on the venture on her weekends while her IT job keeps her busy during the week.





Economic Value

We Create

View of the CFO

“Business responsibility is a commitment unwavering despite fluctuations in fortunes.”

Sustainability initiatives also have a business case and contribute to the bottom-line of an enterprise. However, it is important to have patience and give a longer time frame to realize these benefits. At Mindtree, we measure the Return on Investment (ROI) from our all initiatives including our sustainability programs, but we modify the assumptions on timeframes suitably for sustainability related programs.

While applying the typical financial evaluation methods and measures to investments in sustainability we need to keep in mind that these measures and methodologies have not evolved to accurately capture the intangible benefits from such programs. So, what do we do in such cases? At Mindtree, we do not forego our responsibility intentions because the metrics are not ready. We go ahead based on our convictions and work in parallel to define the metrics appropriately.

While measuring results is part of our continuous improvement efforts on all fronts, including sustainability, it is our conviction that drives our commitment.

Our sustainability and Corporate Social Responsibility (CSR) commitments are not subject to the variations in our financial performance either. A few years ago, we maintained our CSR and sustainability projects even when we went through rough weather on the business front.

Today, our financial performance is strong, and this gives us more resources to take our sustainability journey further. We are continuously identifying ways to make our operations and processes go greener and grow more responsible. Our customers recognize and reward us for the immense value we create for them. We aspire to be an inclusive company where there is no tradeoff between being a socially responsible corporation and delivering attractive returns to our investors.

For Mindtree, sustainability and CSR are not merely a percentage sharing of profits but a way to give back to society. Here, sustainability and CSR are driven by our values and not by regulatory requirements.

While the regulatory mandate on a CSR spending is a positive development in a large and diverse country like India, enterprises such as ours have been historically ahead of regulation, and the mandate does not make a real difference or pose a challenge. We will continue to act as a socially responsible corporation always.

Rostow Ravanan, CFO



Global economic performance

Sustainability perspective on economic performance

Contrary to norms of financial reporting, the sustainability perspective and sustainability reporting norms on economic performance of a company look at the economic contribution of a company not only from the point of view of its profit-performance relevant to investors and shareholders, but more importantly, from a multi-stakeholder point of view which considers a combination of the income it generates for people in its operational sphere, the value it distributes through its operating cost, taxes it offers to the government's coffers, the donations it makes for various causes, its social contributions and so on.

Hence, we share with you here, our consistent global performance and growth on our economic value-add before we present to you the details of our financial performance.

We are an enterprise which envisioned not only wealth creation but also wealth distribution as a significant objective right at the time of the conceptualization of the entity. Sharing our wealth

we create was one of the visions of this enterprise, articulated and endorsed by our founders way back in 1999.

The ESOPS we offer, the good dividend ratios we maintain, the strong Return On Capital Employed (ROCE) we achieve, the employee benefits we offer, the extent of inclusion of contractual workers in our benefit schemes, the grants we offer through the Mindtree Foundation, the investments we make to generate sustainable livelihoods, the projects we invest in the social and environmental space and so on are all parts of the same ideology of creating economic value and distributing it with a sense of purpose and conviction.

As shown by the data here on the economic value-add, along with our growth in revenues, we have made significant increases, over the years, in the economic value distributed to a vast set of our multiple stakeholders. And we would continue to do so as we brace ourselves for our ambitious growth aspirations in years to come.

Economic value added

Direct economic value generated (A)				(Rs. in crore)
	2013-14	2012-13	2011-12	2010-11
Revenue (through core business segments)	3,031.60	2,361.82	1,915.24	1,508.97
Other income (through other sources)	49.59	35.03	38.60	24.20
TOTAL	3,081.18	2,396.85	1,953.83	1,533.17

Economic value distributed (B)				
Operating cost	653.08	493.82	406.05	354.51
Personnel expenses (wages+benefits)	1,767.24	1,413.82	1,215.93	976.66
Interest charges	0.45	1.04	0.52	0.39
Taxes & royalties (given to various govt. wherever business units are located) - taxes expenses	127.47	84.73	43.01	28.87
Taxes & royalties (given to various govt. wherever business units are located) - dividend tax paid	17.99	8.06	2.62	1.64
Dividends (payments to capital providers)	104.15	49.70	16.18	10.02
Donations (political parties / politicians)	-	-	-	-
Community development / CSR investments - paid to Mindtree Foundation	1.25	1.78	0.25	-
TOTAL	2,671.64	2,052.95	1,684.57	1,372.10
Economic value added (A-B)	409.55	343.90	269.27	161.07

Global financial performance - 2013-14



Crossed the half billion dollar mark in revenues (\$501.5 million)



15.1% year-on-year growth in dollar revenues



Crossed the 100 million dollar mark in operating profits (\$101 million)



Strong ROCE: net margins growth higher than revenue growth



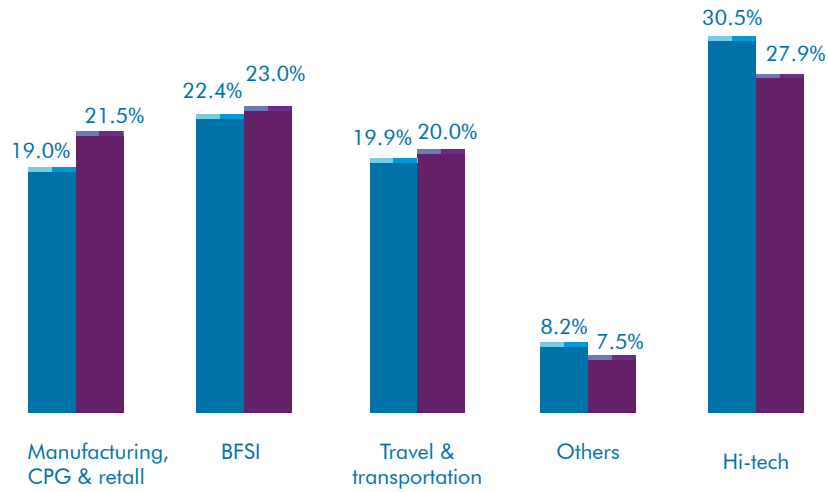
Crossed the Rs. 100 mark on EPS



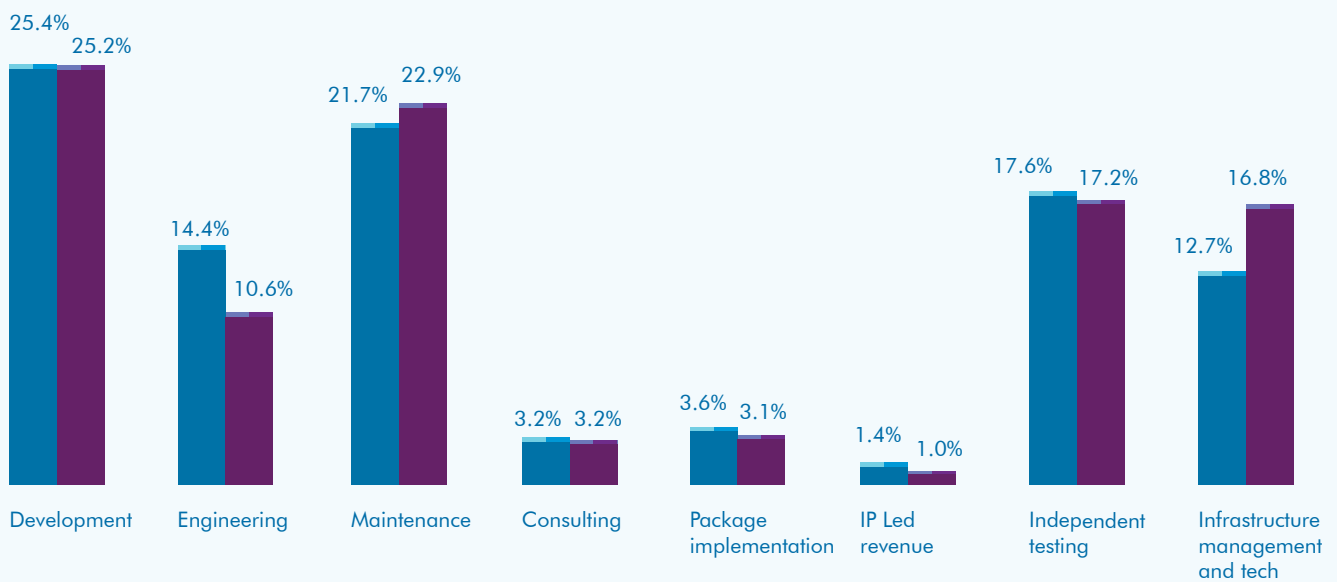
Reached billion dollar on market capitalization

Revenue distribution by industry

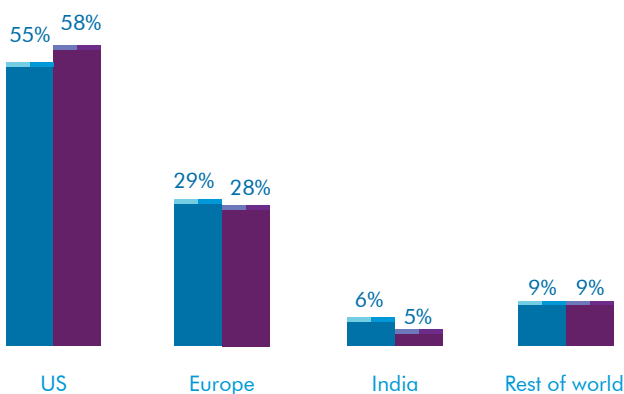
■ FY 13 ■ FY 14



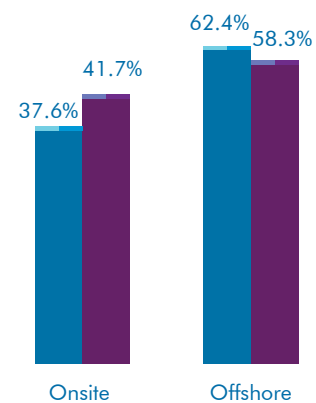
Revenue distribution by service offering



Revenue distribution by geography



Revenue distribution by mix



Our revenues in the year 2013-14, INR 30316 million, are a sign of 28.36% growth over last years. This was brought about by serving our 207 customers. We have deal-sizes of over USD 1 million with 73 of them and over USD 5 million with 24 of them.

Our EBIT margins remained stable at 20.1%, last year being 20.6%.

PAT increased by 32.89% to INR 4508 million.

In line with our philosophy of distributing wealth, we declared interim, final and special dividends this year, enabled by strong performance across financial parameters.

The in-depth details of our financial performance on various parameters are made available in our audited annual report 2013-14. (Link to our annual report: <http://www.mindtree.com/downloads/mindtree-annual-report-2013-2014.pdf>)

Strengths & opportunities

The strength of our consistent financial performance stems from the four pillars of our strategy. Our strategy pillars are: growth, non-linear revenue models, customer centricity and operational excellence.

Our customer-focused 'account mining' approach has given us an impressive result: our top ten customers (by revenue) who had grown by 17% last year, have grown by 19% this year, the average growth across all our customers being 15%. Next year, you would see us extending the account mining approach to customers beyond the top brackets.

Adding confidence to our next year's performance are the findings of our customer experience survey. 83% of our customers participated in the study and rated us better than last two years across key parameters such as satisfaction, loyalty and advocacy.

While our strengths and capabilities in governance, workplace sustainability, leadership, innovation and so on are recognized and have received awards at national and global platforms, we have further strengthened collaboration between our verticals and service lines. Significantly strengthening the service team, deploying of a new CRM system and bringing a dedicated focus on account planning are some of the ways in which we have further enhanced our strengths in this domain.

People being our key strength, we continue to offer our best possible workplace and work environment to our people and design our systems and programs for excellence and high performance - as explained in detail in Section 3 of this report.

Our expert Mindtree Minds enable our customers to achieve competitive advantage through next generation global delivery models, agile methodologies and expert frameworks. The ability of our people to devise innovative solutions and to execute them derives from the strong emphasis we place on enhancing their domain expertise and technical excellence. The global environment is filled with opportunities. Prospect of a positive recovery in growth across the world is a common opportunity for all: expected growth of 3.6% in 2014 and 3.9% in 2015, with improved performance across US and Europe, is a sufficient reason for global optimism for a better year.

Emerging economies, especially China and India, are certainly expected to have better growth rates and also stand to benefit from improved demand for IT services from US, UK and rest of Europe.

Globally, IT services growth, 4.5% in 2013-14, is likely to continue strong across 2014 and 2015. Prospects of global IT-BPO outsourcing services growing further is a positive for Indian IT industry. As IT services industry is being further strengthened by emerging technologies, IT companies plunging early into these new areas are bound to benefit from the leverage.

Mindtree has geared itself up to address challenges in the external environment and make use of the positive opportunities at different levels in the year to come.

Outlook

Being recognized and winning accolades for our service capabilities, domain expertise, technical excellence and governance standards (which we have shared with you in this report), we are happy to see our internal confidence being matched by such external validations. They only inspire us to further improve our growth journey as we aim at raising the bar towards 2020. 2014-15 will see us growing stronger on our performance with respect to economic value added. We are prepared to address the challenges to be posed for the industry and we have aligned all our management systems, frameworks and technological as well as people capabilities to continue to create positive value on triple bottom lines.

In the next year, we look forward to beating the industry average growth rate and our past growth rate as well.

Contribution to benefit plan				(Rs. In crore)
	2013-14	2012-13	2011-12	2010-11
Contributions to provident and other funds	140.47	110.73	93.25	76.89
Staff welfare expenses	-	-	-	-
TOTAL	140.47	110.73	93.25	76.89

Financial assistance received				(Rs. In crore)
	2013-14	2012-13	2011-12	2010-11
IT exemption	211.81	166.14	147.80	118.12
Land provided at subsidised rate	-	-	-	-
Incentives	-	-	-	-
Custom, excise duties waived#	26.49	4.64	3.95	7.53
Others	-	-	-	-
TOTAL	238.30	170.78	151.75	125.64





Caring for the Planet

View point - environmental responsibility

“Environmental initiatives are an integral part of our core business strategy.”

Ecological sustainability is very much a part of our core business strategy and is seen as a way we conduct our business. While CSR is approached non-strategically here, ecological sustainability has a business consideration to it - apart from the responsibility imperative. Ecological initiatives do create positive impacts for the bottom-line of the company and also for the brand.

For example, our initiative to adopt clean energy through roof top solar panels in our facilities works out to be more cost effective than the conventional grid power - a classic case of combining business sense with social conscience.

The common bus system which we implemented in our west campus at Bangalore resulted in more than 40% reduction of vehicle fleet, reducing not only carbon emissions but also the operating cost by over 35%. In other words, our approach is to integrate our unwavering commitment to sustainability with our core business operations and implement it as a 'must-do thing' rather than as a 'nice-to-do thing'.

Our strategic priorities in the immediate future revolve around achieving and going beyond our ecological goals and targets set on various aspects such as emissions, water, waste and energy. Reducing our per capita water consumption, especially reducing our dependence on fresh water for water based chillers is a priority. Going forward, we would be looking at further consolidating our energy

monitoring and robustness of our data and reporting through analytics and at getting Mindtree facilities BEE energy star rating certified.

In the medium term, adopting solar energy by installing solar panels in all Mindtree facility roof tops would be one of the priority areas. The target is to generate not less than 500kWp in the year 2015-16.

In the long term – a three year horizon, we would want the proportion of clean energy (solar, wind, micro hydro) in the overall consumption to be in excess of 20%.

Mindtree believes sustainability initiatives will create high impact outcomes when it is adopted by every single individual in the enterprise. Individual responsibility being the core of our sustainability vision, we would be focusing on strengthening awareness among our internal stakeholders in the organization and make them part of our broader initiatives on ecological sustainability and achieve deeper engagements.

Mindtree is keen on creating the environment for individual ecological responsibility to flourish in many ways. Inspiring our people are a set of ecological champions within the organisation- individuals who have taken their responsibility

visions to new levels through intrapreneurship or entrepreneurship in areas such as waste collection, waste processing, technological enablement of environmental issues and the like. We have featured their stories in this report.

We would also be collaborating with external stakeholders and peer groups as well, to propagate and influence sustainability ideas and outcomes. Our exploratory efforts at initiating a carpool across companies in the IT Park at Bangalore are a part of such endeavor.

Going forward, Mindtree would continue to address its ecological responsibility at different levels-launching new organizational initiatives, creating an environment for deepening people engagement with ecological responsibility and further extending the sustainability intent to external stakeholders to collaborate with them in different ways to conserve ecological resources.

[Padmanabhan Kannan - General Manager,
Administration & Facilities](#)



Environmental performance and plans

Our approach

We are an organization which recognizes the responsibility for resource conservation and footprint reduction not only at the organizational level but also at the individual level. It is a responsibility we owe to the planet, regardless of whether it is mandatory or not in the country. We believe this task can never be complete without inspiring and involving individuals in a focused way. As a result, our environmental performance today is a seamless combination of organizational level initiatives and individual-driven projects and activities.

Ecological sustainability is one of three pillars of our Sustainability framework. Some of the green initiatives under this area accrue savings and add to the bottom line, and therefore make business sense. There are also green initiatives which may not result in considerable savings for the organization but make a positive impact on the environment. Our approach is to be open to such efforts as well. In addition, there are some ideas which may not strictly pass the ROI scanner in the short-term and challenge our choice. Mindtree approach in these cases is to study the ideas further and commit to them too, if they make holistic sense in the long-term.

Our Environment Management Systems (EMS) enables an integrated approach to our intent. All our offices are ISO 14001 certified. We started our green journey consciously in 2009 which is now led by our Green Council (MGC). MGC aligns our organizational objectives with green objectives and promotes initiatives of greater environmental responsibility both at the organizational and at the individual levels.

Embedding energy efficiency mechanisms and technologies across our operations and processes is an essential part of our green journey. We believe in helping our supply chain partners to inculcate sustainable practices and processes in their operations too. Going forward, we are stepping up our efforts in influencing this task in a more tangible way.

Since we believe in and abide by the precautionary approach to climate change risks, we think it appropriate and also necessary to integrate the risks within our enterprise-level risk framework. Climate change and sustainability are a part of our ERM framework and the issues within these aspects go through all the critical stages of scrutiny and intervention that business risks go through. This helps us maintain a strategic focus on environmental aspects as well as an emphasis on needed interventions.

Different functional experts manage different sustainability and climate change related risks depending on how they are categorized. For example, energy efficiency is categorized under operational risks, pollution control under compliance risks and talent management under strategic risks.

Climate change is not only recognized as a risk but is also something we regard as a material issue significant to the sustainability of our business in the long run. We have hence taken up these issues as short term and long term goals to embed the climate change strategy into our processes and systems and have committed to reduce GHG footprint (Scope1 + 2 + 3) per capita year on year. You will see the details of

the environmental performance of our India operations and the goals we have set for ourselves in the pages to follow.

Role of the individual

Interestingly, some of our eco-efficiency initiatives and ideas have come from our people - from our green community volunteers, in particular. Triggered by a few individuals the green community and supported by a larger set of people backing them, we have introduced several new initiatives, projects and changes in our activities, operations and processes.

Our green community and sustainability teams evangelize ecological sustainability within the organization. Events such as the Earth Day and Environment Day see prolific activity around various planetary themes and the organization-wide activities help deepen people's engagement with environmental responsibility further.

A few of our Mindtree Minds have voluntarily taken up environment-related projects and are driving them ahead with all the commitment and leadership needed. This report features a few projects such as:

- Composting food waste on the campus, thus reducing the landfill loads.
- Introducing and implementing a bus-pool system for our people as well as for people of other organizations, thus reducing the carbon footprint for Global Village, Bangalore as a whole.
- Leveraging technology to effect an integrated waste management system for environmental impact combined with waste pickers' well-being. (I Got Garbage).

Influencing individuals in the value chain

Our ecological sustainability initiatives are not only triggered by our people but are owned by them too. And we now learn that our people have begun to influence and inspire our channel partners as well, with ideas around resource conservation. This, we must acknowledge, has happened naturally, as a result of the conviction of our people rather than as a deliberately thought-out strategy for influencing our partners.

A case in point is our builders in Chennai and Hyderabad who have got inspired by our work and by our people to take active steps in green practices. We are happy to learn that our builders at Chennai, M/S TRIL, with our inputs on food composting machinery and process, have already started a food composting project on their site by ordering the machinery.

Evangelizing responsibility at the individual level does result in multiple effects, we have learnt, and this only strengthens our conviction in our approach.

Green community

Active and imaginative, our communities are the informal hubs for ideas and actions around different themes. Green community is an important one among them, for its impact both within and outside the organization.

2013-14 saw the green community in a door-to-door campaign at Raja Rajeswari Nagar, Bangalore on waste management awareness, resulting in influencing 5000 homes to segregate their waste. They send the dry waste to collection centers where waste pickers sort it

all further and earn their living while the recyclers pick up inputs for their processes.

The community also played an important part in the campus-wide awareness campaign on water conservation program. This community also campaigned for carpooling and strengthened the portal needed to facilitate the plan.

A sample of activities undertaken to promote individual responsibility for the planet

- Launch of individual social responsibility module (One Good Deed)
- Green champion campaign for sharing of how individuals saved the earth
- Celebrating World Water Day, Earth Day, Forest Day with relevant activities
- Employee idea generation campaigns and contests on green practices
- Workshop on organic gardening and the practice of farming at Bangalore west campus by two batches with 80 volunteers
- Talks by experts on different topics such as bio-diversity, sustainable living and waste management
- Screening of environmental movies
- Awareness booth/sessions by Green Peace India

- Awareness on sustainability practices such as refill markers, waterless urinals, gifting trees, checking one's footprint
- Clean up activities in parks
- Tree planting activities

At the organisational level

Ecological sustainability is one of the three pillars of our sustainability framework. The four aspects within ecological sustainability, for us, are:

1. Energy efficiency
2. Water management
3. GHG emission reduction
4. Waste management

Our footprint-reducing emissions

During 2013-14 our focus on the intensity target saw us reducing GHG emissions (Scope 1 + 2 + 3) per capita by 3%. Our commitments to reducing our emissions and to CDP reporting keep us constantly monitoring our operations and processes to achieve the goals we set for our performance.

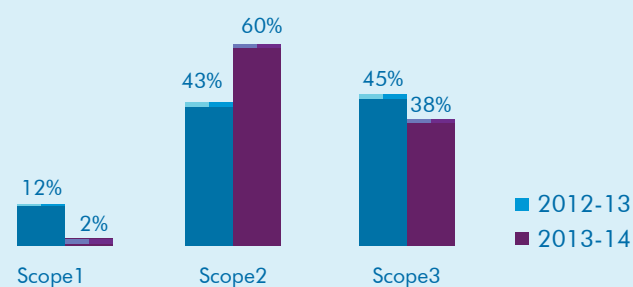
Gross Scope 1 emissions CO2e: 752.48

Gross Scope 2 emissions CO2e: 24369.64

Gross Scope 3 emissions CO2e: 15373.02

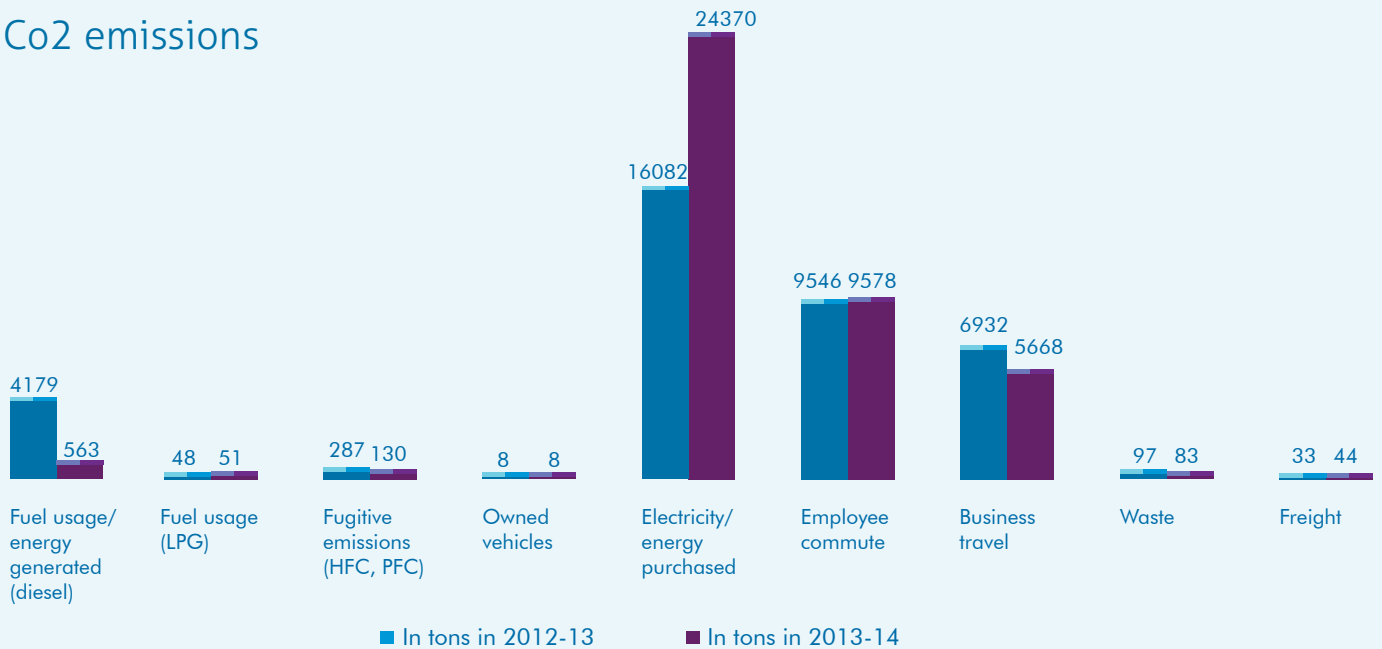
in metric tons

GHG emissions

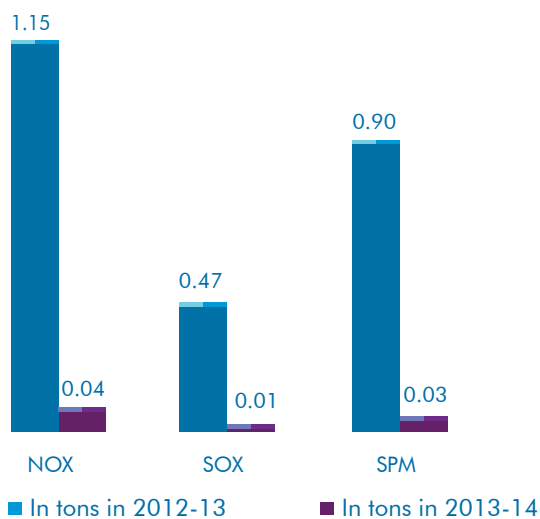


We have taken several steps to reduce Scope 3 emissions through ideas such as car pools, cab route optimization, common bus systems and video conferencing.

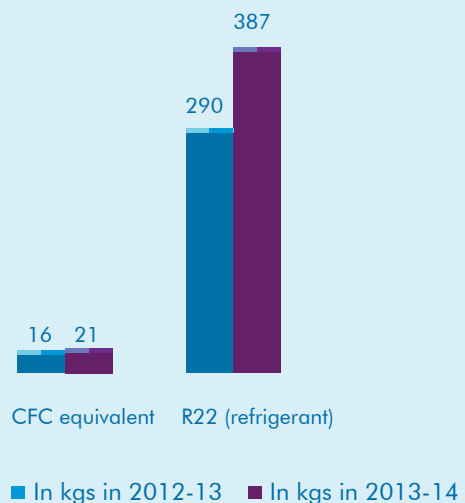
Co2 emissions



Air emissions



Ozone depleting substances



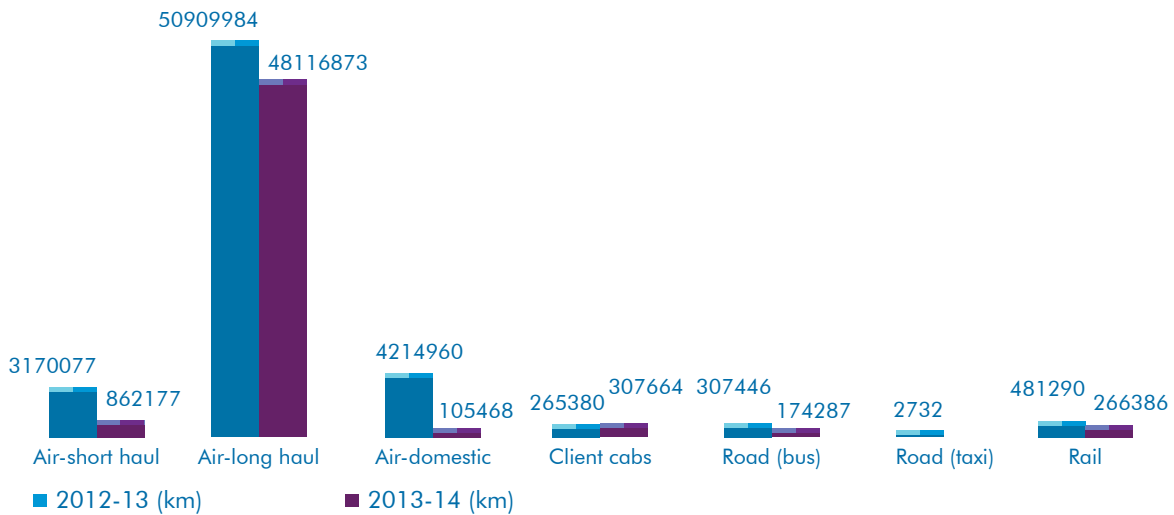
Reduction in business travel has been considerable, thanks to multiple interventions. Video conferencing equipment installed in our offices in the US, Bangalore, Pune and Chennai enables us to achieve the reductions in travel. Our travel policy is anchored on the principle of 'lowest logical fare', addressing multiple factors such as cost, convenience

and carbon footprint. Our learning is that much footprint due to travel can be reduced with an effective travel policy, dedicated focus on cost implications and investing in video conferencing. It is a combination of these elements that works to bring down travel lengths, costs and footprint at the same time. Maintaining a strategic focus on this imperative

has enabled us to achieve all of this without compromising on the quality of our work for our

customer and the convenience of the traveler.

Business travel

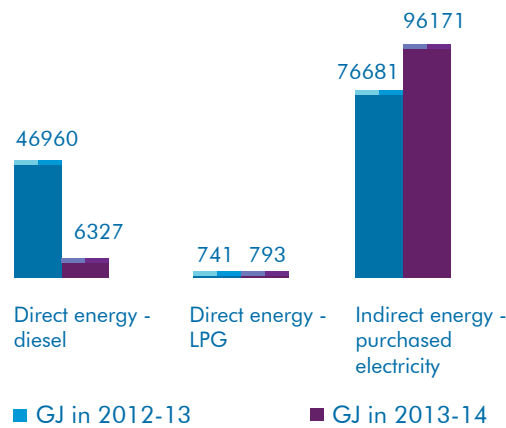


Enhancing energy efficiency

Our energy consumption per capita is 200kWh per month. Main sources are the grid power and captive

power generation by diesel generators. As we plan to move into renewable energy, several energy efficiency initiatives within the current realities are in place.

Energy consumption - direct & indirect



Mindtree has taken up a voluntary commitment to construct all its new facilities in an environment friendly way targeting all to achieve LEED certification. As a part of this commitment, the

upcoming Mindtree campus in Bhubaneswar and recently constructed Phase-5 in Bangalore are done using environmental friendly practices aiming at energy efficiency. This would help in bringing down

our Scope 2 emissions. Our Bhubaneswar facility would be platinum rated. Our interiors in Hyderabad location and Phase-5 facility in Bangalore are also LEED-Gold standard.

We have implemented solar water heating panels at our corporate office to cater to hot water supply in our facilities.

Low carbon energy installations

Initiatives undertaken in 2013-14 such as the implementation of chiller line from Phase-2 location to Phase-1 location, lighting saver panel at MTE, Pune and Chennai, free cooling system at MTE and Phase-5, VAV installation at TRIL, in facilities motion sensors for lighting - lighting energy saver-sun control film for façade glass doors at Chennai are all our investments towards energy savings.

Estimated annual CO2e savings: 433171 metric tons

Systems & standards

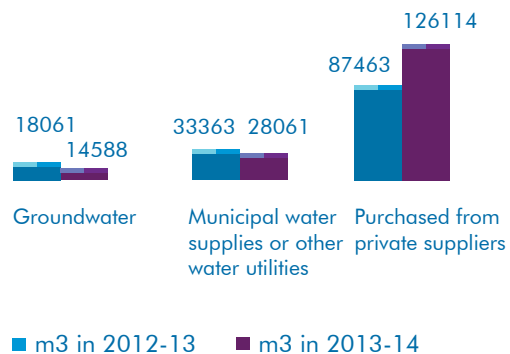
All our offices are ISO 14001 certified. A significant proportion of our procurement spend is on construction of new facilities and campuses. All our campuses are designed in conformance with the LEED-Gold standards and procurement norms of the LEED standard require that we procure construction materials and equipment that meet the required environmental norms and standards in energy and water efficiency, waste management and impact on biodiversity.

Water management

Our water strategy aims at reduction in our fresh water consumption - which is at 1.18 kL per capita per

month and this implies rainwater harvesting, recycling and re-use of water. All three routes to reduction are being pursued.

Water withdrawal by source



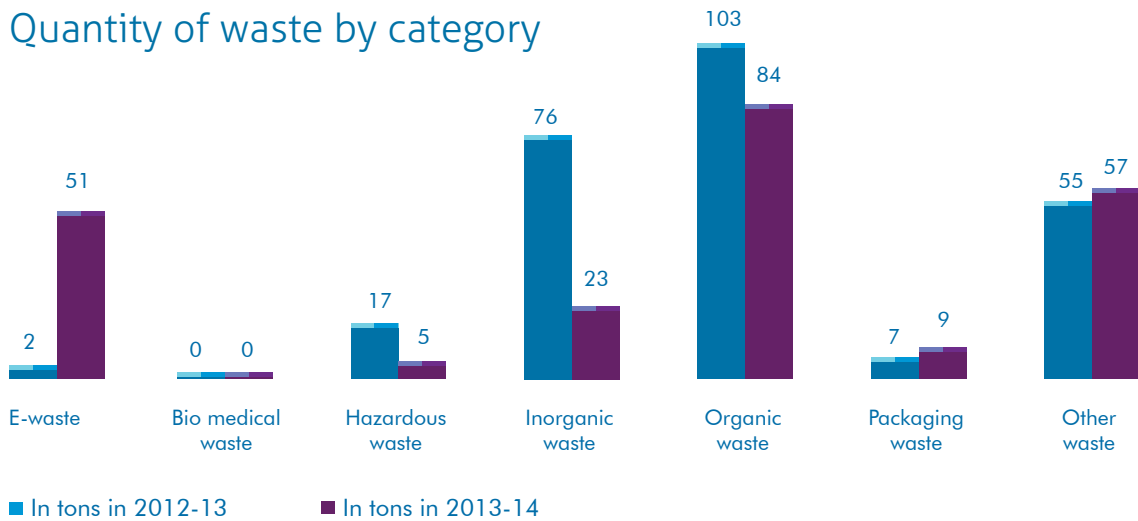
We have cut down considerably on fresh water usage with the help of waterless urinals, sensor-equipped faucets and flow restrictors.

100% of the outlet water from Mindtree facilities is treated using Sewage Treatment Plants (STPs) at the premises (Bangalore Whitefield and Pune campus) and Common Effluent Treatment Plants (CETPs) at the builders' premises (other locations).

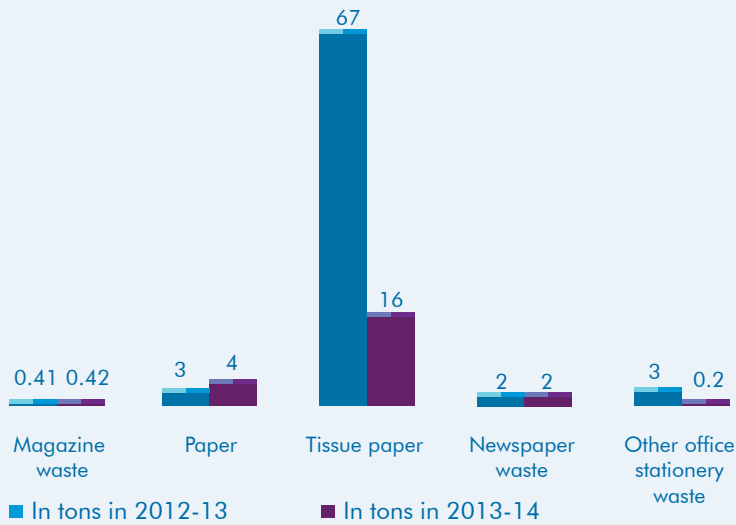
Waste management

Waste generated in operations: 82.80 metric ton CO2. Our approach to waste management is focused at reducing burden on the landfills, increasing recycling and re-use of waste. Reducing waste-related emissions would be a result of all these routes.

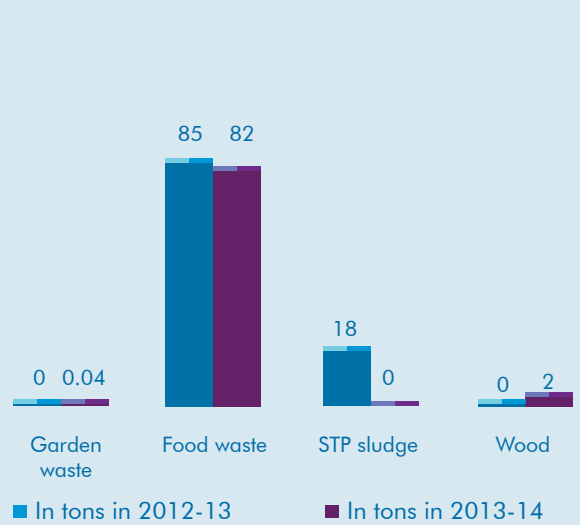
Quantity of waste by category



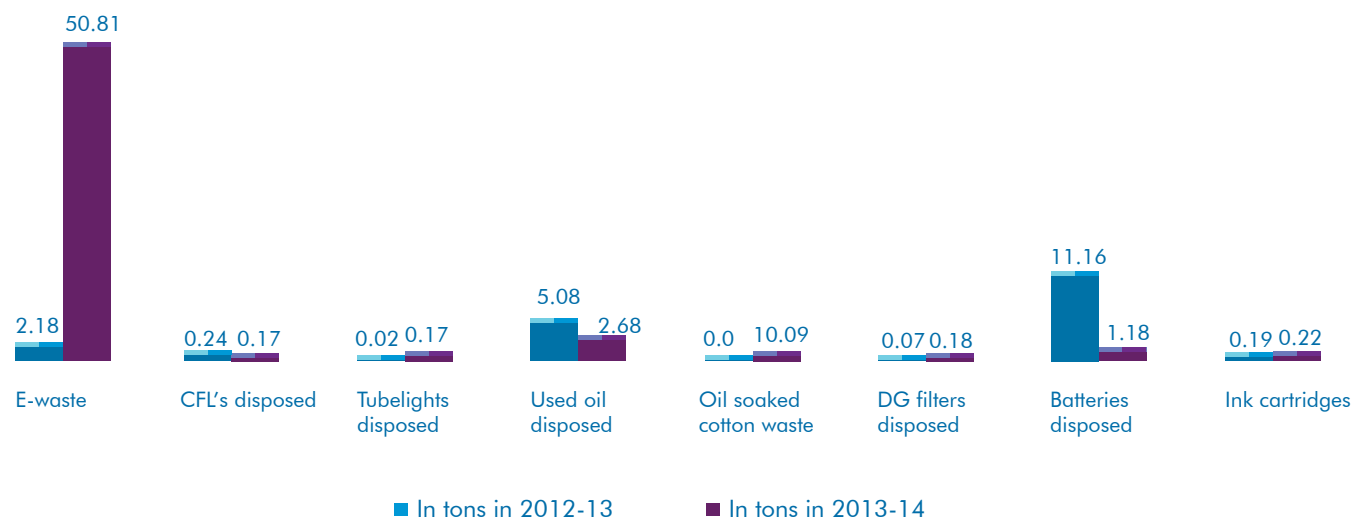
Inorganic waste disposed



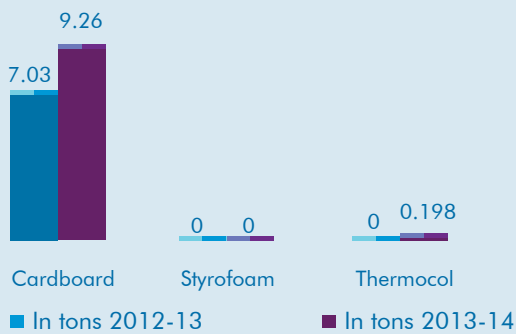
Organic waste disposed



Hazardous waste disposed

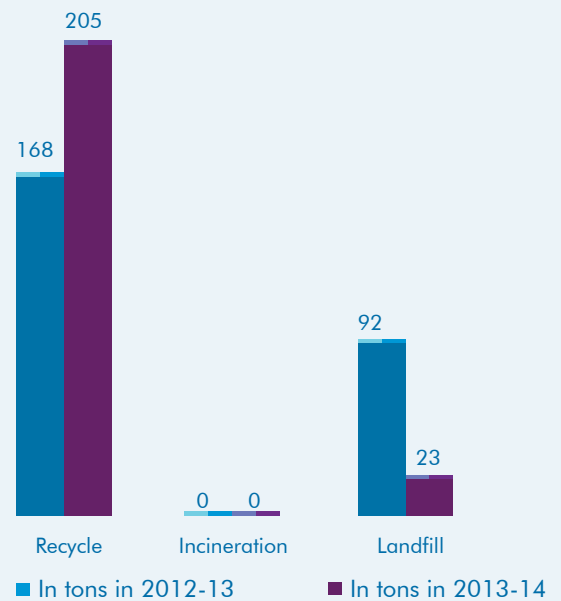


Packaging waste disposed



Waste segregation and dry waste recycling measures are active within all our campuses. 90% of our solid waste is recycled against our target of 85%.

Waste by disposal method



Food waste can be a great saving on landfill impacts if processed in-house. It also generates manure for our landscaping. We have managed to initiate and replicate food composting across some of our locations. This has been possible with the help of some of our people with complete commitment to the cause. We as an organization have provided the necessary support and resources but it is these individuals, our employee volunteers, who have studied the processes and executed the projects against all odds. We currently do food composting at our Bangalore West campus and Pune locations, starting one soon at our Bangalore East campus and are looking at replicating in other locations.

Overall expenditure in 2013-14 on environmental initiatives has been INR 11,607,795

Biodiversity

Mindtree operations do not directly affect forest areas or biodiverse areas or protected zones. While it does not erode biodiversity, there is still room left for considering how it can add value through creation of biodiversity. One way to do this is to shift from water-intensive practices such as greening of premises through landscaping to creating mini, urban forests in the premises. Mindtree would want to go this way in the future and has plans in place in this direction. Mini forests on the campus are already coming up with the expert help of naturalists who are working with us on this project.

We are also planning an artificial pond at the foothills near the Mindtree site at Bhubaneswar, a pond which stores and recharges the earth, raising the water table in the region around. It would meet the water needs for the Mindtree site.

Mindtree is an enterprise committed to inclusiveness and diversity. It gives us immense sense of satisfaction and completeness to extend this ideology from people to the planet by including a diversity of flora and fauna to help conserve, preserve and enrich it.

Building a new location? Make your own bricks!

When our new campus was to come up in Bhubaneswar, we had to start with leveling the ground at the project site. The process of soil evening

generates huge amounts of extra soil. We decided to put it to good use by making our own bricks. We learnt brick-making, bought a brick-making machinery from Coimbatore, made bricks right on the location site and erected our walls. We did not buy a single brick for the walls of our 2.5 lakh sq. ft building.

The soil of the earth was re-used and we saved on brick procurement costs. We believe sustainability practices often have multiple benefits hidden in them. It takes a caring heart and a spirit of entrepreneurship to bring them out.

Highlights of 2013-14

Aspect	2012-13 baseline	2013-14 target	2013-14 actual performance
Energy	201 (kWh/employee/month)	191 (kWh/employee/month)	200.04 (kWh/employee/month)
GHG emissions	3.38 tons CO ₂ e/employee/annum	3.22 tons CO ₂ e/employee/annum	3.39 tons CO ₂ e/employee/annum
Water	1.05 kl/employee/month	1 kl/employee/month	1.28 kl/employee/month
Waste	65% (recycled)	72% (recycled)	89.68% (recycled)

Category	Target for 2014-15	Remarks
Energy	194 kWh/employee/month	3% reduction from 2013-14
GHG emissions	3.32 tons CO ₂ e/employee/annum	2% reduction from 2013-14
Water	1.22 kl/employee/month	5% reduction from 2013-14
Waste	92.37% (recycled)	3% increase from 2013-14

Reducing employee carbon footprint for the IT park in Bangalore

Common bus system - an innovative public-private initiative by Mindtree

One of our campuses in Bangalore is situated in Global Village, an IT hub on Mysore Road away from the city, which draws employees from all over long distances. On one hand, employee carbon footprint can be very high through private transport and on the other, company investment can be high too, if we were to have company-owned buses running across the city.

This, we realized, is the reality for not only our organization, but for every other IT company within this location. How do we solve the issue of the footprint with a win-win for everyone involved? We came up with an innovative solution: the plan involves hiring BMTC (Bangalore Metropolitan Transport Corporation) buses by paying BMTC a license fee and transporting our Mindtree Minds to and fro. We also extended the system to other companies in Global Village.

The model allows sharing the costs with other companies, offers full capacity utilization of the buses, reduced transport cost to employees of all these organizations and a reduced carbon footprint not only for Mindtree Minds but for Global Village as a whole. We are now in talks to include the rest of the companies in Global Village as you read this and once they enroll into the system, Global Village should have a much lesser employee carbon footprint.

This initiative is encouraged and supported by Mindtree and run by individuals committed to the

cause of footprint reduction for the whole of Global Village. Pioneered by Mindtree Minds at Global Village, this sustainable model can be replicated across locations.

But the entrepreneurial Mindtree Minds would not sit back satisfied with this accomplishment. Vijay Francis, Senior Manager, Administration, in charge of the project, says, "This is not enough. Looking at the issue of private car transport is essential. We do have employee car pools, thanks to the efforts of our green community portals. Again, this is not enough. We want to try a model similar to common bus system, using private taxis. Taxi pools running to and fro, servicing not just our Company but others too in Global Village is our next project. Mindtree will take a leader's position in making this happen. This needs a lot of preparatory work, partnering with taxi service providers and portals to plan and manage logistics and coordination. We will share with you the progress on this plan by next year."



From waste to wealth

Composting food waste on campus - an intrapreneural initiative by Vanitha A, Manager - Administration at Bangalore Mindtree

An average of 4000 Mindtree Minds choose from a wide range of cuisine and eat at our Global Village campus every day, sitting in our breezy terrace-canteens, netted on the sides to keep away the pigeons. As our employee numbers grew over the years, so did the amount of food wasted in the plates. Our campaigns against food wasting was effective in reducing the waste but not in removing it. Our people learnt to segregate waste effectively so that dry waste could reach the right processors. Wet waste was still a challenge. With no wet waste processors around, how to prevent it from burdening the already overflowing landfills of Bangalore?

The solution, the initiative, the drive and the execution emerged from one individual in the year 2010. Vanitha was taken up by the idea of converting food waste into manure. Wanting to see how it works, she initiated an in-home demo by Daily Dump, a local organization well-known in Bangalore for its work in composting.

Poonam Bir Kasturi, an industrial engineer better known as Compostwali for her impactful work on composting, provided the needed training, confidence and most importantly, inspiration. "The way she tenderly handled the mixed wet waste with her delicate, gloved hands taught me a lot about respecting the whole process", says Vanitha, looking back at her moment of inspiration.

Vanitha started the process of manual composting on the campus with the food waste from one block. One lady from house-keeping staff joined her in handling the raw material, putting it in, mixing it and so on. Not an appealing job to see, let alone participate in! The two of them continued with it, nevertheless. The waste stood its time for a few weeks and then, when she held the filtered-fine compost in her palms one day, 'it felt precious like diamonds', Vanitha says, recalling the moment.

Then the project moved on to get more support, participation and incentives. Other buildings came into the project too. The size of the project pushed the model to move from manual method to machinery.

Now an average of 58,782 kgs food waste collected every month on the campus produces compost which feeds the campus garden and keeps it thriving. The wealth of the earth goes back into it without being discarded as waste.

Inspired by this project, our Pune location has initiated a machinery-based composting on site. Our facilities in Bangalore East Campus too have begun an initiative of composting. Interestingly, some of our people have started home projects in composting. The success of this project and the enthusiasm and pride of our people about this project has influenced our

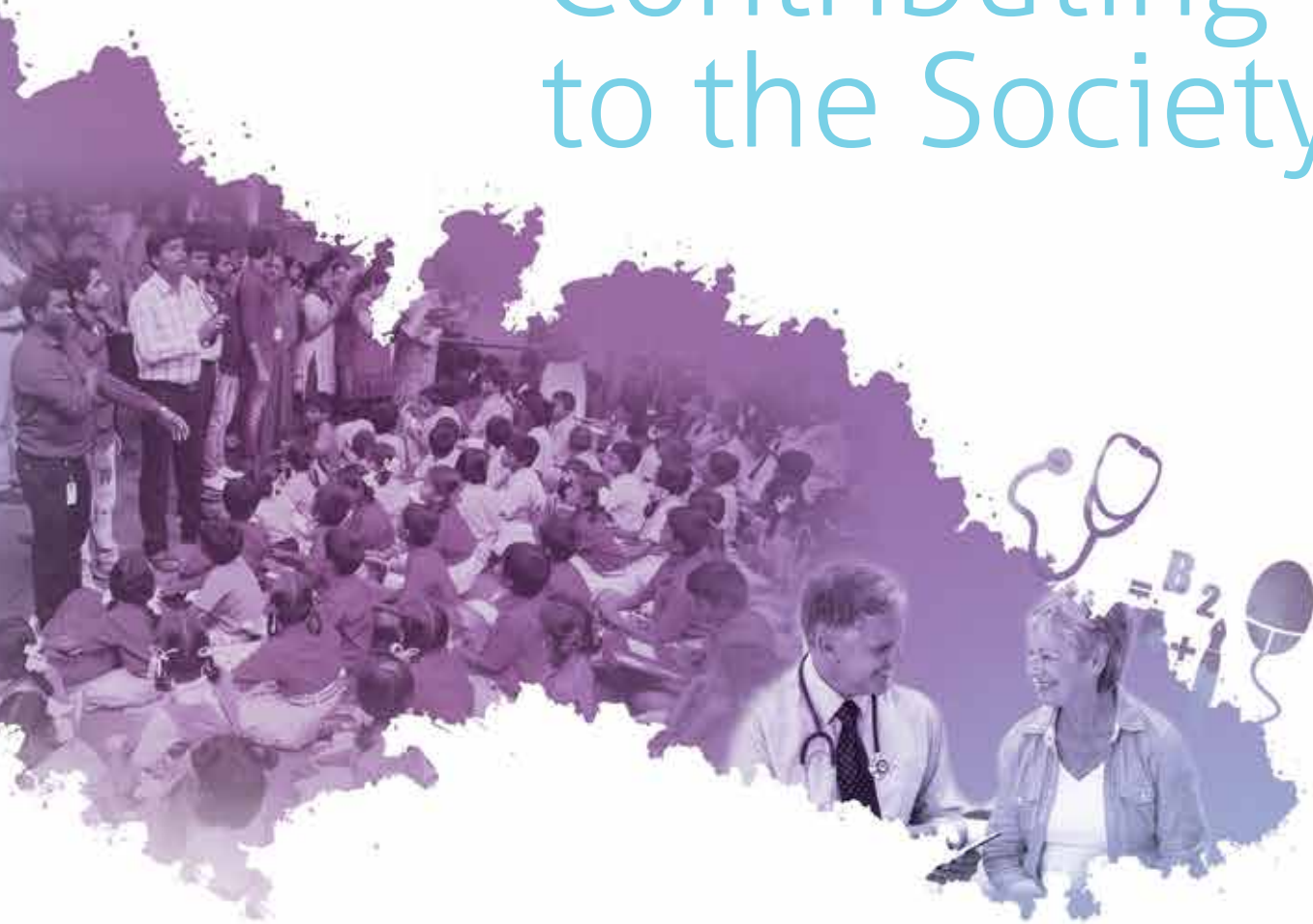
partners too: our builders at Hyderabad are on their way to on-site composting now.

And the ripple effects of the responsible project continue.





Contributing to the Society



Viewpoint of the Head of Mindtree Foundation

“Mindtree is an organization with its heart in the right place.”

Not only the Mindtree Foundation but people from the entire Mindtree enterprise bear testimony to this fact. CSR here is based on a pure giving back ideology independent of regulatory mandate or market considerations. Responsibility is the very DNA of this enterprise.

My fifteen years of time with Mindtree have seen the whole enterprise responding to several issues of the society and the planet with deep care and constant action, often ahead of regulation. The founders have placed here a caring and inclusive legacy which anchors all our CSR initiatives. Our CSR charter helps us focus our intent for social good on a few significant areas of action. We have drawn a CSR Policy to guide our endeavor in creating social change and we are happy to share it with you.

We welcome the new Companies Act which recommends a certain percentage sharing of profits for CSR. The regulation is a positive step in encouraging a large number of organizations to augment their CSR efforts.

Our history of 'giving back' precedes regulation and it has never been tied to or limited by the circumstances of our profits. It has been determined by our assessment of the intensity of the needs in a few defined areas and the likelihood of the impact of our intervention. Hence we have always encouraged a

combination of projects and grants under our portfolio and will continue to do so in the future.

We have a near equal number of CSR projects and grants as of now and in the next couple of years would be focusing on converting some of our grants into projects. This is going to be a co-learning experience with our much trusted NGO partners as they look forward to building new capacities to projectivize CSR and thus further professionalize the mandate for social change.

We are proud to enjoy the involvement of our people at Mindtree across all levels, as we continuously attempt to create positive impacts in the society - as an enterprise, as people and as individuals.

[Abraham Moses - General Manager,
Head - Mindtree Foundation](#)



Our approach to CSR

We are supported by and associated with a set of committed and passionate NGOs who are our partners in creating the change we want to in the society.

Mindtree Foundation was set up in 2007, based on the purpose of giving back which would render meaning to the profits we made. But our purpose certainly went beyond profits; hence, the causes the Mindtree Foundation has embraced have never had to suffer discontinuities in our support even when the enterprise had to suffer financially at some trying times.

This was possible only because the CSR vision of Mindtree has never believed in approaching CSR with a strategic rationale or design. Nor has its CSR action been mass in its reach or massive in its scale. It has rather been like planting a variety of seeds on a few deprived patches of land and tending to the sprouts and saplings with constant care and support. Depth of impact has been our central and non-negotiable criterion.

We recognize the fact that there is no end to the causes we can commit to, since the universe of social needs and issues is indeed a vast and an overwhelming one. The way we have approached and responded to this enormous challenge historically, has been one of an empathetic choice of a few issues that tug at our hearts and committing deeply and constantly to them - regardless of our fortunes or failures, accolades or criticism.

The issues we see as deserving of our deepest commitment are: poverty, lack of access to education,

food, shelter & clothing, disaster relief, disability and medical support.

We identify several need-gaps in these areas and provide a range of interventions that build internal capacities in these identified areas - capacities which will help the beneficiaries to empower and self-sustain themselves over a committed period of time. We look for opportunities to support initiatives that are bound to create multiple impacts across socio-economic realities of the society and we step forward to support them irrespective of how measurable the outcomes are at the time of our commitment.

We especially believe in linking our employee volunteering initiatives with our CSR endeavors for it is important that our organizational responsibility initiatives and individual conviction of our people are well integrated. We are also keen to see our social responsibilities include learning and appreciation of social sensitivity. This, we see as the foundation of our culture.

We are supported by and associated with a set of committed and passionate NGOs who are our partners in creating the change we want to in the society. Our work on social issues has been ably supported and enhanced in its value by our association with our NGO partners such as Spastic Society of Karnataka, Spastic Society of Tamil Nadu, Association for the Physically Disabled, KSCCW, AMBA and others.

Mindtree foundation charter



To provide relief of poverty by way of assistance to food, shelter and clothing.



To promote education to underprivileged children with a special emphasis on people with disability.



To provide relief of distress caused by calamities of nature.



To own, establish, or provide or fund for (directly or indirectly) medical care and medical care facilities, research centers, diagnostic centers, blood bank service centers, immunization centers, health centers, rehabilitation centers, clinics, polyclinics, laboratories and to apply or provide all types of medical or healthcare services or to provide aid to poor patients, and to or provide or fund for (directly or indirectly) the discovery and investigation of new medical management of diseases, prevention of illness, afflictions and research in the said field and to acquire any or all rights, licenses or other protective devices relating to above, and to manufacture, market or grant license to manufacture or market the product discovered, developed or improved.

Spotting a seed

Meet Ajay Kumar, Junior Engineer, Mindtree!

CVs find their ways through several ways to Mindtree. Mindtree Minds bringing in some of them for consideration is one of them. One such CV coming from a Mindtree Mind, went to Mindtree Foundation, first and then directly landed up at the Chairman's desk. This was an unusual one. Jiben Joseph, the Mindtree Mind, had submitted the CV of his apartment security guard for the post of an engineer! And the Chairman asked the Culture & Competence (C&C) team to interview and assesses the boy. The boy was indeed a security guard but that was on a nightshift. During the evenings, he was an Android developer and during the day he was a McDonald's delivery boy. His education profile read 'BE in Computer Science'.

Shiva Kumar from C&C challenged the boy to develop an application to perform calculations with polynomials without using the existing algorithms. And Ajay Kumar, the boy with triple jobs and not enough sleep, came back within the stipulated time, ready with the application using an indigenous algorithm. Three more rounds of interviews and Ajay was welcomed into the Mindtree fold as a Junior Engineer.

Ajay was working on three jobs for the last six months to support his family. He had an engineering degree but the employer who had offered him a job had cancelled the offer much before Ajay even joined. The lull in the job market at that time had pushed him into the small jobs to make ends meet.

But Ajay was no novice to hard work. His Diploma prior to his degree came by working part time alongside. His SSLC (tenth grade) too came with much hardship. He worked as a waiter at a hotel in the evenings after school and as a helper in a catering business during vacations. His mother was a single parent and barely able to meet the expenses of the family and the school fees. The overworked but much determined boy secured 84% at the SSLC board exam and went on to do his Diploma and then Engineering, with the support of a scholarship and part-time jobs.

Now Mindtree took it upon itself to groom this bright Junior Engineer as a better professional. Patricia Preetham, a Mindtree Mind, was assigned the task of polishing this sharp, hard-wearing mind with necessary language and writing skills. Soon, Ajay could write project documents with proficiency.

Ajay is an individual who, with his intelligence and fortitude, would have made his mark anywhere he went. Mindtree is especially happy to have him growing and thriving in its environment.



Nurturing a seed

Meet Niroshan, Engineer, Mindtree!

Niroshan Selvaraj is one of our young and new programmers, who joined us last year.

As bright as any other of our programmers, as enthusiastic and engaged, Niroshan is a 'Mindtree Mind' in the fullest sense of the word. For his is not a mind we 'recruited and trained', but a mind we spotted early and nurtured ever since. Niroshan was supported and groomed by us to ensure he broke through the shackles of his limiting background.

We spotted him in a Sri Lankan refugee camp school in Tamil Nadu. We were there as a part of our TSA agenda - Technologies for Social Action to help build social sensitivities in our people. We were sure Niroshan, then a fourth standard kid, was fully deserving of a stable education, constant support, gentle guidance and effective training in tune with his aptitude. A pair of Mindtree volunteers took him under their wings. One was to act as his sibling, and the other, from the top management of Mindtree, was to fulfill the role of his parent - until he was ready to take off on his own wings. That meant supporting him throughout his school and college years and later.

That was 2007, at the still early stage of our Dream to Reality (D2R) project we had started in 2005. We had been engaged with various CSR activities by then, including educational support to kids up to 8th standard. And we were also quite engaged in employee volunteering for social causes. We were looking at tying up our employee volunteering and

social causes of Mindtree Foundation at much deeper levels of engagement, one which would commit our volunteering intentions to longer timeframes until times of fruition. We expected D2R would do exactly that.

And Niroshan didn't let us down. He proved our D2R project a worthwhile vision. He worked hard throughout his school, set ambitious goals for himself and sought guidance from Mindtree Minds and joined Maharaja Engineering College in Coimbatore. He earned his B.Tech in IT in 2013 and became the first engineer the refugee camp school has ever produced. He received support from all quarters at Mindtree, both organizational support and personal support. A special induction was arranged for him at Mindtree to train and absorb him into the enterprise. He was to be in the Java testing team. But that needed a stay at Bangalore for two and a half months, even before he started earning his salary. Our hospitality staff promptly came forward and volunteered to personally take care of his stay. Niroshan's first project is testing for a renowned client of Mindtree and he joins a team of seven engineers on this first assignment. We are glad and proud to see how well Niroshan has integrated seamlessly into the fold of our enterprise today.

When asked about working in Mindtree, Niroshan says with an unmistakable excitement in his voice, "Ever since my childhood, the word 'Mindtree' meant so much to me! The very word has positive and happy

connotations for me. I'm just happy, very happy to be here, as one among Mindtree Minds! And to get to work on these fantastic products is exciting too. Right now, I need to focus on excellence in my job. One day in the future, I want to give back what I've received here. To poor students with dreams and drives. One day, I will."

Every mind is long term project in itself. And we are on several such projects. Several Niroshans are on the way as of now and we would be happy to share their stories of dreams and success and our sense of satisfaction, with our stakeholders, from time to time.



Partner-speak

Jayashree Lakshmi Varahan, Director, Spastic Society of Tamil Nadu (SPASTN)

Mindtree's engagement with Spastic Society goes as far back as the paintings on their walls, done by Spastic kids. Around 2011 when I joined SPASTN. We were struggling for funds for our community projects which we could not afford to close down. We were also wondering how to take our ideas forward on bridging the affordability gap in assistive technology for the disabled, between Western countries and India.

Mindtree came on board at that critical time but only after a very thorough and tough evaluation of the project. Once they committed to our project, we saw that their involvement was total. Going beyond funds, they offered their technological competence to our ideas and developed the assistive technological solutions. During the whole project what's been most remarkable about them is their ability to devote themselves to understanding the issues in disability and the conscientious way with which they walk the last mile with us.

We have had the pleasure of working with individuals from the Mindtree Foundation who are completely dedicated to the cause, often inspiring and looping in their younger colleagues from Mindtree to get involved too. And these young people have on occasions brought in their sensitivities to notice need-gaps in the comfort facilities of our project locations which even we had not thought as important, resulting in Mindtree offering to plug those gaps for us. There are also instances where Mindtree

influences its peer organizations to contribute with their core strengths to support us in our cause.

Once they commit to a cause, they go all the way up to what is possible for that cause and they pool and harness whatever resources and support needed to make it happen.

SPASTN is proud to be supported by Mindtree and we see this relationship going from strength to strength in the future.

K.N. Gopinath, Executive Director - Operations, Association for the Physically Disabled

Currently Mindtree supports us for a project covering functional independence to 100 children with severe disability in two districts of Karnataka - Bijapur and Davangere.

Our experience with them right from the first day they visited us along with their Chairman has been unusual, if I may say so. They came with no agenda! They kept themselves totally open and only listened to us, our dreams and hopes, our challenges and concerns. They spent a lot of time subsequently, trying to understand, prioritize and then focus on a project to start our engagement with. The entire process and the whole project was driven by our needs and not their agenda. We as an NGO know this is a rare experience to come by and we treasure it so.

Their offering goes beyond funds: they offer all they can in terms of technological strength and personal

involvement. We were quite surprised to see the individuals from the Mindtree Foundation actually making multiple trips to our location, spending time on the field, participating in the thick of action, absorbing, learning and contributing at the same time. So much so that we consider it a best practice for corporate donors; and we use and cite this as a benchmark to get corporates more involved with our work rather than merely funding us and asking us for progress reports.

No wonder that our relationship in a short span of a few months has turned into a friendly one. Now we are happy to hear that that Mindtree Foundation is soon involving some more people from Mindtree, the business enterprise, in understanding how the intervention has made a difference to the lives of these children. This only reaffirms our trust that we are indeed working with partners who are truly inclusive and involved in our cause. And we plan to pitch for more projects with them, of course!

Our contributions: 2013-14

The year 2013-14 saw our commitment continue for our handpicked and diverse set of beneficiaries. We covered a diverse set of social issues across the states of Karnataka, Tamil Nadu, A.P and Odisha.

Dream to reality (D2R)

A total of 15 needy children are being nurtured under our D2R project, under the care of Mindtree Minds taking care of them as siblings and parents would. We have shared in this report, the proud story of Niroshan, our first D2R child, completing his B.Tech and joining our enterprise.

Other D2R children continue to work hard and excel in their spheres in including eight children studying Engineering in Dharmapuri, two girls in Nursing at Bangalore and three girls studying in Salem. We continue to visit each place and counsel these kids personally.

Our grant programs

- We sponsored 129 underprivileged children for corrective surgeries through Sparsh Vachana.
- We supported KSCCW for their Bal Roshini & Bal Savika Projects to support education fee and medical care for the 30 children from poor families and to train 35 underprivileged women to become pre-school teachers / organizers.
- Through Sikshana Foundation, we support 19 schools in Kanakapura District in Karnataka to improve their standards, benefiting 1615 children.
- We sponsored "Kanavu Pattarai" (Dream Workshop) program conducted by Nalanda Way Foundation. This one week residential program is conducted to improve the life skills of girls from slums in and

around Chennai. Mindtree Foundation team spent one day with the children during this session and sponsored the entire program.

- We supported installation of a passenger lift for a new building of our NGO partner, Samarthanam Trust, solar water heater for Missionaries of Charity in Yelahanka, buying of a school van for Shree Ananthnagar Vidhyanikethan School.
- We distributed over 200 computers to 25 Schools across all locations, enabling computer access to over 1500 children.

Volunteer involvement in CSR

- Our donation drives of old clothes, toys and books continued as in the years before. We also donated 1,313 number of blood bottles through TTK and Narayana Hrudayalaya blood banks across all Mindtree locations.
- 1100 volunteers participated in our Technologies for Social Action programs. Our TSA programs were held for Mindtree Minds along with their families and friends on every second Saturday simultaneously across Mindtree Bangalore, Chennai, Hyderabad and Pune. Our volunteers during their monthly TSA visits continue to do hands-on activities such as cleaning the floors, ceilings, changing bed, feeding the inmates, cleaning the kitchen and toilets at Missionaries of Charity premises.

- Life Skill program at Kengeri Government School with 20 volunteers for 280 students and at Anjana Vidya Kendra in Bangalore with 10 volunteers for 120 students were successfully conducted.
- Our Joy of Giving program this year involved 969 Mindtree Minds and benefitted 1120 people.
- We organized fund raising sale for six NGOs to sell their products across locations. These products were made by people with disabilities and self help women groups.
- Our campus Mindtree Minds went on a one day, outdoor, plastic cleaning drive as a part of their learning curriculum in Bangalore and Chennai. We called it 'Mi Impact'
- We conducted one day career counseling program at a government school for their 10th standard students. More than 120 students benefitted through this program
- 60 of our campus Mindtree Minds volunteered and took 850 of our support-staff (house-keeping, electrical, maintenance, gardening) and their families to Mysore on a one day picnic.
- We facilitated a movie shoot for Maya creations in Mindtree West camps: 150 Mindtree Minds participated in creating a music video titled "Namma Bengaluru, Nanna Koduge" - an initiative of the Bangalore City Corporation to motivate businesses and institutions to partner with them in developing the city.
- We implemented a one-day workshop for Jagriti Yatra event for 450 to-be budding entrepreneurs at Good Shepherd High School, Bangalore.

Contribution of Mindtree Foundation in 2013-14

Mindtree Foundation expenditure as on 31 March 2014

Particulars	Amount in Rs.
Donation-charitable institutions	10,772,045
Donation-shelter expenses	112,973
Donation school fees	1,500,577
Bank charges	3,178
Donation food expenses	45,900
Indirect exp donation	43,222
Travel expenses	106,767
Printing & stationery	613
Bank charges	4,353
Staff welfare	45,900
TOTAL	12,589,628

Our plans for 2014-15

We continue to support our ongoing causes and commitments in the year 2014-15 while we work towards actioning our newly drawn CSR charter and policy with a new vigor. The next year would see us projectivizing more of our CSR initiatives even while keeping our promises on the grants.

Empowering the differently-abled

- In association with APD, 100 rural children in two districts of Karnataka will be receiving significant qualitative improvements on mobility and functional needs.
- With KSCCW, 60 under-privileged children with disabilities from rural Bangalore will benefit through education and corrective surgeries.
- 200 disabled children from under-privileged family in Karnataka - children with disabilities from humble background with complex musculo-skeletal problems are to benefit from corrective surgeries and post-operative care from Sparsh Foundation.
- Our work with SPASTN will cover our community-based rehabilitation encompassing rehabilitation programs, home based training, need-based assistive services, capacity building, livelihood and non formal education. 300 families from 360 villages will be getting benefitted qualitatively on disability, family and environmental factors.
- With our support to literacy enhancing full time program of SSK, 250 rural school children with learning difficulties will be benefitted.
- Our commitment to AMBA, our partner NGO, continues: AMBA enables intellectually challenged youngsters over 16 years of age to do data entry and place them in suitable jobs.

Strengthening education of children

- Learning enhancement program: 6104 children from 50 government primary and secondary schools will benefit, in Ramanagara, Karnataka through Sikshana Foundation.
- Our work with Agastya International Foundation: Lab-on-a bike: 1600 rural school children in Andhra Pradesh will get practical hands-on scientific experience to increase their awareness and creativity.
- 375 rural school children around Chennai will be taught different art and crafts practices, personality development training to improve their standard of living, through Nalanda Way Foundation
- 768 tribal children in Odisha who have learning difficulties in reading non-text books in Oriya and English in 7th Standard will be supported and strengthened in education at Advasi Vikas Samithi, Serenda, Odisha.
- 50 deserving slum children from Ekalavya School, Kasturi Trust, Hyderabad to be benefitted by our support schemes.
- 200 children will be supported from 5 rural schools in Kanakapura, Bangalore., as a part of our drive to improve standards of English and Mathematics in rural Government schools through technology interventions from edZilla Software Technologies
- 200 underprivileged rural youth will be trained from 50 villages by BRDO (BEEM Rural Development Organization) with our support: BRDO trains poor, school dropout, unemployed rural youths in tailoring, computer education, data entry, electrical wiring, motor rewinding, carpentry and plumbing businesses and institutions to partner with them in developing the city.

- We implemented a one-day workshop for Jagriti Yatra event for 450 to-be budding entrepreneurs at Good Shepherd High School, Bangalore.

Empowering rural women

- 40 under-privileged, young, rural ladies will be trained to become pre-school teachers/organizers

in rural Bangalore through Karnataka State Council for Child Welfare (KSCCW).

- In Bhubaneswar, 500 urban women and children will be benefitted through a program under Urban Micro Business Center, Centurion University.

Global presence

Mindtree has a combination of sales offices and delivery centers, to service global customers.

USA		Europe	
<p>New Jersey</p> <p>15 independence blvd. Suite 410, Warren, NJ07059, USA Ph: +1 908 604 8080 Fax: +1 908 604 7887</p>	<p>Arizona</p> <p>19820 N. 7th Ave. Suite 135 Phoenix, AZ85027-4736 USA Ph: +1 480 499 3145 Fax: +1 602 535 2257 Toll Free: +1 602 535 2257</p>	<p>United Kingdom</p> <p>288 Bishopsgate EC2M 4QP, London United Kingdom Ph: +44 20 3178 8643 Fax: +44 20 7959 3030</p>	<p>France</p> <p>La Grande Arche Paroi Nord 92044, Paris France Ph: +33 1 7329 4524 Fax: +33 1 7329 4500</p>
<p>Florida</p> <p>720 SW 2nd Avenue South Tower, Gainesville, FL 32601, USA Ph: +1 352 702 4565 Fax: +1 352 433 4080</p>	<p>Washington</p> <p>5010 148th Ave NE Suite 200, Redmond, WA 98052, USA Ph: +1 425 867 3900 Fax: +1 425 861 8151</p>	<p>Germany</p> <p>Richmodstrasse 6 50667, Cologne Germany Ph: +49 221 9204 2233 Fax: +49 221 9204 2200</p>	<p>Switzerland</p> <p>C/O Paramis AG Muehlengasse 2 4410, Liestal Switzerland Ph: +41 5 2269 1400 Fax: +41 5 1269 1401</p>
<p>Illinois</p> <p>1901 N. Roselle road Suite 800, Schaumburg, IL60195 USA Ph: +1 847 592 7044 Fax: +1 847 592 7043</p>	<p>California</p> <p>2001 Gateway place Suite 700 W San Jose,CA 95110 USA Ph: +1 408 986 1000 Fax: +1 408 986 0005</p>	<p>Belgium</p> <p>Pegasuslaan 5 1831, Diegem Belgium Ph: +32 2709 2055 Fax: +32 2709 2222</p>	<p>Netherlands</p> <p>Koningin Juliana Plein 10, 2595 AA, Den Haag Netherlands Ph: +31 7 0891 8475 Fax: +31 7 0891 8433</p>
<p>Texas</p> <p>320 Decker drive # 100,Irving,TX 75063 USA Ph: +1 972 422 9113</p>	<p>Canada</p> <p>Bay and Bloor Centre 1235 Bay Street Suit 400 Toronto Ontario M5R3K4 Canada</p>	<p>Sweden</p> <p>Svetsarvagen 15 2tr 17141, Solna (Stockholm) Sweden Ph: +46 8 5787 7020 Fax: +46 8 5787 7010</p>	



Asia Pacific		India	
<p>UAE</p> <p>423, Block A, SW DAFZA PO Box 293858 Dubai, UAE Ph: +971 4260 2400 Fax: +971 4260 2401</p>	<p>Japan</p> <p>2-21-7-703, Kiba Koto-ku, Tokyo, 135-0042 Japan Ph: +81 3 5809 8444 Fax: +81 3 5809 8445</p>	<p>Bengaluru</p> <p>Global village, RVCE post Mysore road Bengaluru - 560059 Karnataka, India Ph: +91 80 6706 4000 Fax: +91 80 6706 4100</p>	<p>Chennai</p> <p>TP2 / 2, CyberVale Mahindra world city SEZ Kanchipuram district Chennai - 603002 Tamilnadu, India Ph: +91 44 6749 7000 Fax: +91 44 6749 7100</p>
<p>Singapore</p> <p>17 Changi Business Park Central1, #05 - 03 Honeywell Building, Changi Business Park, Singapore 486073 Singapore Ph: +65 6323 8135 Fax: +65 6323 1795</p>	<p>China</p> <p>Room 15031, Level 15 Tower 2, Kerry Plaza No.1 Zhong Xin Si road Futian district shenzhen 518048 China Ph: +86 755 3304 3162 / 63 Fax: +86 755 3304 3322</p>	<p>Plot no. 150, EPIP second phase KIADB industrial area Hoody village, Whitefield Bengaluru - 560066 Karnataka, India</p>	<p>5th Floor, Hardy block, TRIL infopark Ltd., Ramanujan IT city SEZ, Rajiv Gandhi Salai, Taramani Chennai - 600113 Tamilnadu, India Ph: +91 44 3371 1100 Fax: +91 44 3371 1000</p>
<p>Australia</p> <p>Level 26, 44 Market st. Sydney, NSW 2000 Australia ph: +61 (2) 9089 8970 / 71</p>		<p>New Delhi</p> <p>A - 1, second floor Sector 10 Noida - 201301 Uttar Pradesh, India Ph: +91 120 244 3210 / 11</p>	<p>Hyderabad</p> <p>Divyasree orion B-6, Survey no-66 / 1 Raidugam, RR district Hyderabad - 500 032 Andhra Pradesh, India Ph: +91 40 6723 0000 Fax: +9140 6723 0100</p>
		<p>Pune</p> <p>Rajiv Gandhi infotech & biotech park, Plot no.37 phase 1 MIDC, Hinjewadi Pune - 411057 Maharashtra, India Ph: +91 20 3915 6000 Fax: +91 20 3915 6186</p>	

ANNEXURE 2: ASSURANCE STATEMENT



KPMG (Registered)
Maruthi Info-Tech Centre
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Fax +91 80 3980 6999
Internet www.in.kpmg.com

Independent Assurance Statement to Mindtree Limited on their Sustainability Report for Financial Year 2013-14

To the Management of Mindtree Limited, India

Introduction

We have been engaged for the purpose of providing assurance on the Sustainability Report ('the Report') of Mindtree Limited ('Mindtree' or 'the Company') for the financial year 2013-14. The Report has been prepared by Mindtree as per the G3.1 reporting framework published by Global Reporting Initiative (GRI). Our responsibility was to provide assurance on the Report developed by the Company.

Reporting Criteria

Mindtree applies its own Sustainability performance reporting criteria, derived from the Sustainability Reporting Guidelines (G3.1) of the Global Reporting Initiative as detailed in the 'Report scope and boundary'.

Assurance Standards and Guidelines Used

We conducted the assurance in accordance with the Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information by International Federation of Accountants' (IFAC) International Standard for Assurance Engagements.

Scope and Limitations

- The scope of assurance covers the Sustainability performance of Mindtree's facilities - Corporate Office (Bangalore), Whitefield Office (Bangalore), Pune Office, Hyderabad Office and Chennai Office for the period 01 April 2013 to 31 March 2014.
- The assurance scope excludes;
 - Aspects of the Report other than those mentioned above;
 - Data and information outside the defined reporting period;
 - The Company's financial performance;
 - The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention provided by the Company and assertions related to Intellectual Property Rights and other competitive issues;

Assurance Procedures

Our procedures selected depends on our judgment, including the assessment of the risks of material misstatements of selected performance indicators and disclosures and our assessment of the internal controls relevant to the Company's preparation and presentation of the Sustainability information in the 2013-14 Report. Our procedures were designed to gather sufficient appropriate evidence to determine that the selected performance information is not materially misstated

Our assurance procedures also included:

- Assessment of Mindtree's reporting procedures for Sustainability Reporting regarding their consistency with the application of GRI G3.1 guidelines.

KPMG, an Indian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International") a Swiss entity.



- 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 by Mindtree 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.
- Interaction with Mindtree's senior management and Health, Safety, Security and Environment personnel at the Corporate Office and the facilities selected for site visit.
- Review of the stakeholder consultation processes and the methodology used for determining the material issues.
- Assessment of data reliability and accuracy.
- For the information and data related to the financial performance included in the Sustainability Report, we have relied on Mindtree's audited Annual Report for the FY 2013-14.
- Verification of key performance data through site visits to all the facilities Pan India.

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 it at Mindtree facilities.

Conclusions

Based on our assurance procedures and in line with the scope and limitations, nothing has come to our attention that would cause us not to believe that:

- The Report is in accordance with the GRI G3.1 guidelines and meets the application level 'A+' criteria and covers Mindtree's Sustainability performance covering its operations as mentioned in the scope.
- The key performance indicators and standard disclosures are fairly represented in the report by Mindtree.
- Material issues that have an impact on Mindtree and are of interest to its stakeholders have been highlighted in the Report.

Key Observations

Without prejudice to all our conclusions mentioned above and KPMG's, under the prevailing scope of assurance, following are some of our key observations. These do not, however, affect our conclusions regarding the Report, and they are consistent with the management action plans.

- Mindtree can develop ways and means to strengthen the engagement with external stakeholders to capture their concerns.
- The Company can also enhance the current scope of reporting to cover the overseas facilities.
- Reviewing the sustainability roadmap and revise targets that have already been achieved and establish new goals with changing business landscape.
- In order to ensure consistency in interpretation of indicator requirements and data reporting, the Company can develop a documented Sustainability Assurance Protocol detailing methods of data measurement and reporting, estimations and assumptions used and evidences/ records to be maintained.



Independence

Assurance procedures were conducted with a multidisciplinary team including specialists in ISAE 3000 and Sustainability reporting assurance engagements. Our work was performed in compliance with the requirements of 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, including not being involved in development of 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.

Responsibilities

Mindtree is responsible for developing the Report, establishing and maintaining appropriate internal control systems and derivation of performance data reported. This statement is made solely to the Management of Mindtree 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 Mindtree 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 Mindtree for our work, for this report, or for the conclusions expressed in this independent assurance statement.

A handwritten signature in black ink, appearing to read 'Santhosh Jayaram', with a long horizontal flourish extending to the right.

Santhosh Jayaram
Director
KPMG India
25th February 2015

Data assumptions

Company owned vehicles	The company owns four vehicles. An assumed average of 30KM per day is used. Mindtree has arrived at the average distance commuted by assuming the average round distance of Mindtree facilities from the center of the city. Thus, by multiplying the average km per day with the assumed number of working days in a year (250), we arrive at the total kilometers travelled. Emission factors are bifurcated into petrol and diesel based on the make.of the vehicle.
Fuel usage	Weight of one full LPG gas cylinder is considered as 19.5kg. This figure has been utilized in the event that locations have provided the number of LPG gas cylinders being used as opposed to the kg.
Refrigerant	a) For HFC's and PFC's the global warming potential of the refrigerant along with a conversion factor of 0.001 is converted into CO ₂ e using standard conversion formulas.
Employee Commute	<p>a) For company leased vehicles, the fuel make of the vehicle is considered to determine petrol vs. diesel vehicles. An average of the monthly petrol and diesel prices of all major Indian cities has been considered to compute the total liters consumed. Emissions are overstated by at least 20% as the fuel claim also includes personal travel on the part of employees.</p> <p>b) Assumed an average of 30 km per passenger per day for public transport. We have arrived at the average distance commuted by assuming the average round distance of Mindtree facilities from the center of the city. Thus, by multiplying the average passenger km per day by the assumed number of working days in a year (250) and the number of employees who use the service the total kilometers travelled are computed. It is assumed that the emission factor for public transport to be that of bus (type unknown) as a majority of employees using public transport commute by bus services.</p> <p>c) Public transport: We have arrived at the number of employees who use public transport by inference, i.e. by subtracting the total of the number of employees who use cars, two wheelers and Mindtree operated buses from the total number of employees in the India operations.</p> <p>d) Mindtree uses parking lot figures to determine a factor of the employees using four- and two- wheelers</p> <p>e) For four and two - wheelers, the emissions on account of employee commuting have been computed based on the assumption arrived from the company leased vehicles that 70% of fuel costs assumed are be associated with petrol, 30% of fuel costs assumed to be associated with diesel. The kilometers are calculated by assuming an average of 30 KM per passenger per day – with a similar principle to that of public transport.</p>
Business Travel (International & Domestic)	<p>a) GHG protocol provides different emission factors for domestic, short haul and long haul flights. A distance based classification into these categories is more appropriate. Based on an assumption and a study of available literature, Mindtree has considered to classify all flights as per the categorization below:</p> <ul style="list-style-type: none"> • Domestic, less than 463 km • Short haul, between 464 km and 1108 km • Long haul, greater than 1108 km <p>With this categorization, a majority of the flights (98%) are long haul with the balance under short haul (1%) and domestic (0.2%).</p>
Waste	<p>a) Weight of one UPS battery is considered as 11.70 kg. This figure has been utilized in the event that locations have provided the number of batteries being used as opposed to the kg</p> <p>b) Weight of 1 litre of used oil is considered as 0.88kgs. This figure has been utilized in the event that locations have provided the number of litres of used oil being disposed as opposed to the kg</p> <p>c) Weight of one CFL bulb is considered as 126g. This figure has been utilized in the event that locations have provided the number of CFL's being disposed as opposed to the Kg</p>

Data assumptions

	<p>d) Weight of one tubelight is considered as 250g. This figure has been utilized in the event that locations have provided the number of tubelights being disposed as opposed to the Kg</p> <p>e) Weight of one DG filter is considered as 1.5Kg. This figure has been utilized in the event that locations have provided the number of DG filters being disposed as opposed to the Kg</p> <p>f) The average weight of Municipal solid waste (wet/dry) generated is considered as 0.5kg/person/month. 50% of this is considered as dry waste which is recycled.</p> <p>g) In the event that waste (Oil soaked cotton and DG filters) have been disposed but there is no record of the same, averages of the available data have been considered for those months</p> <p>h) Emissions associated with waste disposed have been considered as opposed to disposed + generated + stored.</p> <p>i) Since clarity on the disposal methodology is not available, more conservative emission factors are used</p>
Freight	Emission factor for domestic is used for domestic air freight and emission factor for international is that of long haul
Water	<p>a) For smaller locations where the builder maintains the total water consumed, figures are obtained by assuming one employee consumes 65 liters of water per day. 65 Litres is derived based on ratio of the total water consumed in locations with accurate measure by the total number of employees</p> <p>b) Drinking water is collected in the form of number of cans. This is multiplied in 20 Litres (capacity of the bubble top) to provide the total number of litres</p>
Air emissions	a) Air emissions are not measured monthly, and hence are extrapolated for the months not measured

* The rupee to US dollar conversion factor was taken at the rupee-US dollar exchange rate of Rs. 45.6013 for the year 2010-11, Rs. 47.5709 for the year 2011-12, Rs. 54.2107 for the year 2012-13 and , Rs. 60.5237 for the year 2013-14.

The Ten Principles of the United Nations Global Compact

Principles	Statement	Page No.
Human rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	28
Principle 2	Make sure that they are not complicit in human rights abuses.	28
Labor		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	28
Principle 4	The elimination of all forms of forced and compulsory labor;	28
Principle 5	The effective abolition of child labor; and	28
Principle 6	The elimination of discrimination in respect of employment and occupation.	57
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	88
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	88, 90
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	86, 93
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	27

NVG report application table

Sub part	Aspects	Page No.
A		
Part A of the report includes basic information and data about the operations of the business entity. Thus, the reading of the report becomes more contextual and comparable with other similarly placed businesses. It may be written in a free format incorporating at least the following:		
A - 1	Basic information about the business	Name
		Nature of ownership
		Details of the people in top management
		Location of its operations - national and international
		Cover page
		4
		30
		4, 114, 115

		Products and services offered	4
		Markets served	4, 114, 115
	Economic and Financial Data	Sales	4, 79, 81
		Net profit	80
		Tax paid	80
		Total assets	80
		Market capitalization	80
		Number of employees	4, 60
A-2	Management's commitment statement to the ESG Guidelines		5, 12
	Priorities in terms of the principle and core elements		5
	Reporting period / cycle		4
	Whether the report is based on this framework or any other framework		4, 12
	Any significant risk that the business would like its stakeholders to know		25
	Any goals and targets that were set by the top management for improving their performance during the reporting period		96
B	Part B of the report incorporates the basic parameters on which the business may report their performance. Efforts have been made to keep the reporting simple, in view that this framework is equally applicable to small businesses as well. The report may be prepared in a free format with basic performance indicators included. In case the business entity has chosen not to adopt or report on any of the principles, the same may be stated along with, if possible, the reasons for not doing so.		
B-1	Principle 1 – ethics, transparency and accountability	Governance structure of the business, including committees under the Board responsible for organizational oversight. In case no committee is constituted, then the details of the individual responsible for the oversight.	27, 30
		Mandate and composition (including number of independent members and/or non-executive members) of such committee with the number of oversight review meetings held.	29, 30
		State whether the person/committee head responsible for oversight review is independent from the executive authority or not. If yes, how.	29

		Mechanisms for shareholders and employees to provide recommendations or direction to the Board/ Chief Executive.	29
		Processes in place for the Board/Chief Executive to ensure conflicts of interest are avoided.	29
		Internally developed statement on ethics, codes of conduct and details of the process followed to ensure that the same are followed.	28
		Frequency with which the Board/Chief Executive assesses BR performance.	29
	Principle 2 – product lifecycle sustainability	Statement on recyclable raw materials used	Not Applicable
		Statement on use of energy-efficient technologies, designs and manufacturing/service-delivery processes	86, 88, 89
		Statement on copyrights issues in case of products that involve use of traditional knowledge and geographical indicators	Not Applicable
		Statement on use of sustainable practices in the value chain	52
	Principle 3 – employees' well-being	Total number of employees with percentage of employees that are engaged through contractors	60
		Statement on non-discriminatory employment policy of the business entity	57
		Percentage of employees who are women	60
		Number of persons with disabilities hired	59
		Amount of the least monthly wage paid to any skilled and unskilled employee	61
		Number of training and skill up-gradation programmes organized during the reporting period for skilled and unskilled employees	39
		Number of incidents of delay in payment of wages during the reporting period	46
		Number of grievances submitted by the employees	29

Principle 4 – stakeholder engagement	Statement on the process of identifying stakeholders and engaging with them	19
	Statement on significant issues on which formal dialogue has been undertaken with any of the stakeholder groups	22
Principle 5 – human rights	Statement on the policy of the business entity on observance of human rights in their operation	28
	Statement on complaints of human rights violations filed during the reporting period	28
Principle 6 – environment	Percentage of materials used that are recycled input materials	Not Applicable
	Total energy consumed by the business entity for its operations	92
	Statement on use of energy saving processes and the total energy saved due to use of such processes	88, 90, 91
	Use of renewable energy as percentage of total energy consumption	86
	Total water consumed and the percentage of water that is recycled and reused	93
	Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same	90
	Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal	93
	Details of efforts made for reconstruction of bio-diversity	95, 96
Principle 7 – policy advocacy	Statement on significant policy advocacy efforts undertaken with details of the platforms used	30
Principle 8 – inclusive growth	Details of community investment and development work undertaken indicating the financial resources deployed, and its long-term impact	110, 111
	Details of innovative practices, products and services that particularly enhance access and allocation of resources to the poor and marginalized groups in society	110, 111

	Principle 9 – customer value	Statement on whether the labelling of their products has adequate information regarding product-related customer health and safety, method of use and disposal, product and process standards observed	Not Applicable
		Details of customer complaints on safety, labelling and safe disposal of products received during the reporting period	Not Applicable
<p>C Part C of the report incorporates two important aspects on BR reporting. Part C-1 is a disclosure by the business entity on any negative consequences of its operations on the social, environmental and economic fronts. The objective is to encourage the business to report on this aspect in a transparent manner so that it can channelize its efforts to mitigate the same. Part C-2 is aimed at encouraging the business to continuously improve its performance in the area of BR.</p>			
C - 1	• Brief report on any material/significant negative consequences of the operations of the business entity		Not Applicable
	• Brief on goals and targets in the area of social, environmental and economical responsibilities that the business entity has set for itself for the next reporting period	Social	113, 114
		Environmental	86
		Economical	78, 79

GRI content index

Application level: A

Assured By KPMG

STANDARD DISCLOSURES PART I: Profile disclosures

1. Strategy and analysis

Profile disclosure	Description	Reported	Page no.	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	5	
1.2	Description of key impacts, risks and opportunities.	Fully	6, 25	
2. Organizational profile				
2.1	Name of the organization.	Fully	Cover, 4	
2.2	Primary brands, products, and/or services.	Fully	4	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	4	
2.4	Location of organization's headquarters.	Fully	4	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	4, 114, 115	
2.6	Nature of ownership and legal form.	Fully	4	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	4, 114, 115	
2.8	Scale of the reporting organization.	Fully	4	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	4	No changes
2.10	Awards received in the reporting period.	Fully	7, 8	

3. Report parameters

3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	4	
3.2	Date of most recent previous report (if any).	Fully	4, 12	
3.3	Reporting cycle (annual, biennial, etc.)	Fully	4, 12	
3.4	Contact point for questions regarding the report or its contents.	Fully	13, back cover	
3.5	Process for defining report content.	Fully	12	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI boundary protocol for further guidance.	Fully	4	
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	4	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Not applicable	-	No structural variation which can affect comparability
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI indicator protocols.	Fully	119	No change from previous report. No deviations from protocol.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Not applicable	-	No restatements
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	4	No significant changes
3.12	Table identifying the location of standard disclosures in the report.	Fully	129, 130	
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	4	

4. Governance, commitments and engagement

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	29, 30	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	29	
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	29, 30	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	29	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Not reported	-	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	29	
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	29	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	4, 48, 27, 28, 34, 57	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	29	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	29	

4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	86, 88, 89-93	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	4	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	30	
4.14	List of stakeholder groups engaged by the organization.	Fully	19-21	
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	19	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	19	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	22-24	

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

DMA	Description	Reported	Page no.	Explanation
DMA EC	Disclosure on management approach EC	Fully	78, 79	
Aspects	Economic performance	Fully	78	
	Market presence	Fully	78, 82, 83	
	Indirect economic impacts	Fully	80, 83	
DMA EN	Disclosure on management approach EN	Fully	86-88	
Aspects	Materials	Fully	86, 87	
	Energy	Fully	86, 87, 92	
	Water	Fully	86, 87, 93	

	Biodiversity	Fully	95, 96	
	Emissions, effluents and waste	Fully	94, 95	
	Products and services	Fully	39, 43	
	Compliance	Fully	29	
	Transport	Fully	91, 97	
	Overall	Fully	86, 87	
DMA LA	Disclosure on management approach LA	Fully	28,57, 45-50, 56, 57,61	
Aspects	Employment	Fully	57, 48, 49	
	Labor/management relations	Fully	28, 45-49	
	Occupational health and safety	Fully	49, 50	
	Training and education	Fully	36-39	
	Diversity and equal opportunity	Fully	56-57	
	Equal remuneration for women and men	Fully	61	
DMA HR	Disclosure on management approach HR	Fully	28, 52, 57	
Aspects	Investment and procurement practices	Fully	52	
	Non-discrimination	Fully	57	
	Freedom of association and collective bargaining	Fully	28	
	Child labour	Fully	28	
	Prevention of forced and compulsory labor	Fully	28	
	Security practices	Fully	28	
	Indigenous rights	Not applicable	-	
	Assessment	Partially	45, 46	
	Remediation	Partially	29, 47	

DMA SO	Disclosure on management approach SO	Fully	27, 29, 30	
Aspects	Local communities	Fully	102	
	Corruption	Fully	27	
	Public policy	Fully	30	
	Anti-competitive behaviour	Fully	29	
	Compliance	Fully	29	
DMA PR	Disclosure on management approach PR	Fully	29	
Aspects	Customer health and safety	Not applicable	-	Mindtree is a IT/ITES company
	Product and service labelling	Not applicable	-	Mindtree is a IT/ITES company
	Marketing communications	Not reported	-	
	Customer privacy	Fully	29	
	Compliance	Fully	29	
STANDARD DISCLOSURES PART III: performance indicators				
Economic				
Performance indicator	Description	Reported	Page no.	Explanation
Economic performance				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	Fully	79	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	86, 95	
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	58, 59, 83	
EC4	Significant financial assistance received from government.	Fully	83	

Market presence				
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Fully	49	
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation.	Partially	52	Preference is set; data not tracked
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Partially	48	Preference is set; data not tracked
Indirect economic impact				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement.	Fully	110, 111	
EC9	Understanding and describing significant indirect economic impact, including the extent of impact.	Partially	110, 111	
Environmental				
Materials				
EN1	Materials used by weight or volume.	Not applicable	-	Mindtree is a IT/ITES company
EN2	Percentage of materials used that are recycled input materials.	Not applicable	-	Mindtree is a IT/ITES company
Energy				
EN3	Direct energy consumption by primary energy source.	Fully	92	
EN4	Indirect energy consumption by primary source.	Fully	92	
EN5	Energy saved due to conservation and efficiency improvements.	Fully	93	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services and reductions in energy requirements as a result of these initiatives.	Fully	90-93	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	92, 93	

Water					
EN8	Total water withdrawal by source.	Fully	93		
EN9	Water sources significantly affected by withdrawal of water.	Fully	93		
EN10	Percentage and total volume of water recycled and reused.	Fully	93		
Biodiversity					
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not applicable	-	Mindtree is not located near areas of high biodiversity value	
EN12	Description of significant impact of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not applicable	-		
EN13	Habitats protected or restored.	Fully	95, 96		
EN14	Strategies, current actions and future plans for managing impacts on biodiversity.	Not applicable	-		
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not applicable	-		
Emissions, effluents and waste					
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	90		
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	90, 91		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	90, 91		
EN19	Emissions of ozone-depleting substances by weight.	Fully	91		
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	Fully	91		
EN21	Total water discharge by quality and destination.	Fully	93		
EN22	Total weight of waste by type and disposal method.	Fully	94, 95		
EN23	Total number and volume of significant spills.	Nil	-		Not applicable

EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII and percentage of transported waste shipped internationally.	Not applicable	-	Not applicable as per the Basel Convention
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not applicable	-	Mindtree is not located near areas of biodiversity value
Products and services				
EN26	Initiatives to mitigate environmental impact of products and services and the extent of impact mitigation.	Fully	86-87	No impacts from products/services; initiatives to mitigate operational impacts are reported.
EN27	Percentage of products sold and packaging material reclaimed by category.	Not applicable	-	Mindtree is an IT/ITES company
Compliance				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Not reported	-	
Transport				
EN29	Significant environmental impact of transporting products and other goods and materials used for the organization's operations and transporting members of the workforce.	Fully	92	
Overall				
EN30	Total environmental protection expenditures and investments by type.	Fully	95	
Social: labor practices and decent work				
Employment				
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	Fully	60	
LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region.	Fully	60, 47	

LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	48, 49	
LA15	Return to work and retention rates after parental leave, by gender.	Fully	61	
Labor/management relations				
LA4	Percentage of employees covered by the collective bargaining agreements.	Not applicable	-	No trade unions, no collective agreements
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not applicable	-	
Occupational health and safety				
LA6	Percentage of the total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	48	
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and by gender.	Fully	58	
LA8	Education, training, counselling, prevention and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	49, 50	
LA9	Health and safety topics covered in formal agreements with trade unions.	Not applicable	-	No trade unions
Training and education				
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	39	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career moves.	Fully	40-44, 46	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	45	

Diversity and equal opportunity				
LA13	Composition of governance bodies and breakdown of employees as per employee category, according to gender, age group, minority group membership and other indicators of diversity.	Fully	31	
Equal remuneration for women and men				
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	61	
Social: human rights				
Investment and procurement practices				
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Partially	28	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening and actions taken.	Partially	28	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partially	28	
Non-discrimination				
HR4	Total discrimination incidents and corrective actions taken.	Fully	29	No cases reported
Freedom of association and collective bargaining				
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk and actions taken to support these rights.	Partially	28, 52	
Child labor				
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	28, 52	

Forced and compulsory labor				
HR7	Operations and significant suppliers identified as having a significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	28, 52	
Security practises				
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	28	
Indigenous rights				
HR9	Total incidents of violations involving rights of indigenous people and actions taken.	Non applicable	-	No indigenous population near Mindtree's operations.
Assessment				
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Partially	28	
Remediation				
HR11	Grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	29	No cases reported
Social: Society				
Local communities				
SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs.	Partially	110-113	
SO9	Operations with significant potential or actual negative impacts on local communities.	Non applicable	-	No significant impacts
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Non applicable	-	No significant impacts
Corruption				
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	27	

SO3	Percentage of employees trained in the organization's anti-corruption policies and procedures.	Fully	27	
SO4	Actions taken in response to incidents of corruption.	Fully	28	
Public policy				
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	30	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	80	No such contributions
Anti-competitive behaviour				
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes.	Fully	29	None
Compliance				
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	-	All monetary significant fines and non-monetary sanctions have been clearly explained in page 72 of our audited annual report (http://www.mindtree.com/about-us/investors/annual-report-2013-14/annual-report-2013-14)
Social: Product Responsibility				
Customer health and safety				
PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement and the percentage of significant products and services categories subject to such procedures.	Not applicable	-	Not applicable. The services offered by Mindtree do not have a health and safety impact, as it does not manufacture any goods/products.

PR2	Total incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their lifecycle, by type of outcomes.	Not applicable	-	Not applicable. The services offered by Mindtree do not have a health and safety impact, as it does not manufacture any goods/products.
Product and service labeling				
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	Not applicable	-	Not applicable. The services offered by Mindtree do not have a health and safety impact, as it does not manufacture any goods/products.
PR4	Total incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	Not applicable	-	Not applicable. The services offered by Mindtree do not have a health and safety impact, as it does not manufacture any goods/products. Mindtree does not have compliance requirements for labelling or information.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	29	No such incidents

Marketing communications				
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	Not applicable	-	
PR7	Total incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not reported	-	
Customer privacy				
PR8	Total substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	29	
Compliance				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not applicable	-	No such incidents

Glossary of Acronyms

Acronym	Expansion
APD	Association for the Physically Disabled
BEE	Bureau of Energy Efficiency
BMTC	Bangalore Metropolitan Transport Corporation
BOD	Board of Directors
BSE	Bombay Stock Exchange
BU	Business Unit
C6, C7	Two specific levels of middle level managers
C&B	Compensation and Benefits
CBS	Common Bus System
CII	Confederation of Indian Industry
COMM 101	Name of a Communication program at Mindtree
CRO	Chief Risk Officer
CSAT	Customer Satisfaction
CSR	Corporate Social Responsibility
D2R	Dream to Reality
EDGES	Ethnicity, Disability, Gender and Sexual Orientation
EHS	Environment, Health and Safety
ELP	Emerging Leaders Program
ELW	Entry Level Wages
EMS	Environmental Management System
EPS	Earnings Per Share
ERM	Enterprise Risk Management
ESOP	Employee Stock Ownership Plan
FY	Financial year
GHG	Green House Gas
GJ	Giga Joules

HFC	Hydro-Flouro-Carbon
HMHB	Healthy Mind Healthy Body
IGG	I Got Garbage
INR	Indian National Rupees
IP	Intellectual Property
ISO	International Organization for Standardization
IT	Information Technology
ITES	Information Technology Enabled Services
KM	Knowledge Management
KSCCW	Karnataka State Council for Child Welfare
KwH	Kilowatt Hour
LEED	Leadership in Energy and Environmental Design
LMW	Local Minimum Wages
MCPM	Mindtree Certified Project Managers
MGC	Mindtree Green Council
MOC	Missionaries of Charity
MAKE	Most Admired Knowledge Enterprise
NASSCOM	The National Association of Software and Services Companies
NO _x	Oxides of Nitrogen
NSE	National Stock Exchange of India Limited
NVG-SEE	Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business
NGO	Non Government Organization
OHSAS	Occupational Health and Safety Assessment sequence
ROCE	Return on Capital Employed
ROW	Rest of the World
R&R	Rewards and Recognition
RWH	Rain Water Harvesting
SOW	Statement of Work

SO _x	Oxides of Sulfur
SPM	Suspended Particulate Matter
SEBI	Securities Exchange Board of India
STP	Sewage Treatment Plant
TSA	Technologists for Social Action
UNGC	United Nations Global Compact
USD	United States Dollar
VAV	Variable Air Volume

About the writer

Sangeeta Mansur is a sustainability professional- a researcher, writer, trainer and advisor on Sustainability, with a focus on sustainability strategy roadmaps, capacity- building and sustainability communication, including reporting.

Her doctoral study (from IISc.) is in the area of CSR, and her experience with leading research organizations in India and the Middle East lends her work in CSR & Sustainability a strong anchor in research. She is a trainer certified by GRI in sustainability reporting, and she believes in the power of sustainability frameworks to lead organizations towards a future that rewards inclusive business.

Her boutique firm Bhairavi Business & Consultancy endeavors to catalyze CSR and Sustainability performance towards tomorrow's business, and loves to co-create paths of holistic value for forward-looking organizations.

Sangeeta has extensively studied the landscape of Mindtree stakeholders-internal and external, conceptualized the key theme and the core narrative, harmonized the GRI framework with it and has reflected our story in our voice, for our stakeholders.

Sangeeta Mansur, PhD.,
Founder Catalyst, Bhairavi Business & Consultancy
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Mindtree

Welcome to possible



This Sustainability Report is printed on 100% Recycled paper
as certified by the Forest Stewardship Council (FSC)

Feedback and communication

We welcome any feedback and suggestions which will further strengthen our sustainability programs.

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The report can be downloaded at <http://www.mindtree.com/sustainability/mindtree-sustainability-report.pdf>